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AFFIDAVIT OF PUBLICATION

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

STATE OF WISCONSIN, COUNTY OF BROWN

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

06/02/2026, 06/09/2026

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

Sworn to and subscribed before on 06/09/2026

Legal Clerk

Notary, State of WI, County of Brown

My commission expires

Publication Cost:	\$34.25	
Tax Amount:	\$0.00	
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Customer No:	1020787	1
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THIS IS NOT AN INVOICE!

Please do not use this form for payment remittance.

The Office of Statewide Strategic Sourcing, on behalf of the Mississippi Emergency Management Agency, will accept submissions in response to an Invitations for Bids (IFB) for the update of District 6 Hazard Mitigation Plans. A copy of the IFB, District 6 Hazard Mitigation Plan Update, RFx No. 3160008070 may be obtained by contacting April Burns at 601-359-5286, osss@dfa.ms.gov and at 501 North West Street, Suite 1301, Jackson, Mississippi 39201, or by visiting Procurement | Mississippi Emergency Management Agency. Bids will be received until 1:00 PM Central Daylight Time on July 15, 2026.

6/2, 6/9, 2026 # 12342665

NICOLE JACOBS
Notary Public
State of Wisconsin

District 6 Hazard Mitigation Plan Update IFB RFx #3160008070-AMENDMENT 1 QA

From OSSS <OSSS@dfa.ms.gov>

Date Wed 7/1/2026 1:08 PM

To Allen, Emily <Emily.Allen@mbakerintl.com>; OSSS <OSSS@dfa.ms.gov>

Good afternoon,

MEMA has posted Amendment 1 for District 6 Hazard Mitigation Plan Update IFB RFx #3160008070. **Please download or print a copy for your records** as the website availability may change.

[Procurement | Mississippi Emergency Management Agency](#)

You must acknowledge receipt of Amendment 1 by signing and returning the amendment with your bid package or by submitting a letter or email as outlined in Section 3.6, Acknowledgement of Amendments. Let me know if you are unable to retrieve the documents from the link. As a reminder, bidders should check the website prior to bid submission to ensure they have the most up-to-date information.

Thank you,



April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Allen, Emily <Emily.Allen@mbakerintl.com>

Sent: Wednesday, June 24, 2026 8:41 AM

To: OSSS <OSSS@dfa.ms.gov>

Subject: <EXTERNAL>: IFB RFx Number 3160008070 - Questions

	IFB Section, Page Number	Vendor Question/Request for Clarification
1.	Section 7, page 8	The project duration is for (1) 12-month period, followed by up to (3) 12-month extensions. For the cost proposal, should vendors prepare a separate 12-month plan update cost followed by annual implementation costs for community adoption, updates, and amendments?
2.	Section 7, page 8	The initial project duration is for (1) 12-month period. Does this period include plan adoption by all jurisdictions, or will this adoption time frame be considered as part of the possible (3) 12-month extensions?
3.	Section 8.1, page 9	Is there an anticipated budget established for this project?

Thank you!

Emily Szeszycki Allen, CFM | Resilience Programs Team Lead
1925 Ballenger Ave | Alexandria, VA 22314 | [M] 985-438-2604
Emily.Allen@mbakerintl.com | www.mbakerial.com [mbakerintl.com]

Michael Baker
INTERNATIONAL

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[Learn about our MER3 team \[mbakerintl.com\]](http://mbakerintl.com), a business vertical within Michael Baker International

RE: District 6 Hazard Mitigation Plan Update IFB RFx #3160008070-AMENDMENT 1 QA

From OSSS <OSSS@dfa.ms.gov>

Date Wed 7/1/2026 1:09 PM

To OSSS <OSSS@dfa.ms.gov>; ebuchanan@wittobriens.com <ebuchanan@wittobriens.com>

Good afternoon,

MEMA has posted Amendment 1 for District 6 Hazard Mitigation Plan Update IFB RFx #3160008070. **Please download or print a copy for your records** as the website availability may change.

[Procurement | Mississippi Emergency Management Agency](#)

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Thank you,



April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: OSSS

Sent: Tuesday, June 2, 2026 9:58 AM

To: ebuchanan@wittobriens.com

Cc: OSSS <OSSS@dfa.ms.gov>

Subject: District 6 Hazard Mitigation Plan Update IFB RFx #3160008070-DIRECT SOLICITATION

Good morning,

The Office of Statewide Strategic Sourcing (OSSS) has issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA). MEMA is seeking bids from qualified and experienced contractors to update the hazard mitigation plan for District 6. The IFB can be found on the MEMA website by following the link below (hold ctrl and click the link).

[RFx 3160008070 - District 6 Hazard Mitigation Plan Update](#)

Please download or print a copy of the attached file for your records, as it may eventually be removed from the website.

If you experience any issues accessing the documents through the provided link, feel free to reach out to me directly. **Updates related to this solicitation will be posted on the website**, so I encourage you to **check it periodically to ensure you have the most current information**.

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)
601-359-5198

501 North West Street, Suite 1301-C
Jackson, MS 39201

RE: District 6 Hazard Mitigation Plan Update IFB RFx #3160008070-AMENDMENT 1 QA

From OSSS <OSSS@dfa.ms.gov>

Date Wed 7/1/2026 1:09 PM

To OSSS <OSSS@dfa.ms.gov>; osp@lsu.edu <osp@lsu.edu>

Good afternoon,

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April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: OSSS

Sent: Tuesday, June 2, 2026 9:59 AM

To: 'osp@lsu.edu' <osp@lsu.edu>

Cc: OSSS <OSSS@dfa.ms.gov>

Subject: District 6 Hazard Mitigation Plan Update IFB RFx #3160008070-DIRECT SOLICITATION

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601-359-5198

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Jackson, MS 39201

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From OSSS <OSSS@dfa.ms.gov>

Date Wed 7/1/2026 1:09 PM

To OSSS <OSSS@dfa.ms.gov>; andrea@theresiliencyinitiative.com <andrea@theresiliencyinitiative.com>

Good afternoon,

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April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: OSSS

Sent: Tuesday, June 2, 2026 9:59 AM

To: andrea@theresiliencyinitiative.com

Cc: OSSS <OSSS@dfa.ms.gov>

Subject: District 6 Hazard Mitigation Plan Update IFB RFx #3160008070-DIRECT SOLICITATION

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Thank you,



April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

601-359-5198

501 North West Street, Suite 1301-C

Jackson, MS 39201

Response

- [Contract 8200085019 - Landstar Ranger, Inc. Contract Award](#)
- [Contract 8200085031 - LRT Solutions, Inc. Contract Award](#)
- [Contract 8200085803 - Chloeta Holding, LLC Contract Award](#)
- [Contract 8200085878 - Chloeta Holding, LLC Contract Award](#)
- [Contract 8200085030 - Star Logistics Solutions, LLC Contract Award](#)

Emergency Management Assistance Compact

Request for Qualifications

None at the time.

Invitation for Bids (IFB)

- [RFx 3160008070 - District 6 Hazard Mitigation Plan Update](#)
 - [RFx 3160008070 - District 6 Hazard Mitigation Plan Update Amendment 1](#)

Forms



Set as default

Set Google Chrome as your default browser and pin it to your taskbar

Search for Bid Opportunities and Public Notifications (Sole Source, Intent to Award, and Protective Order Request) using **Keyword** or **Advanced Search Options**. State Government Bid Opportunities will be posted to this page as defined by State Law. Sole Source, Intent to Award, and Protective Order Request notifications are not bid opportunities, but are posted in accordance with State Law to provide transparency to the public.

3160008070

SEARCH

ADVANCED SEARCH OPTIONS

Agency	Smart Number	RFx Number	Description
MS EMERGENCY MANAGEMENT AGENCY	1741-26-8-IFBD-00005-V03	3160008070	Major Procurement PERSONNEL SERVICES NON-IT This Invitation for Bids is for the update o Hazard Mitigat... Attachment - Amendment 1 Attachment - District 6 Hazard Mitigation Solicitation

District 6 Hazard Mitigation Plan Update

IFB RFx# 3160008070

Bids Due: July 21, 2026 | 1:00 PM Central Standard Time

Bid Opening: July 21, 2026 | 2:00 PM Central Standard Time

REGISTRY OF BIDS

Bidder	Bid Price	Date	Time
1. Chloeta	\$49,126.00	7/2/26	10:08 AM
2. Apex Resilience Group LLC	\$250,000.00	7/15/26	12:42 PM
3. DragonLady Defense	\$59,500.00	7/15/26	1:07 PM
4. Witt O'Brien's LLC	\$51,018.00	7/17/26	10:50 AM
5. The Resiliency Initiative	\$38,051.00	7/20/26	1:29 PM
6. Michael Baker International	\$225,000.00	7/20/26	2:32 PM
7.	\$	Date	Time
8.	\$	Date	Time
9.	\$	Date	Time
10.	\$	Date	Time

BID OPENING ATTENDANCE

Name	Title/Agency
April Burns  April S. Burns 2026.08.14 13:01:24 -05'00'	Deputy Director/OSSS/DFA
Laura Furdge  Digitally signed by Laura Furdge Date: 2026.08.14 13:11:52 -05'00'	Statewide Procurement Analyst/OSSS/DFA
Sallie Sones 	Contract Officer/MEMA

Attachment A

BID COVER SHEET

Bids must be received via email at OSSS@dfa.ms.gov as listed below on or before 1:00 PM CDT, July 15, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070 – [Bidding Company Name]

Name of Company: Chloeta

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

Signature: 

Address: 701 Cedar Lake Boulevard, Suite 320

City/State/Zip: Oklahoma City, OK 73114

Telephone: 877-245-6382

Fax Number: 877-245-6382 (same as telephone)

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

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

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

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

How many years has the firm been in business of performing the services called for in this IFB?
Chloeta has been performing these services for seventeen (17) years.

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. Physical/Mailing Location of Chloeta's Home Office & Principal Place of Business: 701 Cedar Lake Boulevard, Suite 320, Oklahoma City, OK 73114
Place of Incorporation: State of Oklahoma

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

To ensure effective stakeholder engagement, we have budgeted \$4,368.65 in travel expenses to support in-person participation at the four (4) planned public meetings. Planning and coordination for this project would be completed virtually using secure, reliable platforms.

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

No, Chloeta is not currently for sale or involved in any transactions to expand or become acquired by another business entity.

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

Our firm meets all applicable Federal and State requirements to update hazard mitigation plans in compliance with FEMA regulations (44 CFR Part 201).

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

While no specific professional license or certification is required by Federal or State Law to prepare or update hazard mitigation plans, our staff possess the requisite qualifications, experience, and training to perform this work.

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

Chloeta has provided hazard mitigation and related emergency management services for forty-five (45) total customers in the past five (5) years. Of these engagements, twelve (12) customers have received or are receiving hazard mitigation planning and update services.

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five (5) years?

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

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

Chloeta delivers expert emergency management planning, training, response, and recovery services nationwide. Our staff hold advanced degrees and professional certifications in emergency management, planning, engineering, and GIS.

6.2 Required Certification, Accreditation, and/or Licenses

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

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

Project Personnel

Name	Qualifications
Troy German, Project Director	Project Management Professional (PMP) and FEMA Continuity of Operations (COOP) Master Practitioner with more than 20 years of experience in emergency management, hazard mitigation, and continuity planning. Led hazard mitigation planning efforts for multiple jurisdictions, directing planning committees, risk assessments, and compliance documentation through FEMA approval. Brings extensive experience in multi-agency coordination, regulatory compliance, and stakeholder engagement, supported by advanced ICS/NIMS leadership qualifications and more than 700 hours of FEMA Emergency Management Institute coursework. Background includes senior disaster response leadership with the Oklahoma Highway Patrol and project management oversight at Chloeta.
Moriah Stanford, Project Manager	Extensive experience developing, reviewing, and guiding Hazard Mitigation Plans at both the state and local levels. As Team Lead for the Oklahoma Department of Emergency Management's Hazard Mitigation and Resiliency Division, managed local HMP reviews, provided technical assistance to jurisdictions, and led updates to the State of Oklahoma Hazard Mitigation Plan in alignment with current FEMA guidance. Brings strong expertise in GIS-based risk assessment, compliance gap analysis, and stakeholder coordination, and has facilitated workshops and developed plan templates to support adoption-ready deliverables.
Mallory Darais, Senior Emergency Management Planner	Emergency preparedness planner with fifteen (15) years of experience supporting public health and emergency management programs at the state and local levels. Brings strong expertise in data-driven planning, capability and gap assessments, and evaluation in support of Hazard Mitigation Plans, Emergency Operations Plans, and continuity planning efforts. Background includes public health preparedness, hospital emergency management, and HSEEP-compliant planning and evaluation. Supports plan development, workshops, and analytic reporting to inform leadership decision-making and plan approval.
Myra Murray, Emergency Management Planner	Emergency management professional supporting hazard mitigation planning, emergency preparedness, and disaster recovery initiatives across municipal and federal organizations. Holds a Bachelor of Science in Security & Emergency Management and an Associate of Science in Emergency Management. Brings experience assisting with hazard identification, risk assessment, emergency planning, and stakeholder coordination through roles with the City of Shawnee Emergency Management and the Federal Emergency Management Agency (FEMA). Supports planning workshops, documentation, and coordination with local, state, and federal partners to advance community resilience and FEMA planning objectives. Qualifications include training in ICS, NIMS, Continuity of Operations (COOP), mitigation planning, and exercise and operational planning.

Augustin Moses, Professional Engineer	Licensed Professional Engineer and environmental compliance subject matter expert with more than 40 years of experience supporting infrastructure, environmental planning, and risk assessment programs. Holds two (2) Master of Civil Engineering degrees with concentrations in environmental and soil engineering and brings extensive expertise in NEPA compliance, environmental assessments, and engineering review gained through senior roles with the Federal Aviation Administration and private-sector engineering firms. Provides technical review of proposed mitigation actions to ensure feasibility, environmental compliance, and regulatory defensibility.
Meredith Kemp, Public Engagement Specialist	Strategic communications and public engagement specialist with ten (10) years of experience supporting federal and state emergency management, environmental planning, and mitigation programs. Holds a Master of Business Administration and brings extensive experience leading public outreach, stakeholder facilitation, and public comment management. At Chloeta, leads public engagement for Hazard Mitigation Plans, wildfire mitigation, and environmental planning projects, including public meeting facilitation, online outreach, and cross-jurisdictional coordination. Background includes crisis and risk communications, Tribal consultation, and regulatory communications, supported by FEMA ICS training through ICS-400 and IS-700/800.
Rook Spears, GIS Analyst	GIS analyst with specialized expertise in wildfire, hazard, and risk mapping for state, Tribal, and local jurisdictions. Holds a Bachelor of Arts in Geography and has extensive experience conducting wildfire risk modeling, geospatial analysis, and vulnerability mapping. At Chloeta, leads geospatial product development for mitigation planning projects, producing defensible maps, dashboards, and interactive tools using ArcGIS Pro, ArcGIS Online, and ArcGIS Enterprise. Qualifications include NWCG S-341 GIS Specialist training and FEMA ICS coursework (IS-100, 200, 700, 800).

6.4 Bidder Qualifications

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

Chloeta brings extensive experience in hazard mitigation and emergency management planning, supported by personnel with direct operational backgrounds. Chloeta employs 127 full-time staff and maintains a national cadre of more than 120 qualified emergency management professionals with diverse expertise in incident management and emergency response training. Our personnel have managed complex incidents, including wildland fires, hurricanes, oil spills, floods, tornadoes, and terrorist attacks, providing the operational perspective necessary to develop hazard mitigation plans that are technically defensible, implementable, and realistic. This operational expertise is supported by an efficient and scalable organizational structure designed to meet government contracting requirements, ensuring both administrative and technical capacity throughout the period of performance. Chloeta affirms that it possesses the financial strength and operating resources necessary to perform the required services, with approximately \$30 million in annual revenue and access to a \$5 million revolving line of credit, providing sufficient capacity to support project staffing, scheduling, and deliverable requirements without financial constraint. Chloeta is also currently under contract with the Mississippi Emergency Management Agency (MEMA) to complete Hazard Mitigation Plan updates for Districts 1 and 2. These concurrent contract awards demonstrate our organizational capacity, depth of qualified personnel, and ability to successfully manage multiple hazard mitigation planning efforts simultaneously while maintaining consistent project management and technical oversight.

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

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

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

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



4. The quality of performance of previous contracts or services

Quality assurance is built into every step of Chloeta's hazard mitigation planning process. All plan sections, technical analyses, meeting documentation, status updates, and coordination materials will undergo internal review

prior to submittal to MEMA, the District 2 Hazard Mitigation Council, or FEMA. Chloeta will maintain standardized templates and internal review protocols to ensure consistency, clarity, and compliance across all jurisdictions included in the District 2 plan update. When potential risks, data gaps, or schedule delays are identified, Chloeta will promptly notify MEMA and coordinate on appropriate mitigation strategies.



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

Attachment B

BID FORM

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

The maximum contract price for the update of District 6 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

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

Total all-inclusive Maximum Contract Price: \$ 49,126.00 /YEAR

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

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

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

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

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

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

Company Name: Chloeta

Printed Name of Representative: Jo Kephart

Date: 06/30/2026

Signature: Jo Kephart

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

8.1.2 Cost Analysis and Breakdown Sheet

Chloeta is committed to providing our clients with the highest level of value through our services. Our total proposed cost for this effort is **\$49,126.00**, which is a comprehensive, fully burdened amount to cover every cost element necessary to deliver the services described in the scope of work. Our cost is inclusive of direct labor, fringe benefits, fees, overhead, and other direct costs. Our pricing is developed using current labor rates, historical performance requirements, and risk allowances to ensure successful project execution. Through Chloeta's fixed pricing, we give our clients cost transparency and the assurance that we will efficiently manage resources while upholding quality and strict control measures.

Cost Breakdown by Task

Task No.	Description	Total
1.1	Kickoff Meeting	\$696.00
1.2	4x Public Meetings	\$15,909.00
1.3	Stakeholder Engagement	\$2,878.00
2	Risk Assessment	\$11,229.00
3	Mitigation Strategy	\$3,953.00
4	HMP Maintenance Process	\$176.00
5.1	Draft HMP	\$9,119.00
5.2	Draft Final HMP	\$4,278.00
6	Final HMP	\$888.00
Total Not-to-exceed Cost		\$49,126.00

Attachment C

REFERENCES

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

REFERENCE 1

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

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

Contact Person: Bryan Asheim

Telephone Number: 912-685-2835

Cell Number: N/A

E-mail: baasheim@candlerco-ga.gov

Alternative Contact Person (optional): N/A

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 2

Name of Company: Talladega County, AL

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

Contact Person: LeighAnn Butler

Telephone Number: 256-761-2125

Cell Number: N/A

E-mail: leighann.butler@talladegacountyal.org

Alternative Contact Person (optional): N/A

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 3

Name of Company: Essex County, NY

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

Contact Person: Josh Favro

Telephone Number: 518-873-3901

Cell Number: N/A

E-mail: joshua.favro@essexcountyny.gov

Alternative Contact Person (optional): N/A

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 4

Name of Company: Town of Holliston, MA

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

Contact Person: Chief Michael Cassidy

Telephone Number: 508-429-4631

Cell Number: N/A

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

Alternative Contact Person (optional): N/A

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 5

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

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

Contact Person: Bobby Lucero

Telephone Number: 575-737-6459

Cell Number: N/A

E-mail: bobby.lucero@taoscountynm.gov

Alternative Contact Person (optional): N/A

Telephone Number: _____

Cell Number: _____

E-mail: _____

Invitation for Bids
District 6 Hazard Mitigation Plan Update
 IFB RFx# 3160008070

Amendment #1
Questions and Answers

IFB Section, Page Number	Vendor/Contractor Question	Agency Response
1. Section 7, page 8	The project duration is for (1) 12-month period, followed by up to (3) 12-month extensions. For the cost proposal, should vendors prepare a separate 12-month plan update cost followed by annual implementation costs for community adoption, updates, and amendments?	No. This cost should reflect the amount the company would expend to complete all the requirements listed in the Scope of Work. This should be one annual cost amount. If the contract is extended for an additional one-year term, any extension requiring additional funding shall be at the same annual price proposed by the Contractor in its original bid at the time of bid opening.
2. Section 7, page 8	The initial project duration is for (1) 12-month period. Does this period include plan adoption by all jurisdictions, or will this adoption time frame be considered as part of the possible (3) 12-month extensions?	The contract term is intended to provide sufficient time to complete all work included in the Scope of Work, including adoption of all plans as required in Section 4.1, Number 7. If additional time is needed to complete the work at no additional cost, MEMA may extend the contract.
3. Section 8.1, page 9	Is there an anticipated budget established for this project?	No

Section 2.1 Timeline is amended as follows:

Invitation to Bid (IFB) Issue Date	June 2, 2026
Questions and Requests for Clarification Due	June 24, 2026, 3:00 PM CDT
Anticipated Posting of Answers to Questions	June 30, 2026, 11:00 AM CDT
Bid Package Due	July 15 21 , 2026, 1:00 PM CDT
Bid Opening	July 15 21 , 2026, 2:00 PM CDT
Anticipated Notice of Intent to Award	August 7, 2026, 11:00 AM CDT

Invitation for Bids
District 6 Hazard Mitigation Plan Update
IFB RFx# 3160008070

Amendment #1
Questions and Answers

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

Receipt of Amendment #1 Acknowledged:

Company: Chloeta

By: Jo Kephart

Printed Name: Jo Kephart

Title: Vice President, Bids & Proposals

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

SSmer
7/28/26
SSmer
8/14/26

Bidder: Chloeta

Price(s): \$49,126.00

AGENCY MUST REVIEW BIDS AND CONFIRM

Please Initial to Confirm
Submission Compliance

	Requirement	Notes <i>(PDF Page Number)</i>
☒	Bid Submitted Timely — 1:00PM July 21, 2026	July 2, 2026 10:08 AM
☒	Acknowledged Amendments ☒ #1	pp. 15-16
☒	Attachment A – Bid Cover Sheet	pp. 1-3
	Signed? ☒ Yes ☐ No	p. 1
☒	Attachment B – Bid Form	pp. 8-10
	Signed? ☒ Yes ☐ No	p. 10
	Release of Bid as Public Record Completed? ☒ Yes ☐ No	p. 10
	Redacted Copy? ☐ Yes ☒ No Included? ☐ Yes ☐ No	n/a
☒	Attachment C - References	pp. 12-14
	At least 3? ☒ Yes ☐ No	pp. 12-14

Minimum Requirements

	Requirement	Notes <i>(PDF Page Number)</i>
☒	Experience: Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	2008; 17 years
☒	Certifications/Accreditation/Licenses: Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 4-7
MEMA will conduct reference checks and complete scoring.		
☐	Reference Score – 12 Points Total: A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score: <i>12</i> <i>SSmer</i> <i>8/14/26</i>
☒	Registered in MAGIC	3102025225
☒	Good Standing/Registered with MS SOS	Attached

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

7/23/26, 3:03 PM

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Michael Watson
SECRETARY OF STATE

This is not an official certificate of good standing.

Name History

Name	Name Type
Chloeta Holdings LLC	Legal
Chloeta Fire, LLC	Previous Legal

Business Information

Business Type:	Limited Liability Company
Business ID:	1202439
Status:	Good Standing
Effective Date:	02/21/2020
State of Incorporation:	OK
Principal Office Address:	701 Cedar Lake Blvd, Suite 320 Oklahoma City, OK 73114

Registered Agent

Name
C T CORPORATION SYSTEM
8927 Lorraine Rd. Suite 204-A
Gulfport , MS 39503

Officers & Directors

Name	Title
Mark Masters 701 Cedar Lake Blvd, Suite 320 Oklahoma City, OK	Manager

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

SSones
5/28/24

Bidder: Apex Resilience Group LLC

Price(s): \$250,000.00

AGENCY MUST REVIEW BIDS AND CONFIRM

Please Initial to Confirm

Submission Compliance

	Requirement	Notes (PDF Page Number)
☒	Bid Submitted Timely — 1:00PM July 21, 2026	July 15, 2026 12:42 PM
☐	Acknowledged Amendments ☐ #1	Not found
☒	Attachment A – Bid Cover Sheet	pp. 18-22
	Signed? ☒ Yes ☐ No	p. 18
☒	Attachment B – Bid Form	pp. 23-25
	Signed? ☒ Yes ☐ No	p. 25
	Release of Bid as Public Record Completed? ☒ Yes ☐ No	p. 25
	Redacted Copy? ☐ Yes ☒ No Included? ☐ Yes ☐ No	n/a
☒	Attachment C - References	pp. 26-28
	At least 3? ☒ Yes ☐ No	pp. 26-27

Minimum Requirements

	Requirement	Notes (PDF Page Number)
☐	Experience: Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	2025; <1 year
☐	Certifications/Accreditation/Licenses: Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	See pp. 19-22. MEMA will need to confirm responsiveness.
MEMA will conduct reference checks and complete scoring.		
☐	Reference Score – 12 Points Total: A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:
☐	Registered in MAGIC	No registration found.
☐	Good Standing/Registered with MS SOS	No registration found.

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

✓ SSmer
7/28/24

Bidder: DragonLady Defense, LLC

Price(s): \$59,500.00

AGENCY MUST REVIEW BIDS AND CONFIRM

Please Initial to Confirm
Submission Compliance

	Requirement	Notes <i>(PDF Page Number)</i>
☒	Bid Submitted Timely — 1:00PM July 21, 2026	July 15, 2026 1:07 PM
☒	Acknowledged Amendments ☒ #1	pp. 76-78
☒	Attachment A – Bid Cover Sheet Signed? ☒ Yes ☐ No	pp. 47-49 p. 47
☒	Attachment B – Bid Form Signed? ☒ Yes ☐ No Release of Bid as Public Record Completed? ☒ Yes ☐ No Redacted Copy? ☐ Yes ☒ No Included? ☐ Yes ☐ No	pp. 50-52 p. 52 p. 52 n/a
☒	Attachment C - References At least 3? ☒ Yes ☐ No	pp. 53-55 pp. 53-55

Minimum Requirements

	Requirement	Notes <i>(PDF Page Number)</i>
☐	Experience: Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	2023; Owner/President completing these types of services since 2019
☒	Certifications/Accreditation/Licenses: Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 18-20; 57-67, 72
MEMA will conduct reference checks and complete scoring.		
☐	Reference Score – 12 Points Total: A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:
☐	Registered in MAGIC	No registration found.
☐	Good Standing/Registered with MS SOS	No registration found.

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

VSSmer
7/28/26

Bidder: Michael Baker International

Price(s): \$225,000.00

AGENCY MUST REVIEW BIDS AND CONFIRM

Please Initial to Confirm

Submission Compliance

	Requirement	Notes <i>(PDF Page Number)</i>
☒	Bid Submitted Timely — 1:00PM July 21, 2026	July 20, 2026 2:32 PM
☒	Acknowledged Amendments ☒ #1	pp. 35-37
☒	Attachment A – Bid Cover Sheet	pp. 2-4
	Signed? ☒ Yes ☐ No	p. 2
☒	Attachment B – Bid Form	pp. 30-31
	Signed? ☒ Yes ☐ No	p. 31
	Release of Bid as Public Record Completed? ☒ Yes ☐ No	p. 31
	Redacted Copy? ☐ Yes ☒ No Included? ☐ Yes ☐ No	n/a
☒	Attachment C - References	p. 32
	At least 3? ☒ Yes ☐ No	p. 32

Minimum Requirements

	Requirement	Notes <i>(PDF Page Number)</i>
☒	Experience: Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	1940; 85 years
☒	Certifications/Accreditation/Licenses: Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 5-6; 10-14; 38-45
MEMA will conduct reference checks and complete scoring.		
☐	Reference Score – 12 Points Total: A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:
☒	Registered in MAGIC	3100002890
☐	Good Standing/Registered with MS SOS	SOS address is different than address provided in bid.

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

		Attached
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INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

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Michael Watson
SECRETARY OF STATE

This is not an official certificate of good standing.

Name History

Name

Michael Baker International, Inc.
MICHAEL BAKER, JR., INC.

Name Type

Legal
Previous Legal

Business Information

Business Type:	Profit Corporation
Business ID:	211630
Status:	Good Standing
Effective Date:	12/29/1972
State of Incorporation:	PA
Principal Office Address:	100 Airside Drive Moon Township, PA 15108

Registered Agent

Name

C T CORPORATION SYSTEM
8927 Lorraine Rd. Suite 204-A
Gulfport, MS 39503

Officers & Directors

Name

Daniel Craig
100 Airside Drive
Moon Township, PA 15108

Title

Director, President

Raymond G. Shrift
100 Airside Drive
Moon Township, PA 15108

Assistant Secretary, Vice President

Gregory G. Smay
100 Airside Drive
Moon Township, PA 15108

Vice President

Jill Bell
100 Airside Drive
Moon Township, PA 15108

Treasurer

John Todder
100 Airside Drive
Moon Township, PA 15108

Director, Secretary

Christopher Peters
100 Airside Drive
Moon Township, PA 15108

Director

Stephanie Long
100 Airside Drive
Moon Township, PA 15108

Director

Kevin Reed
100 Airside Drive
Moon Township, PA 15108

Director

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1/1

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

WSS
7/28/26

Bidder: Witt O'Brien's LLC

Price(s): \$51,018.00

AGENCY MUST REVIEW BIDS AND CONFIRM

Please Initial to Confirm

Submission Compliance

	Requirement	Notes <i>(PDF Page Number)</i>
☒	Bid Submitted Timely — 1:00PM July 21, 2026	July 17, 2026 10:50 AM
☒	Acknowledged Amendments ☒ #1	p. 29
☒	Attachment A – Bid Cover Sheet	pp. 5-7
	Signed? ☒ Yes ☐ No	p. 5
☒	Attachment B – Bid Form	pp. 9-11
	Signed? ☒ Yes ☐ No	p. 11
	Release of Bid as Public Record Completed? ☒ Yes ☐ No	p. 11
	Redacted Copy? ☐ Yes ☒ No Included? ☐ Yes ☐ No	n/a
☒	Attachment C - References	pp. 12-14
	At least 3? ☒ Yes ☐ No	pp. 12-14

Minimum Requirements

	Requirement	Notes <i>(PDF Page Number)</i>
☒	Experience: Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	2009 (merger between Witt Associates (2001) and O'Brien's Response Management (1983)) 25 years reported (17 years on est. date)
☒	Certifications/Accreditation/Licenses: Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	pp. 15-19; 31-59
MEMA will conduct reference checks and complete scoring.		
☐	Reference Score – 12 Points Total: A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:
☒	Registered in MAGIC	3102007415

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

☒	Good Standing/Registered with MS SOS	Attached
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INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

7/23/26, 2:47 PM

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Michael Watson
SECRETARY OF STATE

This is not an official certificate of good standing.

Name History

Name	Name Type
Witt O'Brien's, LLC	Legal
Witt Group Holdings, LLC	Previous Legal

Business Information

Business Type:	Limited Liability Company
Business ID:	968971
Status:	Good Standing
Effective Date:	07/14/2010
State of Incorporation:	DE
Principal Office Address:	818 Town & Country boulevard, Suite 200 Houston, TX 77024

Registered Agent

Name
NATIONAL REGISTERED AGENTS INC
8927 Lorraine Rd. Suite 204-A
Gulfport , MS 39503

Officers & Directors

Name	Title
Guilherme Patini Borlenghi 818 Town & Country boulevard, Suite 200 Houston, TX	Manager

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INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

V. S. Smees
8/14/26

Bidder: The Resiliency Initiative, Inc.

Price(s): \$38,051.00

AGENCY MUST REVIEW BIDS AND CONFIRM

Please Initial to Confirm

Submission Compliance

	Requirement	Notes (PDF Page Number)
☒	Bid Submitted Timely — 1:00PM July 21, 2026	July 20, 2026 1:29 PM
☒	Acknowledged Amendments ☒ #1	District 6 QA Amendment- The Resiliency Initiative pp. 1-2
☒	Attachment A – Bid Cover Sheet Signed? ☒ Yes ☐ No	pp. 1-3 p. 1
☒	Attachment B – Bid Form Signed? ☒ Yes ☐ No Release of Bid as Public Record Completed? ☒ Yes ☐ No Redacted Copy? ☐ Yes ☒ No Included? ☐ Yes ☐ No	pp. 4-6: The Bid Form submitted by the vendor referenced District 1 instead of District 6. The Cost Analysis and Breakdown Sheet also contained references to District 2 in the title and District 1 under Phase 2: Risk Assessment. p. 6 p. 6 n/a
☒	Attachment C - References At least 3? ☒ Yes ☐ No	pp. 7-9 pp. 7-9

Minimum Requirements

	Requirement	Notes (PDF Page Number)
☒	Experience: Vendor must have been in business and provided services similar in requirements and scale to those described in this IFB for a minimum of five (5) years.	2019 7 years
☐	Certifications/Accreditation/Licenses: Provide a brief paragraph describing the abilities, qualifications, certifications and experience for each person who will be assigned to provide the required services for this project.	Cannot confirm requirement was met. Agency may determine

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

		whether it has been satisfied.
<i>MEMA will conduct reference checks and complete scoring.</i>		
☐	Reference Score – 12 Points Total: A minimum score of six (6) on the Reference Score Sheet (Attachment C) from reference interviews by agency staff with two (2) bidder references (for a total minimum scoring requirement of twelve (12) points), as well as all other requirements of this IFB.	Score:
☒	Registered in MAGIC	3102148537
☒	Good Standing/Registered with MS SOS	SOS address is different than address provided in bid. Attached

INVITATION FOR BIDS
District 6 Hazard Mitigation Plan Update
RFx #3160008070
OSSS Compliance Review

7/23/26, 2:51 PM

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Michael Watson
SECRETARY OF STATE

This is not an official certificate of good standing.

Name History

Name	Name Type
THE RESILIENCY INITIATIVE, INC.	Legal

Business Information

Business Type:	Profit Corporation
Business ID:	1529192
Status:	Good Standing
Effective Date:	02/05/2026
State of Incorporation:	CA
Principal Office Address:	270 Trace Colony Park, Ste B Ridgeland, MS 39157

Registered Agent

Name
REGISTERED AGENTS INC
270 TRACE COLONY PARK STE B
RIDGELAND, MS 39157

Officers & Directors

Name	Title
Andrea Davis 270 Trace Colony Park, Ste B Ridgeland, MS 39157	Director

about:blank

1/1

Invitation for Bids
District 6 Hazard Mitigation Plan Update
 IFB RFx# 3160008070

Amendment #1
Questions and Answers

IFB Section, Page Number	Vendor/Contractor Question	Agency Response
1. Section 7, page 8	The project duration is for (1) 12-month period, followed by up to (3) 12-month extensions. For the cost proposal, should vendors prepare a separate 12-month plan update cost followed by annual implementation costs for community adoption, updates, and amendments?	No. This cost should reflect the amount the company would expend to complete all the requirements listed in the Scope of Work. This should be one annual cost amount. If the contract is extended for an additional one-year term, any extension requiring additional funding shall be at the same annual price proposed by the Contractor in its original bid at the time of bid opening.
2. Section 7, page 8	The initial project duration is for (1) 12-month period. Does this period include plan adoption by all jurisdictions, or will this adoption time frame be considered as part of the possible (3) 12-month extensions?	The contract term is intended to provide sufficient time to complete all work included in the Scope of Work, including adoption of all plans as required in Section 4.1, Number 7. If additional time is needed to complete the work at no additional cost, MEMA may extend the contract.
3. Section 8.1, page 9	Is there an anticipated budget established for this project?	No

Section 2.1 Timeline is amended as follows:

Invitation to Bid (IFB) Issue Date	June 2, 2026
Questions and Requests for Clarification Due	June 24, 2026, 3:00 PM CDT
Anticipated Posting of Answers to Questions	June 30, 2026, 11:00 AM CDT
Bid Package Due	July 15 21 , 2026, 1:00 PM CDT
Bid Opening	July 15 21 , 2026, 2:00 PM CDT
Anticipated Notice of Intent to Award	August 7, 2026, 11:00 AM CDT

Invitation for Bids
District 6 Hazard Mitigation Plan Update
IFB RFx# 3160008070

Amendment #1
Questions and Answers

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

Receipt of Amendment #1 Acknowledged:

Company: _____

By: _____

Printed Name: _____

Title: _____

Invitation for Bids
District 6 Hazard Mitigation Plan Update
 IFB RFx# 3160008070

Amendment #1
Questions and Answers

IFB Section, Page Number	Vendor/Contractor Question	Agency Response
1. Section 7, page 8	The project duration is for (1) 12-month period, followed by up to (3) 12-month extensions. For the cost proposal, should vendors prepare a separate 12-month plan update cost followed by annual implementation costs for community adoption, updates, and amendments?	No. This cost should reflect the amount the company would expend to complete all the requirements listed in the Scope of Work. This should be one annual cost amount. If the contract is extended for an additional one-year term, any extension requiring additional funding shall be at the same annual price proposed by the Contractor in its original bid at the time of bid opening.
2. Section 7, page 8	The initial project duration is for (1) 12-month period. Does this period include plan adoption by all jurisdictions, or will this adoption time frame be considered as part of the possible (3) 12-month extensions?	The contract term is intended to provide sufficient time to complete all work included in the Scope of Work, including adoption of all plans as required in Section 4.1, Number 7. If additional time is needed to complete the work at no additional cost, MEMA may extend the contract.
3. Section 8.1, page 9	Is there an anticipated budget established for this project?	No

Section 2.1 Timeline is amended as follows:

Invitation to Bid (IFB) Issue Date	June 2, 2026
Questions and Requests for Clarification Due	June 24, 2026, 3:00 PM CDT
Anticipated Posting of Answers to Questions	June 30, 2026, 11:00 AM CDT
Bid Package Due	July 15 ²¹ , 2026, 1:00 PM CDT
Bid Opening	July 15 ²¹ , 2026, 2:00 PM CDT
Anticipated Notice of Intent to Award	August 7, 2026, 11:00 AM CDT

Invitation for Bids
District 6 Hazard Mitigation Plan Update
IFB RFx# 3160008070

Amendment #1
Questions and Answers

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

Receipt of Amendment #1 Acknowledged:

Company: The Resiliency Initiative, Inc.

By: Andrea E. Davis

Printed Name: Andrea E. Davis

Title: Founder & President

INVITATION FOR BID

IFB RFx Number: 3160008070

District 6 Hazard Mitigation Plan Update

Issued: June 2, 2026



CLOSING TIME AND DATE

Bids must be received by:
July 15, 2026, 1:00 PM CDT

CLOSING LOCATION

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

BID COORDINATOR

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

SECTION 1

1.1 Purpose

The Office of Statewide Strategic Sourcing (hereinafter "OSSS"), on behalf of the Mississippi Emergency Management Agency (hereinafter "MEMA") has issued this solicitation for the purpose of soliciting sealed bids from qualified providers to update the hazard mitigation plans for District 6. The Contractor will perform all tasks and make all assurances outlined in Section 4 of this IFB entitled Scope of Work.

Additional information may be obtained by email request to April Burns, Bid Coordinator osss@dfa.ms.gov.

SECTION 2

2.1 Timeline

Invitation to Bid (IFB) Issue Date	June 2, 2026
Questions and Requests for Clarification Due	June 24, 2026, 3:00 PM CDT
Anticipated Posting of Answers to Questions	June 30, 2026, 11:00 AM CDT
Bid Package Due	July 15, 2026, 1:00 PM CDT
Bid Opening	July 15, 2026, 2:00 PM CDT
Anticipated Notice of Intent to Award	August 7, 2026, 11:00 AM CDT

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

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

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

SECTION 3
Contact and Questions/Requests for Clarification

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

April Burns, Bid Coordinator
E-mail: osss@dfa.ms.gov

3.2 Vendors should enter "IFB RFx Number 3160008070 - Questions" as the subject of the email. Question submittals should include a reference to the applicable IFB section and be submitted in the format shown below:

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

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

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

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

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

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

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

SECTION 4

Scope of Work

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

4.1 Detailed Minimum Specifications

All services listed in this scope of work are to be performed by the Contractor unless otherwise Noted. The district 6 Hazard Mitigation Plan, according to Federal Emergency Management Agency (FEMA) planning regulations, is required to be updated every five years. The plan addresses mitigation of multiple natural hazards, including floods, severe storms, hurricanes, urban/wildfire, tornado, winter weather, drought, dam failure, water supply/system failures, and earthquake hazards. A Contractor will be hired to update the plan with the assistance of the Mitigation Council. The district 6 Regional Hazard Mitigation plan update will include the following: Clarke County, Jasper County, Kemper County, Lauderdale County, Leake County, Neshoba County, Newton County, Scott County, Smith County, and communities.

1. PLANNING PROCESS

A. The Contractor with assistance of the district 6 Hazard Mitigation Council will document the hazard mitigation planning update process including but not limited to:

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

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

- Hold public hearings, meetings, and/or workshops during the plan update time frame. A minimum of four (4) meetings must be conducted. It is preferred that these meetings take place in person.
- Solicit input from citizens and professionals with knowledge of applicable hazards.
- Solicit input regarding the feasibility of potential mitigation measures for each hazard and the prioritization of mitigation projects.
- Review the final draft of the updated plan, goals, and proposed mitigation projects.

- Be involved in implementing the plan, updating the goals, and proposing mitigation projects.

C. The Contractor will organize resources and meeting schedules.

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

2. RISK ASSESSMENT

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

A. Hazard Identification

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

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

B. Hazard Mapping

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

- I. Critical facilities including but not limited to the following:
 - a. Emergency operation centers such as police/fire stations
 - b. Hospitals and emergency shelters
 - c. Water and wastewater treatment plants and associated pumping stations

- d. Power generation, transmission, and delivery facilities
 - e. Special population centers, such as day care facilities, nursing homes, elderly housing, correctional facilities, etc.
 - f. Hazardous material facilities
 - g. Evacuation routes
- II. All repetitive flood loss and substantial damage structures as defined by FEMA, if applicable.
 - III. Maps that depict the location of structures, land use, and population.
 - IV. Structures that will be delineated by use (i.e., residential, commercial, industrial, institutional, etc.)

C. Vulnerability Assessment

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

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

3. MULTIPLE HAZARD MITIGATION STRATEGY

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

- A. A list of mitigation goal statements that focus on reducing the risks from the identified natural hazards. The goal development and project prioritization will be conducted by the Hazard Mitigation Council (HMC) and the Contractor.
- B. A section that identifies and analyzes a comprehensive range of specific mitigation actions and projects being considered to reduce the effects of each hazard with particular emphasis on new and existing buildings and infrastructure. This section will

include a list of prioritized hazard mitigation projects that best meet the region's needs for multiple hazard damage reduction.

- These projects may be nonstructural solutions, i.e., planning, regulatory measures, property acquisition, retrofitting, and elevation or they may be structural solutions, i.e., seawalls, dams, and dikes.
 - At a minimum, this list of prioritized projects will be based on a process that results in identification of cost-effective hazard mitigation projects with public input.
- C. An analysis of proposed mitigation projects focused on several key areas including but not limited to economic (including benefits and cost), engineering, technical, legal, environmental, social, and political feasibility. Selected options will best fit the community's needs and meet most or all aspects of the feasibility analysis.
- D. Coordination with relevant Federal and State agencies for their input and technical assistance.

4. HAZARD MITIGATION PLAN MAINTENANCE PROCESS UPDATES NEEDED

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

5. HAZARD MITIGATION PLAN ADOPTION AND APPROVAL UPDATES NEEDED

- A. Local Jurisdiction Adoption – The district 1 Hazard Mitigation Council and the Contractor will work with local governments for the adoption of the plan update as required by FEMA regulations.
- B. Plan Approval – The adopted plan will be submitted to FEMA on or before the termination date for review and approval.

6. FEMA REVIEW

Once local governments (i.e., towns, cities, boards of supervisors, etc.) and MEMA have reviewed the plan update, it will be sent to FEMA for final review. Once FEMA has reviewed and approved the district 6 Hazard Mitigation Plan, the review will be incorporated into the plan. The Contractor will assist with the adoption and distribution of the district 6 Hazard Mitigation Plan.

7. SUBMIT FINAL UPDATED AND ADOPTED REGIONAL PLAN TO FEMA

Until each local government formally adopts the district 6 Hazard Mitigation Plan, it is not approved. The plan will remain approvable pending adoption.

SECTION 5 Basis for Award

5.1 Only objectively measurable criteria set forth in the IFB shall be applied in the bid evaluation. Criteria not set forth in the IFB may not be used to evaluate the bid. Contract(s) may only be awarded to the lowest responsive and responsible bidder(s). In order to determine which bidder is the lowest responsive and responsible bidder, the Agency shall evaluate: (1) whether each bidder was responsive and provided all required information in the format required by the IFB; (2) whether each bidder is responsible and objectively meets the minimum qualifications or other criteria listed in the IFB required to determine whether the bidder has the skills, experience, and/or qualifications to successfully provide the services; and (3) which of the responsive and responsible bidders submitted the lowest overall price.

5.2 MINOR INFORMALITIES AND IRREGULARITIES MEMA has the right to waive minor defects or variations of a bid from the exact requirements of the specifications that do not affect the price, quality, quantity, delivery, or performance of the services being procured and if do so does not create an unfair advantage for any bidder. If insufficient information is submitted by a bidder for MEMA to properly evaluate the offer, MEMA has the right to require such additional information as it may deem necessary after the submission deadline, provided that the information requested does not change the price, quality, quantity, delivery, or performance time of the services being procured and such a request does not create an unfair advantage for any bidder.

5.3 All bids that are determined to be responsive, responsible, and/or acceptable will continue on to the price bid or cost evaluation.

5.4 MEMA intends to award one contract to provide the services described in this IFB to the lowest responsible and responsive bidder.

SECTION 6

Minimum Bidder Qualifications

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

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

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

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

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

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

SECTION 7

Duration

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

SECTION 8 Bid Submission Requirements

8.1 Submission Format

8.1.1 Bid Cover Sheet (Attachment A)

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

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

8.2 Submission Requirements

8.2.1 Bidder must submit:

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

- 8.2.2** A bid shall be considered received when the email containing the bid is successfully delivered to the designated bid submission email address at the Department of Finance and Administration (DFA), as indicated by the timestamp generated by DFA's email system. All time stamps shall be recorded in Central Standard Time (CST). The subject line of the bid submission email shall clearly state SEALED BID, the bid opening date and time, the Invitation for Bids (IFB) number (e.g., SEALED BID – 1:00 PM CDT, July 15, 2026 – IFB #3160008070), and the name of the bidding company. Bids may be rejected if the email subject line does not contain the required information as outlined in the solicitation.
- 8.2.3** All bid packages must be received by OSSS no later than 1:00 PM CDT, July 15, 2026. Bids submitted via facsimile (fax) machine, mail, MAGIC, or hand delivery **will not** be accepted. Bidders should ensure that their email system confirms successful delivery to the OSSS inbox and are encouraged to request a delivery or read receipt for verification. OSSS will not be responsible for email delivery failures or delays. The vendor bears full responsibility for ensuring that the bid is submitted to the designated email address on time. Any delay—whether due to technical issues, network problems, file size limitations, or incorrect email address may result in the bid being rejected as late. All vendors are urged to take the possibility of delay into account when submitting a bid.
- 8.2.4** Timely submission of the bid package is the responsibility of the bidder. Bids received after the specified time will be rejected and retained unopened in the procurement file to the extent necessary to complete administrative processes, including printing or verification of receipt. A bid received at the place designated in the solicitation for receipt of bids after the exact time specified for receipt will not be considered unless it has been determined by OSSS that the late receipt was due solely to mishandling by OSSS after receipt at the specified address.
- 8.2.5** The time and date of receipt will be recorded by OSSS staff based on the timestamp generated by the designated bid submission email system. The only acceptable evidence to establish the time of receipt at the designated DFA email address is the official email timestamp and any related system-generated documentation used by OSSS to verify receipt.
- 8.2.6** Each page of the bid form and all attachments shall be identified with the name of the bidder.
- 8.2.7** Failure to submit a bid on the bid form provided will be considered cause for rejection of the bid. **Modifications or additions to any portion of the bid document may be cause for rejection of the bid.** MEMA reserves the right to decide, on a case-by-case basis, whether to reject a bid with modifications or additions as non-responsive.

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

SECTION 9

Bidder Certification

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

SECTION 10

Debarment

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

SECTION 11

Registration with Mississippi Secretary of State

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

SECTION 12

Insurance, Bonds, or Other Sureties

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

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

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

12.2 Additionally:

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

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

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

SECTION 13

Bid Opening

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

SECTION 14

Award Notification

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

SECTION 15

Procurement Methodology

15.1 Restrictions on Communications with Agency and Agency Staff

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

15.2 Expenses Incurred in the Procurement Process

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

15.3 Independent Price Determination

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

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

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

15.4 Cancellation of Solicitation or Rejection of Individual Bids

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

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

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

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

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

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

15.5 Withdrawal of Bids

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

15.6 Confirmation of Bid

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

SECTION 16 Agreement

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

SECTION 17 Contract Rights

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

SECTION 18 Property Rights

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

SECTION 19
Agency Website

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

SECTION 20
Attachments

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

Attachment A

BID COVER SHEET

Bids must be received via email at OSSS@dfa.ms.gov as listed below on or before 1:00 PM CDT, July 15, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070 – [Bidding Company Name]

Name of Company: _____

Quoted By: _____

Signature: _____

Address: _____

City/State/Zip: _____

Telephone: _____

Fax Number: _____

E-Mail Address: _____

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

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

What year was your company started? _____

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

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

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

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

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

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

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

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five (5) years?

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

Attachment B

BID FORM

Company	Contact Person	Telephone Number

The maximum contract price for the update of District 6 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

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

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

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

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

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

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

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

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

Company Name: _____

Printed Name of Representative: _____

Date: _____

Signature: _____

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

Attachment C

REFERENCES

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

REFERENCE 1

Name of Company: _____

Dates of Service: _____

Contact Person: _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 2

Name of Company: _____

Dates of Service: _____

Contact Person: _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 3

Name of Company: _____

Dates of Service: _____

Contact Person: _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 4

Name of Company: _____

Dates of Service: _____

Contact Person: _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 5

Name of Company: _____

Dates of Service: _____

Contact Person: _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Attachment D

REFERENCE SCORE SHEET

IFB 3160008070

IFB for District 6 Hazard Mitigation Plan Update

TO BE COMPLETED BY MEMA STAFF ONLY

Company Name: _____

Reference Name: _____

Person Contacted, Title/Position: _____

Date/Time Contacted: _____

Service From/To Dates: _____

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

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

Score: Pass/Fail

Do you have any business, professional or personal interest in the vendor's organization? If yes, please explain.	Yes	No
---	-----	----

A “yes” to the above question may result in an automatic disqualification of the provided reference; therefore, resulting in a score of zero as responses to previous questions become null and void.

Notes:

Called by:

Name, Title	Date
Signature	

Attachment E

Required Contract Clauses

1. Applicable Law

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

2. Approval

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

3. Availability of Funds

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

4. Certification of Independent Price Determination

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

5. Compliance with Equal Opportunity in Employment Policy

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

6. Compliance with Laws

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

7. E-Payment

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

8. E-Verification

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

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

9. Contractor's Representation Regarding Contingent Fees

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

10. Paymode

Payments by MEMA using the state's accounting system shall be made and remittance information provided electronically as directed by the state and deposited into the bank

account of Contractor's choice. MEMA may, at its sole discretion, require Contractor to electronically submit invoices and supporting documentation at any time during the term of this Agreement. Contractor understands and agrees that the Agency is exempt from the payment of Mississippi taxes. All payments shall be in United States currency.

11. Procurement Regulations

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

12. Representation Regarding Gratuities

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

13. Required Public Records and Transparency

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

14. Stop Work Order

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

15. Termination

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

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

MISSISSIPPI EMERGENCY MANAGEMENT AGENCY DISTRICT 6

HAZARD MITIGATION PLAN UPDATE
(RFx No. 3160008070)

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PROPOSAL FOR CONSULTING SERVICES

DRAGONLADY DEFENSE, LLC · (512) 618-2425 · INFO@DRAGONLADYDEFENSE.COM

13 July 2026

MEMA District 6
Emergency Management
Attn: April Burns
501 North West Street, Suite 1301 C
Jackson, Mississippi 39201

RE: Bid Response – District 6 Hazard Mitigation Plan Update, IFB RFx Number 3160008070

Dear Ms. Burns and Evaluation Team:

DragonLady Defense, LLC (DLD) is pleased to submit this bid response to update the MEMA District 6 Regional Hazard Mitigation Plan. DLD brings specialized expertise in FEMA-compliant multi-jurisdictional mitigation planning, risk assessment, GIS mapping, stakeholder engagement, plan adoption, and FEMA review support. Our approach is designed specifically for the nine-county District 6 planning area and its participating communities.

District 6 includes Clarke, Jasper, Kemper, Lauderdale, Leake, Neshoba, Newton, Scott, and Smith Counties and their participating communities. The region faces flooding, severe storms, hurricanes and tropical systems, tornadoes, wildfire and urban fire, winter weather, drought and extreme heat, dam failure, water supply and system failures, earthquakes, geologic hazards, and locally identified technological or human-caused hazards. The plan update must translate these risks into practical, jurisdiction-specific mitigation actions.

DLD will deliver a FEMA-approvable regional plan update aligned with 44 CFR §201.6, the FEMA Local Mitigation Planning Policy Guide, current FEMA review standards, and MEMA requirements. The methodology integrates GIS-based hazard mapping, HAZUS and best-available loss information, critical-facility and lifeline analysis, development-trend assessment, public involvement, mitigation action prioritization, plan maintenance, adoption, and FEMA review support.

DLD delivers review-ready mitigation plans that support adoption, grant eligibility, capital planning, and measurable long-term risk reduction—not static documents.

Key Advantages & Value DragonLady Defense Brings to MEMA District 6:

- **Proven FEMA Approval Success:** consistent track record with multi-jurisdictional plans.
- **Advanced Technical Capability:** HAZUS modeling, GIS mapping, and infrastructure risk analysis.
- **Implementation-Focused Planning:** mitigation actions aligned with HMGP, BRIC, and FMA funding.
- **Inclusive Engagement:** accessible, community-centered outreach including AFN populations.
- **Efficient Project Delivery:** structured management and proactive coordination with MEMA and FEMA.

DLD will guide MEMA and the District 6 Hazard Mitigation Council through organization, data collection, risk assessment, public engagement, strategy development, plan assembly,

local adoption, and FEMA review. At least four meetings are conducted, with in-person participation prioritized as required by the IFB. The final product is a coordinated regional plan with community-specific documentation and mitigation actions.

Registration & Contracting Information

Registration Detail	Information
Legal Name	DragonLady Defense, LLC
SAMS UEI	P6F1CTG4NZH4
EIN	99-1504642
Nevada Business ID	NV20243057554
NAICS Codes	• 541611 Management Consulting • 541690 Scientific & Technical Consulting
Small Business Status	 SBA • SDVOSB  SBA • WOSB
Federal Certification	SDVOSB: VSBC-52457993394 • WOSB: 81426-Z9P6Z3

DLD appreciates the opportunity to support MEMA and District 6 and is committed to delivering a technically sound, practical, and FEMA-approvable regional hazard mitigation plan that maintains eligibility for federal mitigation assistance.

DLD acknowledges the terms, conditions, and requirements of IFB RFx Number 3160008070 and takes no exceptions. DLD will comply with applicable federal, state, and local requirements and understands that the MEMA-provided contract and required attachments govern any resulting award.

Respectfully submitted,



Bobbie J. Jackson

CEM, CBCP (Principal)

DragonLady Defense, LLC

E-mail: info@dragonladydefense.com

Phone: (512) 618-2425

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ORGANIZATION OVERVIEW

DragonLady Defense, LLC (DLD) is a Service-Disabled Veteran-Owned Small Business (SDVOSB) specializing in hazard mitigation planning, emergency management, resilience assessment, and continuity planning for state, county, municipal, and special district clients. The firm was established to deliver technically rigorous, FEMA-aligned planning services led directly by senior practitioners with deep operational and regulatory expertise.

DLD operates as a focused professional services firm based in Las Vegas, Nevada with a team of highly qualified senior consultants engaged on a project-specific basis across the country. This model allows the firm to efficiently scale projects while maintaining consistent leadership, accountability, and quality control of all deliverables. The firm does not maintain multiple branch offices and does not subcontract core planning responsibilities to third parties without client approval.

DLD provides services including, but not limited to, multi-jurisdictional and local hazard mitigation planning (44 CFR §201.6), FEMA Hazard Mitigation Assistance grant alignment (HMGP, BRIC, FMA), continuity of operations planning (COOP), HSEEP-compliant exercises, and integrated risk and resilience assessments for civilian and defense-adjacent communities.

For this contract, work is supported by a dedicated project team consisting of senior technical staff and subject matter experts. Staffing for the office supporting this contract is structured as follows:

- **Technical staff: Senior emergency management planners, hazard mitigation specialists, GIS and risk analysis experts serving as the primary workforce supporting this contract.**
- **Clerical staff: Administrative support is provided by company owners.**
- **Other staff: None.**

DLD is not currently involved in any arbitration or litigation and has not been involved in arbitration or litigation related to professional services within the past five (5) years. The firm has not filed for bankruptcy or undergone reorganization within the past five (5) years.

Unique Qualifications

DLD brings specialized technical expertise, senior-level leadership, and a proven track record of delivering FEMA-aligned mitigation plans, including:

- **Leadership by a Certified Emergency Manager (CEM) serving as the dedicated HMP program lead, providing consistent senior-level oversight from project initiation through FEMA approval.**
- **Advanced HAZUS-based risk modeling and quantitative analysis, including loss estimation, exposure analysis, and vulnerability characterization to support defensible mitigation prioritization.**
- **Demonstrated success delivering FEMA-approved, adoption-ready mitigation plans fully aligned with the FEMA Local Mitigation Planning Policy Guide, the Hazard Mitigation Assistance Program and Policy Guide, and regulatory requirements under 44 CFR §201.6.**

- Expertise supporting Community Rating System (CRS) alignment and flood risk reduction, **strengthening mitigation actions that contribute to insurance premium reduction and long-term resilience.**
- Robust public outreach and inclusive engagement capabilities, **including multilingual communications and accessible meeting formats to support broad community participation.**
- Extensive experience coordinating across large, multi-jurisdictional planning partnerships, **including counties, municipalities, special districts, and Tribal governments.**
- In-house technical communications and visualization capability, **supporting clear plan graphics, web-ready content, and public-facing materials without reliance on third-party vendors.**

Community-Driven, Equity-Based Engagement

Our engagement framework is designed to support full participation by MEMA District 6 and all Mitigation Partnership members, including counties, incorporated municipalities, special districts, state and federal partners, business and nonprofit stakeholders, and community representatives, with targeted outreach approaches to ensure meaningful inclusion of historically underserved populations. Outreach includes:

- Multilingual materials and translation support provided as needed, based on MEMA District 6 demographics and community engagement needs, to ensure equitable access to planning information.
- Public meetings, digital surveys, & stakeholder workshops dispersed throughout the planning cycle.
- Coordination and outreach with stakeholders including neighboring counties, regional agencies, major employers, fire, law enforcement, utilities, school districts, healthcare, transportation agencies, and community agencies.
- Accessibility for AFN populations, and rural communities.
- Integration of FEMA's equity framework objectives to ensure mitigation benefits extend to high-risk, underserved communities.
- Digital and hardcopy survey analysis for both stakeholders and the public advertised through the stakeholder website, newsletters, social media, newsletters and bulletins with appropriate data incorporated in the plan.
- Measurable criteria to rank mitigation actions based on feasibility, cost-benefit alignment, criticality, and grant competitiveness.
- Continuous updates to stakeholders, the planning team and the community.
- Comprehensive documentation of public and stakeholder outreach activities including, meeting minutes, notes, sign in rosters, participation rosters, notices, presentations, flyers and handouts.
- Systematic jurisdiction participation tracking, annex drafting templates, and adoption management through FEMA approval.

Strategic Alignment & Funding Readiness

The updated HMP will fully integrate with existing District and jurisdictional planning frameworks to ensure consistency, feasibility, and long-term implementation. The plan will align with:

- District 6 county and community comprehensive plans, land-use policies, floodplain management ordinances, capital plans, and related local planning mechanisms, ensuring mitigation actions are consistent with local development priorities.
- Regional and local hazard, floodplain, dam safety, wildfire, drought, severe weather, and infrastructure-resilience initiatives, including flood risk reduction, stormwater management, and climate-informed planning efforts.
- County and municipal Capital Improvement Programs (CIPs) and long-range infrastructure, utility, and transportation planning to support implementation of prioritized mitigation projects.
- County and municipal Emergency Operations Plans (EOPs) and hazard-specific response frameworks, ensuring alignment between mitigation strategies and operational capabilities for flooding, severe weather, and related hazards.

The result is a FEMA approvable, adoption-ready HMP supported by a prioritized, actionable funding strategy. Mitigation actions are structured to align with FEMA Hazard Mitigation Assistance (HMA) programs—including HMGP, BRIC, and Flood Mitigation Assistance—as well as complementary state and federal funding opportunities.

Through DLD’s hazard mitigation expertise, advanced risk analysis, and inclusive planning approach, MEMA District 6 will receive a living, implementation-focused plan that strengthens community resilience, reduces long-term risk, and maintains funding readiness beyond the current update cycle.

Geospatial Analysis & Mapping Capabilities

DLD brings advanced GIS capability to HMP development through expert use of Esri ArcGIS, geospatial modeling, and data engineering. Our approach integrates GIS into every phase of planning, from hazard identification to final mapping, ensuring accurate, visually clear, and FEMA-aligned risk analysis.

Our geospatial practice is led by senior GIS leadership with over 20 years of experience in LiDAR, photogrammetry, terrain modeling, ETL automation, and multi-hazard spatial analysis. Led by William Korthals, M.A.Geo., the team applies advanced tools including ArcGIS Pro, QGIS, Python automation, and high-resolution data processing to support watershed modeling, infrastructure analysis, and precision mapping for state and federal applications.

DLD produces planning-grade mapping products including HAZUS-based overlays, flood risk analysis, infrastructure and lifeline mapping, land-use and development exposure, and demographic vulnerability analysis. These products support decision-making, enhance public understanding, and clearly communicate risk to FEMA reviewers.

Our mapping process begins with development of a regional base map, followed by hazard-specific exposure analysis, and integration of demographic, infrastructure, and critical facility data. This layered approach supports both quantitative and qualitative analysis, enabling jurisdiction-specific risk assessments and directly informing prioritized, data-driven mitigation actions.

These capabilities are proven across FEMA-approved, multi-jurisdictional plans and are directly aligned with MEMA District 6’s risk profile, ensuring technical outputs translate into actionable, implementable, and compliant mitigation strategies.

Technical Capability	Application to MEMA District 6
Multi-hazard overlay mapping (flood, severe weather, heat)	Supports spatial risk identification, hazard probability mapping, and prioritization of high-risk areas across the District.
Lifeline and critical infrastructure exposure analysis	Identifies potential service disruptions, system interdependencies, and priorities for infrastructure protection and resilience investments
HAZUS and hazard-specific modeling	Provides structure-level loss estimates, economic impact analysis, debris generation, and exposure assessment for flood and wind hazards
Population vulnerability and social equity analysis	Identifies vulnerable populations using recognized indices (e.g., CDC SVI) to support equitable, AFN-inclusive mitigation strategies
Remote sensing, LiDAR, and watershed analysis	Supports floodplain mapping, drainage analysis, and stormwater behavior assessment in flat, agricultural landscapes
Development and land-use growth scenario mapping	Evaluates future development patterns and associated hazard exposure to inform long-term mitigation and planning decisions
Custom ArcGIS Pro mapping and print-ready visualization	Produces FEMA-aligned maps and clear visual products for decision-makers, stakeholders, and public communication

All mapping products for this HMP are delivered in FEMA-aligned formats, including ArcGIS Pro source layers and export-ready PDFs.

Grant-Funded Project Execution & Federal Program Navigation

DLD has a wealth of experience supporting communities, counties, and tribal nations in the development and execution of federally funded mitigation and preparedness projects. Our planners have successfully developed FEMA-approved HMPs, post-disaster recovery assessments, continuity programs, and emergency communications support under multiple federal and state funding frameworks. This experience gives us a strong working knowledge of how grant requirements influence timelines, deliverables, procurement standards, and documentation expectations, ensuring projects move smoothly from award through completion and reimbursement.

Our team is familiar with the structure, eligibility criteria, and reporting expectations associated with multiple FEMA funding programs, including:

- Hazard Mitigation Grant Program (HMGP).
- Flood Mitigation Assistance (FMA).
- Homeland Security Grant Program (HSGP).
- Emergency Management Performance Grant (EMPG).
- Tribal Homeland Security and Mitigation Programs.

Rather than treating grant administration as an administrative obligation, we integrate compliance into our workflow from day one. This allows clients to maintain eligibility, streamline review cycles, and demonstrate use of funds without post-award complications.

Execution	Implementation Approach	Client Benefit
Milestone & Deliverable Control	Project schedule built around funding deadlines and reporting checkpoints	Reduces risk of de-obligation or extension requests
Scope Compliance & Eligibility Protection	Early alignment of work tasks with grant-approved scope	Ensures all work is reimbursable and audit-defensible
Documentation & Record Transparency	Detailed work logs, meeting minutes, deliverable archives	Supports grant closeout, oversight reviews, and continuity
Quality & Regulatory Assurance	Internal QA review and integrated FEMA policy checks	Produces review-ready deliverables with fewer revisions
Review Coordination	Direct interaction with FEMA, State, or funding authority	Faster revisions, reduced approval delays

With DLD, MEMA District 6 has a partner that understands how to manage mitigation planning projects within federal guidance and funding control constraints, delivering a plan that is technically sound and aligned with long-term funding opportunities.

Quality Control & Risk Management Approach

DragonLady Defense employs a layered Quality Control (QC) and Risk Management framework designed to ensure accuracy, compliance, and on-time delivery of the MEMA District 6 HMP. Our QC system is built on structured reviews, clear accountability, and continuous monitoring throughout all phases of the project. The goal is simple: a FEMA-approved, high-fidelity HMP and annex library delivered on time, without schedule disruption, data gaps, or compliance risk. Quality control is embedded into every stage of development—data intake, analysis, drafting, mapping, stakeholder integration, and final assembly. All plan components will undergo:

QC Layer	Description	Responsible Lead
Technical Accuracy Review	Validation of hazard data, HAZUS outputs, GIS integrity, and vulnerability calculations.	GIS Lead Risk Analysts
Regulatory Compliance Check	Verification against 44 CFR §201.6, DMA 2000, State guidance, FEMA 2025 standards.	Project Director Senior Planners
Content & Readability Review	Review for clarity, plain language accessibility, annex consistency, AFN inclusivity.	Senior Planners Engagement Team
Final QA Approval Gate	All core plan & annexes reviewed simultaneously before submission.	Project Director

Deliverables are not released until passing QA sign-off.

Risk Management Framework

DLD anticipates, monitors, and mitigates schedule, data, and participation-related risks before they escalate. Risks are mapped, tracked, and reviewed bi-weekly with District representatives.

Risk	Potential Risk	Mitigation Strategy
Data Collection Delays	Slow jurisdiction response or incomplete datasets.	Pre-developed data request packets, weekly tracking matrix, escalation through PM & MEMA District 6 representatives.
Insufficient Public Engagement	Low survey participation, meeting attendance, or representation gaps.	Multilingual outreach, extended survey windows, targeted community partner outreach, AFN-inclusive engagement.
Annex Development Backlog	Variability in jurisdiction input or capacity.	Parallel drafting schedule, templated annex framework, supplemental planner support as needed.
FEMA/State OES Revision Cycles	Significant revision notes delaying approval.	Pre-submission FEMA crosswalk, internal compliance audit, direct reviewer coordination.
Staff Turnover/Availability	Loss of jurisdiction POC or SME.	Redundant contact structure, central document repository, backup staffing capacity.

Each risk has defined ownership and correction pathways to ensure forward momentum. Progress and QC results are transparent and measurable. DLD will implement:

- **Monthly status reports & milestone dashboards.**
- **Live task trackers with % completion and revision status.**
- **Issue logs and change tracking for annex contributions.**
- **Schedule variance monitoring with immediate corrective action.**

All documentation stays accessible to the District in order to maintain continuity and audit trail requirements. Through structured QC gates, proactive risk mitigation, and transparent workflow reporting, DLD ensures delivery of a defensible, data-strong, FEMA-aligned HMP ready for approval and adoption with minimal revision cycles. This system protects schedule integrity, reduces uncertainty, and guarantees a product that jurisdictions can implement, fund from, and update long-term.

Experience & Qualifications

DLD brings specialized expertise in hazard mitigation planning, emergency management coordination, and HMP development grounded in federal compliance and operational practicality. Our team has successfully developed FEMA-approved HMPs that meet 44 CFR §201.6, the 2025 FEMA Local Mitigation Planning Policy Guide, and the 2025 Hazard Mitigation Assistance Program & Policy Guide (v2.1). We have supported mitigation planning

across both urban and rural jurisdictions and understand how to structure complex, multi-entity projects to ensure timely FEMA approval, clear operational usefulness, and strong alignment with state and federal resilience priorities.

DLD structures hazard mitigation planning using quantitative data sources including HAZUS, the National Risk Index (NRI), local THIRA outputs, and infrastructure exposure assessments. Our planners develop jurisdiction-specific risk profiles that account for historical loss data, modeled future risk, critical facility vulnerability, drought and extreme heat stress, hydrologic impacts, and cascading failure risks linked to power, water, transportation networks and other applicable hazards. Mitigation actions are prioritized using transparent, measurable criteria, feasibility, cost-effectiveness, and community benefit, to strengthen MEMA District 6's competitiveness for FEMA Hazard Mitigation Assistance funding, including HMGP and Flood Mitigation Assistance, as well as complementary state and federal mitigation programs.

Each DLD project team is built intentionally around relevant hazards, jurisdictional complexity, and required technical skill sets. Our cadre includes emergency management planners, GIS/HAZUS analysts, continuity and resilience specialists, and facilitators skilled in engagement. We apply internal quality control protocols and FEMA-aligned review checkpoints to ensure deliverables are consistent, technically compliant, and adoption-ready for every participating jurisdiction. Our process emphasizes clarity, accessibility, and long-term implementation value, producing a HMP that supports both regulatory approval and real-world mitigation decisions throughout MEMA District 6.

Recent Relevant Project Experience

DLD has supported HMPs for a wide range of jurisdictions across the United States including multi-jurisdictional counties, municipalities, and special districts with diverse hazard profiles and infrastructure systems. This experience equips our team to navigate planning environments that vary in scale, complexity, geography, and community priorities, from rural agricultural regions and riverine flood-prone areas to rapidly growing urban and suburban communities.

Our project methodology emphasizes early coordination, stakeholder involvement, and incorporation of operational knowledge from emergency managers, public works, utilities, schools, and community-serving organizations. We conduct risk and vulnerability analysis using defensible data sources, informed modeling, GIS overlays, and locally verified impact history, ensuring planning outcomes reflect real risk rather than assumptions.

Mitigation strategies developed by DLD are action-focused, scalable, and structured to support long-term implementation and grant competitiveness. We prioritize feasibility, cost-benefit alignment, equity considerations, and measurable outcomes, allowing jurisdictions to move directly from planning to funded project execution.

We have performed all core technical work from start to finish including research, risk and vulnerability analysis, HAZUS modeling, jurisdictional engagement, mitigation strategy development, and complete document authorship. Every substantive deliverable was written, produced, and technically shaped by the team. Across all projects, we served as the de facto lead developer and technical architect, ensuring FEMA compliance and delivering clear, actionable value to participating jurisdictions. Letters of recommendation and performance

are provided in Appendix C. The following examples demonstrate our capacity to manage complex, multi-hazard, efforts with rigor, clarity, and FEMA-aligned precision.

Client or	Completion Date/Status	Project Type	Project Desc. & Scope of Work	Key Accomplishments
 City of Medical Lake, Washington	2024 (FEMA approved)	Single-Jurisdiction Local HMP Update	LHMP addressing wildfire, flooding, severe weather, and earthquakes. Included post-Gray Fire vulnerability analysis, HAZUS and GIS-based risk modeling, and development of wildfire-focused mitigation actions. Extensive stakeholder engagement, culturally sensitive outreach to fire-affected residents.	Integrated post-disaster lessons into mitigation strategy. Culturally sensitive outreach to fire-affected populations. Developed FEMA BRIC/HMGP-ready projects. Completed draft within 10 months.
 Essex County, New York	2025 (FEMA approved)	Multi-Jurisdictional HMP Update (18 jurisdictions)	HMP update coordinating 15 municipalities and special districts across a diverse rural county. Comprehensive hazard assessment (flooding, severe winter weather, wildfire, and ice storms), HAZUS and GIS analysis, CRS optimization, and jurisdiction specific annexes. Conducted widespread public workshops and achieved FEMA approval on first submission.	Coordinated 18 jurisdictions with diverse capacities- FEMA approval on first submission. Enhanced CRS participation. Delivered county & municipal GIS products.

Client or	Completion Date/Status	Project Type	Project Desc. & Scope of Work	Key Accomplishments
 Modoc County, California (incl. City of Alturas)	2025 (Cal OES approved, FEMA pending)	Multi-Jurisdictional HMP Update	Multi-jurisdictional HMP update for Modoc District and the City of Alturas. Included hazard and climate vulnerability assessment, integration with the District General Plan, HAZUS modeling, wildfire WUI analysis, and equity considerations under SB 379 and SB 1000. Coordinated closely with Cal OES and developed a regional GIS hazard data platform.	Streamlined Cal OES review- Integrated state-required climate & equity components. Developed GIS hazard data platform. Positioned county/city for state & FEMA funding.
 Park District, Colorado	2025 (State approved)	Multi-Jurisdictional HMP Update	Mountain county plan with wildfire, flooding, and severe weather hazards. Coordinated towns and fire protection districts.	Integrated GIS and HAZUS risk mapping; prioritized wildfire mitigation and infrastructure resilience.
 Talladega District, Alabama	2025 (State approved)	Multi-Jurisdictional HMP Update	Led the full update of the Talladega District Multi-Jurisdictional HMP. Included risk and vulnerability assessments for all participating jurisdictions, capability assessments, HAZUS-based modeling for flood and wind hazards, and development of a regional mitigation	Plan achieved final approval through the State of Alabama EMA and FEMA. Integrated risk-based prioritization model for mitigation actions. Developed regional jurisdiction annex template system, enabling timely completion and adoption. Delivered accessible public-facing versions, outreach sum-

Client or	Completion Date/Status	Project Type	Project Desc. & Scope of Work	Key Accomplishments
			strategy with jurisdiction-specific annexes. Work included public engagement, FEMA coordination, and adoption support for municipalities, rural communities, utilities, and school districts.	maries, and implementation-focused mitigation project lists.
 Candler District, Georgia	2025 (State approved)	Multi-Jurisdictional HMP Update	Included City of Metter and City of Pulaski. Addressed hurricane, tornado, and flooding hazards.	Enhanced regional resilience and NFIP participation.
 Tule River Indian Reservation, California	2025 (FEMA review)	Tribal HMP	Tribal HMP addressing wildfire, flooding, and earthquakes, with cultural resource protection.	Developed culturally sensitive mitigation strategies for tribal lands.

Our past performance reflects a consistent ability to deliver hazard mitigation planning products that meet FEMA requirements, support jurisdictional priorities, and withstand technical and regulatory review. The following highlights demonstrate the depth, breadth, and reliability of our experience across multi-hazard, multi-jurisdictional environments.

- **FEMA Compliance Success.** 100% approval rate for submitted plans.
- **Multi-Hazard Expertise.** Flooding, severe weather (tornadoes, high wind), extreme heat, winter storms, drought, hazardous materials, and a wide range of additional natural and technological hazards relevant to Midwestern communities.
- **Stakeholder Coordination.** Successfully managed 18+ jurisdiction projects.
- **Technical Excellence.** HAZUS modeling, GIS analysis, vulnerability assessment.
- **Public Engagement.** Inclusive, multilingual, equity-focused outreach.
- **On-Time Delivery.** Consistent track record of meeting deadlines.
- **Grant Readiness.** Plans position communities for FEMA and state funding.

- **CRS Optimization.** Experience maximizing flood insurance savings.

DLD delivers emergency planning solutions that are practical, exercise-ready, and operationally grounded. Rather than producing static documents, we design plans that can be implemented in the field, validated through exercises, and easily updated as conditions, hazards, and organizational needs evolve. Planning work spans multiple functional domains, supporting both day-to-day decision-making and long-term resilience planning. Our planning portfolio includes development and revision of:

Emergency Planning	Exercise & Evaluation Products	Continuity & Special Hazard Plans
Hazard Mitigation Plans (HMP/LHMP/MJHMP)	Exercise Plans (ExPlans)	Continuity of Operations Plans (COOPs)
Emergency Operations Plans (EOPs)	Master Scenario Events Lists (MSELs)	Business Continuity Plans (BCPs)
Functional & Support Annexes	Situation Manuals (SitMan)	Facility/Industrial Response Plans
Incident Action Plans (IAPs)	Controller/Evaluator Handbooks	Spill Prevention/Countermeasure (SPCC)
Evacuation & Response Plans	Exercise Evaluation Guides (EEGs)	Active Threat/Active Shooter Plans
After-Action Reports (AARs) & Improvement Plans (IPs)		Contingency & Special Hazard Plans

Our planners approach each project with an emphasis on clarity, usability, and integration into existing operational structures. We understand that a plan does not succeed unless personnel can execute it confidently under pressure, therefore, every document is written with implementation in mind, not as a shelf product. DLD remains engaged after plan delivery to provide technical support, model hazard scenarios, assist with jurisdiction adoption, and to help agencies prepare for grant eligibility and project execution.

Hazard Specific Alignments

The following table demonstrates DragonLady Defense's (DLD) capability to assess, model, and mitigate hazards relevant to MEMA District 6, Mississippi using experience drawn from comparable jurisdictions nationwide. Each hazard category reflects the District's risk profile, including riverine and stormwater flooding, severe weather (tornadoes, high wind, and thunderstorms), extreme heat, winter storms, drought, and infrastructure-related hazards.

DLD is positioned to deliver a plan that is both technically rigorous and operationally actionable, leveraging proven methodologies developed through FEMA-approved HMPs, post-disaster risk assessments, and advanced geospatial and HAZUS-based modeling. The table below links MEMA District 6's specific hazard conditions to DLD's demonstrated capabilities, illustrating how our approach translates data-driven analysis into prioritized, implementable mitigation strategies. Hazard identification is informed by FEMA disaster history, NOAA climatological data, and Mississippi-specific risk datasets.

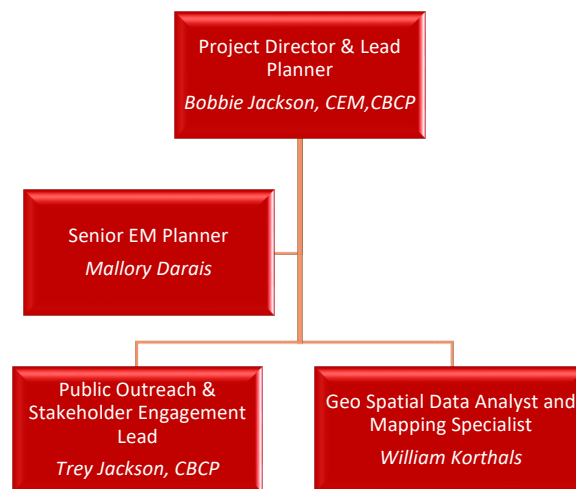
The result is a FEMA-aligned, review-ready All Hazards Mitigation Plan (HMP) that supports informed decision-making, strengthens community resilience, and positions participating jurisdictions for long-term access to state and federal mitigation funding.

Hazard	MEMA District 6 Conditions & Risk Factors (Mississippi)	DragonLady Defense Capabilities & Experience Applied to This Project
Flooding, Stormwater & Riverine Flooding	Flat topography, agricultural drainage systems, and proximity to the Salt Fork Vermilion River and Kaskaskia River tributaries contribute to recurring riverine and flash flooding. Urban stormwater limitations in District 6-Urbana increase localized flood risk, particularly during intense precipitation events.	DLD applies HAZUS flood modeling, depth grid analysis, and watershed-scale mitigation strategies demonstrated in Essex District, NY and Talladega District, AL. Our approach supports NFIP compliance, CRS improvement, culvert capacity analysis, and development of implementation-focused flood mitigation projects.
Severe Weather (Tornadoes, Thunderstorms, High Wind)	MEMA District 6 lies within a high-frequency severe weather corridor with exposure to tornadoes, straight-line winds, hail, and derechos. Risks include structural damage, agricultural losses, and widespread power outages.	DLD integrates NOAA data, HAZUS wind modeling, and historical event analysis to quantify risk. We develop mitigation actions including safe rooms, critical facility hardening, and power resilience strategies aligned with FEMA HMGP and BRIC funding.
Extreme Heat	Increasing frequency of extreme heat events impacts vulnerable populations, including elderly residents, low-income households, and outdoor workers. Urban heat island effects in developed areas exacerbate risk.	DLD incorporates heat vulnerability mapping, social vulnerability indices, and resilience hub planning based on prior work in Modoc District, CA. We develop cooling strategies, public health mitigation actions, and infrastructure resilience measures aligned with federal funding opportunities.
Winter Storms & Extreme Cold	Snow, ice storms, and freezing temperatures disrupt transportation, utilities, and emergency response. Rural areas are particularly vulnerable to access limitations and prolonged outages.	DLD applies experience from northern climate jurisdictions (e.g., Essex District, NY) to develop mitigation strategies focused on infrastructure hardening, backup power, transportation continuity, and emergency access planning.
Drought & Agricultural Impacts	As a major agricultural region, MEMA District 6 faces economic and environmental impacts from drought, including crop loss, water stress, and soil degradation.	DLD integrates drought risk analysis using climate data and agricultural impact modeling. Mitigation strategies include water conservation planning, soil resilience practices,

Hazard	MEMA District 6 Conditions & Risk Factors (Mississippi)	DragonLady Defense Capabilities & Experience Applied to This Project
		and alignment with USDA and FEMA funding programs.
Hazardous Materials & Infrastructure Failure	Major highways (e.g., I-57, I-74), rail corridors, and industrial facilities create risk of hazardous material incidents. Critical infrastructure interdependencies increase cascading failure potential.	DLD conducts hazmat exposure mapping, transportation risk analysis, and infrastructure vulnerability assessments. We develop mitigation strategies including routing controls, emergency response planning, and infrastructure redundancy.
Public Health Emergencies	Population centers, university presence, and healthcare demand create vulnerability to pan	

Key Personnel

Staffing Plan and Level of Allocation



Project Organization Chart

DLD maintains a stable, highly qualified team with additional experts available to ensure uninterrupted delivery if supplemental technical support is needed. Our team combines deep emergency management expertise with specialized skills in planning, GIS, public engagement, and technical writing. We have assembled a multidisciplinary team capable of addressing all aspects of hazard mitigation planning. Detailed resumés are included in Appendix B.

Project Team Roles, Responsibilities and Qualifications

Team	Role	Responsibilities	Qualifications
Bobbie Jackson, CEM, CBCP Project Director & Lead Planner	Project Director/Manager and primary POC. Oversees full workplan execution, QA/QC, HMPC facilitation, FEMA compliance, and multi-jurisdiction coordination. Leads mitigation framework development, risk analysis oversight. Drives final plan approval.	• Project management & QA/QC oversight. • HMPC facilitation & stakeholder alignment. • Lead author for HMP & annexes. • HAZUS support & hazard/risk analysis review. • FEMA/Cal OES coordination through APA & adoption. • Ensures schedule, compliance & deliverable quality.	• Certified Emergency Manager (CEM). • Certified Business Continuity Professional (CBCP). • M.S. Emergency & Disaster Management. • 30+ yrs emergency management experience. • Retired U.S. Army CBRN (24 yrs). • Extensive FEMA 201.6/HMP authorship, risk & mitigation expertise.
Trey Jackson, CBCP Public Outreach & Stakeholder Engagement Lead/ Senior Planner	Leads stakeholder coordination, jurisdiction engagement sessions, and plan-input integration. Oversees outreach schedule, messaging, and documentation. Develops public-facing content, annex language, and planning narrative with emphasis on clarity, accessibility, and AFN inclusion.	• Lead on multi-jurisdiction coordination & outreach. • Develops stakeholder engagement schedule & documentation. • Produces public-facing materials (flyers, web copy, briefings). • Supports annex development & risk/mitigation write-ups. • Leads feedback integration & public meeting summaries. • Maintains compliance with FEMA participation standards.	• CBCP – Business Continuity & Operational Planning. • Strong technical writing & HMP section drafting. • Experience with community-facing implementation products. • Skilled in cross-agency communication & input analysis. • Demonstrated experience supporting EM, planning & outreach.

Team	Role	Responsibilities	Qualifications
William Korthals, M.A.Geo. Geo Spatial Data Analyst & Mapping Specialist	Oversees spatial analysis, hazard mapping, AFN overlay, HAZUS runs, jurisdictional datasets, and final visualization deliverables. Develops map product sets and data layers for each annex & regional.	• HAZUS & risk visualization. • Hazard, SVI, AFN, and infrastructure mapping. • GIS basemap & database maintenance. • Final map deliverables & web-share capable exports.	• M.S. Applied Geography (GIS/RS). • FAA Part 107 UAS Pilot. • 20+ yrs geospatial & hazard mapping experience. • ArcGIS, QGIS, HAZUS, Web-GIS expert.
Mallory Darais, MS-EP Senior Emergency Management Planner	Leads AFN/healthcare-linked hazard analysis, medical surge resilience strategy, and annex development for hospitals, long-term care, behavioral health, and human services providers. Advises risk narrative, COOP and shelter needs, infectious disease hazard implications, and vulnerable-population continuity frameworks.	• AFN & medical surge expert. • Healthcare & public health EM planning. • HSEEP & AAR/IP experience. • Hazard/COOP/SMP integration, COVID & disaster operations.	• M.S. Emergency Preparedness. • 15+ yrs healthcare & public health planning. • Led multijurisdictional HMP planning & implementation. • Extensive EOC & Whole Community coordination experience.

IFB COMPLIANCE AND SUBMISSION REQUIREMENTS

DLD's final bid package is organized to mirror Section 8 of the IFB to include the executed Attachment A Bid Cover Sheet; Attachment B Bid Form; an all-inclusive annual price; a Cost Analysis and Breakdown Sheet; at least three references using Attachment C; required certifications and acknowledgments; and signed copies of any amendments, questions and answers, or other procurement documents issued before the deadline.

The electronic bid package is submitted as an unlocked PDF by email to OSSS@dfa.ms.gov no later than July 15, 2026, at 1:00 PM CDT. Each page of the bid form and attachments will identify DragonLady Defense, LLC. DLD will not modify the State's required bid forms or add conflicting terms and conditions.

This technical proposal is intended as supporting documentation demonstrating DLD's qualifications, approach, staffing, quality controls, and ability to complete the District 6 Plan Update. The completed State attachments control price and contractual certifications.

SCOPE OF WORK

Statement of Understanding

DragonLady Defense understands that MEMA requires a comprehensive update of the District 6 Regional Hazard Mitigation Plan for Clarke, Jasper, Kemper, Lauderdale, Leake, Neshoba, Newton, Scott, and Smith Counties and participating communities. The update must document the planning process, include meaningful public and professional participation, update hazard identification and risk assessment information, revise GIS mapping and inventories, assess vulnerability and development trends, update mitigation goals and actions, establish the maintenance process, support local adoption, and respond to MEMA and FEMA review comments.

The project includes a minimum of four meetings during the plan-update period, preferably in person. DLD organizes meeting schedules and resources; solicits citizen, professional, and jurisdictional input; documents participation; facilitates review of goals and mitigation projects; and maintains a complete planning record suitable for FEMA review.

1. DLD recognizes that the IFB is an Invitation for Bid and that responsiveness depends on submission of the required Bid Cover Sheet, Bid Form with all-inclusive annual price, Cost Analysis and Breakdown Sheet, references, amendment acknowledgments, and other required forms. The technical narrative supplements—but does not replace—the State-provided bid forms.
2. The final plan will remain approvable pending adoption until each participating local government adopts it. DLD will provide adoption support, incorporate MEMA and FEMA review comments, and assist with final distribution and submission.

TECHNICAL APPROACH

DLD proposes a structured, compliance-driven, and implementation-focused approach to updating the MEMA District 6 HMP. This update builds directly on the District's existing HMP including its multi-jurisdictional structure, GIS framework, and established planning partnerships. DLD will enhance and refine, not replace, this foundation. Our methodology aligns with the RFP, 44 CFR §201.6, and FEMA's Local Mitigation Planning Policy Guide, and is designed to deliver an implementation-focused, adoption-ready plan within the anticipated 12-month timeframe. Our approach emphasizes regulatory compliance, defensible risk analysis, meaningful public engagement, and jurisdiction-specific mitigation strategies that translate directly into actionable, fundable outcomes across the District's planning partnership.

Phase 1 – Project Initiation, Plan Review, and Planning Process

DLD serves as lead project planner, supporting MEMA District 6 Emergency Management and Community Resilience (EMCR) and Steering Committee. The project begins with a formal kickoff meeting establishing governance, decision-making protocols, communication procedures, schedules, and deliverables.

Prior to the kickoff, DLD distributes a project launch package containing the:

- Finalized scope of work and phased schedule.
- Defined roles and responsibilities for EMCR, the Steering Committee, and planning partners.
- Data and document request lists.

- Jurisdictional annex development framework.
- Milestones aligned with State and FEMA review cycles.
- Communication and reporting protocols, including monthly progress reporting.

Project Kick Off

DragonLady Defense initiates the project with a formal kickoff meeting led by the Project Lead and all Planning Staff. This session establishes a shared operational framework for the HMP process, confirming expectations, technical requirements, communication flow, timelines, deliverables, and integration procedures across District departments, jurisdictions, and participating agencies.

The kickoff meeting walks participants through the HMP process step-by-step, including:

- Hazard identification and data acquisition.
- regional and city-level risk assessment.
- Capability analysis and jurisdictional variability.
- Mitigation strategy development and prioritization.
- Annex preparation and jurisdiction participation requirements.
- Public and stakeholder engagement process.
- Drafting, review, revision, and FEMA approval sequence.

Particular attention is placed on how each phase aligns with DMA 2000, 44 CFR §201.6, and FEMA's 2025 Local Mitigation Planning Policy Guide, including expectations related to:

- Forward-looking hazard modeling.
- Documentation of participation and stakeholder input.
- Jurisdictional adoption and multi-level review.

Within 72 hours of the kickoff, DLD submits written agenda and meeting minutes summarizing decisions, task assignments, follow-up actions, executed participant agreements and requested reference materials. This documentation serves as the official record supporting Planning Process compliance requirements.

Planning Partnership Definition and Expansion

DLD will support EMCR in confirming participating jurisdictions, identifying potential new partners (including special districts), and documenting formal commitments. Steering Committee composition is reviewed to ensure representation from key jurisdictions, agencies, and stakeholders.

Plan Performance Review

DLD will conduct a structured plan performance and capability assessment consistent review with 44 CFR §201.6(c)(3) to evaluate how effectively existing authorities, policies, programs, and resources support hazard mitigation implementation across MEMA District 6 and participating jurisdictions. DLD will conduct a comprehensive review of the existing HMP to identify:

- Sections requiring update versus validation
- Progress on prior mitigation actions
- Capability changes since the last plan

- **New or emerging mitigation needs**

The Steering Committee and HMP Team will review whether capabilities have changed since the prior plan, identify barriers that limited implementation of previously adopted mitigation actions, and determine where policy, staffing, funding, or regulatory gaps exist that affect mitigation feasibility. Findings from this assessment directly inform revisions to goals, objectives, and mitigation priorities and ensure the updated plan reflects current jurisdictional capacity.

This capability review is a required precursor to mitigation strategy development and is used to ensure that recommended actions are realistic, fundable, and implementable within each participating jurisdiction. Findings will drive refinements to goals, objectives, outreach strategies, and mitigation priorities.

Capability Assessment

The capability assessment will review District and jurisdictional tools that influence mitigation capacity, including zoning, building code adoption, floodplain management regulations, emergency operations planning, land-use policies, infrastructure investment programs, Community Rating System (CRS) participation, and past mitigation progress. Findings will guide feasible mitigation strategy development by identifying:

- Where strong policy tools can support future capital investment.
- Where authority, enforcement, or funding gaps may require alternatives.
- Jurisdictions positioned for BRIC/HMGP readiness now.
- Communities needing phased or equity-scaled implementation.

Each annex includes a capability summary listing strengths, limitations, and actionable modernization needs.

Agency Coordination

DLD will coordinate with Mississippi Office of Emergency Management, Mississippi Department of Natural Resources, U.S. Army Corps of Engineers, FEMA Region V, local fire districts, and neighboring counties to ensure regional consistency and alignment with parallel planning efforts.

Stakeholder Engagement

Because MEMA District 6 is large, diverse, and jurisdictionally complex, stakeholder coordination is tiered and structured, enabling meaningful input while maintaining project efficiency. DLD leads engagement through:

- District, city, and special district coordination.
- Engagement with utilities, water districts, power and gas providers, transportation authorities, telecommunications, and dam/reservoir operators to map interdependencies and identify potential cascading failures.
- Coordination with hospitals, schools, behavioral health, emergency services, and shelters to assess thresholds for surge stress, mass care operations, and service continuity.
- Targeted outreach to populations affected disproportionately by hazard impacts—including seniors, individuals with disabilities, unhoused residents, low-income house-

holds, agricultural communities, tribal members, and non-English-speaking communities.

Stakeholder input information is directly integrated into hazard profiles, the vulnerability and capability assessment, and the structure of jurisdictional annexes. Areas of emphasis include:

Stakeholder-informed Focus Areas	How it integrates into the HMP
Localized hazard intelligence	Used to refine risk scoring & spatial analysis.
Critical facility mapping	Included in District & jurisdiction annexes.
Land-use & development patterns	Incorporated into future-growth risk projections.
Flood/heat/infrastructure weak points	Converted into mitigation alternatives & actions.
Continuity & recovery constraints	Integrated into capability & maintenance planning.

All engagement products (attendance logs, summaries, & feedback documentation) are maintained and included in the relevant FEMA-required planning process section.

Phase 2 – Risk Assessment, GIS Mapping, and Vulnerability Analysis

DLD will conduct a comprehensive update of the risk and vulnerability assessment using HAZUS 7.1, including Level 2 modeling for flood, severe wind, and dam failure hazards, consistent with FEMA guidance and the hazard profile of MEMA District 6, Mississippi. Updated GIS datasets provided by District 6 counties and participating communities are fully integrated into the analysis.

Outputs include:

- Hazard extent and exposure mapping.
- Critical facility and infrastructure vulnerability analysis.
- Estimated losses, debris generation, and functional downtime.
- Buildable lands and future development exposure.

Non-HAZUS hazards—including extreme heat, drought, winter storms, hazardous materials incidents, and public health-related risks—are evaluated using GIS-based methods and best available federal and state datasets, consistent with FEMA’s Local Mitigation Planning Policy Guide.

DLD will apply a multi-source, data-driven methodology to identify and profile hazards affecting MEMA District 6. Inputs will include FEMA disaster history, NOAA climatological data, Mississippi-specific hazard datasets, critical facility inventories, demographic and socioeconomic data, and jurisdiction-submitted GIS layers.

Risk modeling includes:

- HAZUS loss estimation for flood, wind, and dam-related hazards.
- GIS-based hazard overlays to assess exposure of the built environment and critical infrastructure.

- Climate-informed analysis of extreme heat, drought, and precipitation trends.
- Social vulnerability and equity analysis using recognized indices (e.g., CDC SVI).
- Threat-based risk ranking to support mitigation prioritization.

A community's ability to make informed, strategic resilience decisions depends on receiving clear hazard profiles, exposure and vulnerability summaries, infrastructure risk mapping, estimated losses, and prioritized threats. Together, these elements provide a factual foundation for understanding where risks are concentrated, which systems and populations face the greatest consequences, and what types of damage or disruption are most likely. This clarity allows jurisdictions to direct limited resources toward the most consequential hazards, justify investments to policymakers and funders, and take proactive, cost-effective steps to reduce future losses and strengthen community resilience. All results are formatted to directly support mitigation action development, benefit-cost considerations, and future FEMA Hazard Mitigation Assistance applications. Each District jurisdiction will have access to the following critical products and information as part of HMP development:

Output Type	Applied to
Hazard profile	District & each annex area
Exposure/vulnerability summary	Populations, assets, critical lifelines
Infrastructure risk mapping	Utilities, corridors, water, comms, hospitals
Estimated dollar loss & downtime	HAZUS, BCA-aligned projections
Top-threat risk prioritization	Annex-level mitigation alignment

These products enable more accurate regional research reporting supported by jurisdiction-specific annex intelligence.

Following completion of the updated risk assessment and capability evaluation, DLD works with the Steering Committee and participating jurisdictions to develop an updated Mitigation Strategy that complies with 44 CFR §201.6(c)(3).

The mitigation strategy:

- **Identifies** specific mitigation actions and projects **addressing prioritized hazards.**
- **Aligns** actions with **jurisdictional capabilities and authorities.**
- **Includes** basic cost-benefit considerations to support future FEMA Hazard Mitigation Assistance applications.
- **Documents** why actions were added, modified, deferred, or removed from the prior plan.

Mitigation actions are evaluated using standardized prioritization criteria informed by risk severity, feasibility, jurisdictional capacity, and equity considerations. Each participating jurisdiction will have at least one mitigation action tied to each applicable hazard, consistent with FEMA requirements.

DLD ensures each annex contains its own prioritized project list, including the:

- Action description and target hazard.
- Responsible agency.
- Implementation window.
- Funding sources & grant pathways.
- Cost-benefit considerations.

Actions are evaluated using an enhanced STAPLEE impact lens to ensure resilience investment prioritizes high-risk and disadvantaged communities.

Phase 3 – Meetings, Public Involvement, and Mitigation Council Coordination

DLD provides a robust public involvement strategy including public meetings, public notices, press releases, and website content. Engagement activities are designed to communicate revised risk findings, solicit feedback on mitigation actions, and document meaningful public participation consistent with FEMA requirements.

DLD will implement a regional engagement strategy designed to achieve reach, equity, accessibility, and FEMA compliance. Public engagement activities include:

- A minimum of three public meetings (two risk assessment briefings and one draft plan review).
- Hybrid in-person and virtual participation options.
- Multilingual surveys and GIS-enabled feedback tools.
- Outreach through community centers, libraries, and service providers.
- Updated hazard risk findings.
- Proposed mitigation priorities and project concepts.
- Community-identified gaps affecting mitigation implementation.

The feedback log then documents:

- Recurring themes and service-gap signals.
- High-risk locations identified by residents.
- Community-preferred mitigation priorities.
- Service, transportation, and evacuation barriers.

These results are analyzed, logged, and integrated into the HMP base plan and reinforced within each jurisdictional annex.

Phase 4 – Mitigation Strategy and Plan Assembly

DLD authors, assembles, and technically edits the updated HMP, maintaining the existing plan structure while enhancing content based on updated data and analysis. During plan assembly, DLD documents:

- Completed, deferred, and deleted mitigation actions from the prior plan.
- Changes to mitigation priorities and justification for those changes.
- New mitigation actions identified through updated risk, capability, and public input.

DLD will then compile a complete HMP in the FEMA-standard format using planning process, risk assessment, capability review, and mitigation strategy work results. The HMP draft includes:

- A clearly documented planning process (HMPC roles, meetings, and public involvement).
- Processes used to review and analyze each section of the plan.
- Discussions on how the public was kept apprised of the plan actions and its updates.
- Regional and jurisdiction-specific risk and hazard analyses, with maps and data tables.
- Any changes to risk exposures due to successful mitigation projects, changes in land use due to annexation, or new developments.
- Any changes to the action plan and include explanation of why/or why not actions were changed.
- Identification of completed, deleted, or deferred actions or activities from the previously approved plan as a benchmark for progress.
- Vulnerability and capability findings for the District and each participating jurisdiction.
- A unified mitigation strategy with jurisdiction-specific annexes and prioritized action tables.
- Plan maintenance and integration procedures satisfying 44 CFR §201.6(c)(4).

This next step in this phase includes jurisdictional annex workshops, preparation of FEMA, CRS, and MEMA crosswalks, and coordination with Mississippi Office of Emergency Management and FEMA Region V for pre-adoption review.

- DLD conducts a series of mandatory jurisdictional annex workshops to guide planning partners through completion of their annex templates. Two (2) three-hour, in-person workshops are held at dates, times, and locations determined by the Steering Committee. One workshop is tailored to municipal partners, and the second is tailored to special district partners. These workshops review updated hazard analyses, support jurisdiction-specific risk ranking, and facilitate development of mitigation actions, ensuring consistency and completeness across all participating jurisdictions.
- DLD will conduct a comprehensive technical and formatting review to prepare the public-review draft. This review will ensure clarity, consistency, internal cross-referencing, and conformance with FEMA Local Mitigation Planning Policy Guide standards. The draft plan will then be prepared for public review and for submittal to the Mississippi Emergency Management Agency (MEMA) Mitigation Branch and FEMA Region V for pre-adoption review and comment.

After incorporation of all public and Steering Committee comments, DLD will complete the required plan review crosswalks, including:

- FEMA Local Mitigation Plan Review Tool crosswalk demonstrating compliance with 44 CFR §201.6.
- Community Rating System (CRS) crosswalk demonstrating compliance with CRS Activity 510.

Upon completion, the draft plan and all crosswalks are submitted to the Mississippi Office of Emergency Management and the Insurance Services Office (ISO), FEMA's CRS contractor, with a formal request for pre-adoption review and approval

- **Internal District & Jurisdiction Review.** DLD first circulates the administrative draft to District and the HMPC. We will host a review meeting (or series of meetings) to walk through key sections, collect structured feedback, and resolve comments. Revised drafts

will then be sent to participating cities, towns, and special districts for annex-specific review. DLD will track all comments in a matrix and document how each was addressed.

- **Public Review & Comment Collection.** Once jurisdictions are comfortable with the working draft, DLD will assist the District in posting the plan for public review on the project website and at designated locations. We will facilitate at least one public meeting/webinar to present the draft, answer questions, and collect feedback. Comments received online, in writing, or at meetings are logged, evaluated with the District, and incorporated where appropriate. A summary of public comments and responses are included in the final planning-process section.
- **Mississippi Review & Revision Cycle.** DLD will then submit the HMP package to the State on behalf of the District. We will serve as the primary point of contact with State reviewers, respond to Requests for Information (RFIs), and make any required edits. All comments are tracked and resolved in coordination with District staff and affected jurisdictions, ensuring the plan meets State standards and is ready for FEMA transmittal.
- **FEMA Region V Review & APA.** Following State concurrence, they will forward the HMP to FEMA Region V. DLD will again coordinate directly with FEMA staff on technical questions, policy interpretations, and any requested revisions until the plan is designated Approvable Pending Adoption (APA). We will provide updated sections or map products as necessary and verify that all 44 CFR §201.6 requirements are documented.

Phase 5 – MEMA/FEMA Review, Adoption, and Final Delivery

DLD supports the full adoption process for all participating jurisdictions including preparation of model resolutions, tracking adoption status, and submission of adoption documentation to the State and FEMA to secure final plan approval.

Local Adoption by Governing Bodies. After APA status is issued, DLD will prepare adoption-ready resolutions and summary briefing materials for the MEMA District 6 Board of Supervisors and each participating jurisdiction. We are available (in person or virtually) to support staff presentations and answer technical questions from elected officials. Once all adopting resolutions are executed and transmitted, DLD will confirm final FEMA approval, ensure copies of the fully adopted plan are distributed, and provide the District with a complete electronic archive of the HMP and annexes for long-term maintenance. Each jurisdiction will receive an adoption-ready resolution and Council briefing materials.

Training, Meeting Structure and Documentation Strategy

DLD implements a structured training and meeting framework that ensures all participating jurisdictions, annex cities, and District partners are fully supported throughout plan development, review, and long-term maintenance. Each meeting is agenda-based, time-bound, and outcome-oriented to maximize productivity and transparency. Training is embedded at key project milestones, equipping stakeholders with the skills needed to provide data, review deliverables, and maintain plan relevance beyond adoption. Meetings follow a consistent format to promote continuity and clarity:

Meeting Type	Primary Focus	Output
Kickoff Meeting	Confirm scope, roles, communication flow, and data needs.	Finalized workplan, stakeholder roster, and milestone calendar.
Hazard & Data Workshops	Data intake, GIS base layer validation, hazard scope confirmation.	Data gap log, updated hazard list, annex-specific inputs.
Risk Assessment & Mitigation Work Sessions	Review vulnerability findings and draft mitigation actions.	HMPC-approved action sets and prioritization matrices.
Draft Review Meetings	Section-by-section review of core plan & annexes.	Consolidated revision list and content acceptance record.
Pre-FEMA Submission Session	Final crosswalk compliance review against CFR & FEMA 2025 guidance.	Final readiness confirmation for State OES & FEMA submission.

All meetings include pre-distributed materials, structured discussion prompts, and defined decision checkpoints. DLD provides targeted training to ensure long-term capabilities throughout the project:

- **HAZUS & GIS Interpretation Training (optional addon):** enables jurisdictions to understand maps, exposure outputs, and risk scoring.
- **Mitigation Strategy Development Workshop:** training on STAPLEE and BCA-aligned prioritization to strengthen grant competitiveness.
- **Plan Maintenance & Next-Cycle Readiness Session:** covers annual review procedures, update triggers, and annex update workflows.

Training materials are reusable and delivered in accessible formats to ensure continuity over time. All project documentation is centrally organized, version-controlled, and available to the District throughout the project lifecycle. Deliverables include:

- Meeting agendas, minutes, sign-in sheets, and decision logs.
- Public participation documentation and outreach records.
- Version-tracked draft chapters and annex development files.
- GIS products, data sources, and methodology notes.
- Comment resolution logs for State OES/FEMA revisions.

This structure ensures an accurate audit trail exists demonstrating compliance with 44 CFR §201.6, FEMA Local Mitigation Planning Guidance (2025), and State OES review expectations.

Through this standardized meeting cadence, documented workflow, and skills-based training package, DLD ensures every jurisdiction is informed, every decision is traceable, and that the District is positioned to maintain and update the HMP independently after adoption. This process supports long-term plan utility, clearer implementation pathways, and sustained eligibility for FEMA hazard mitigation funding.

Value Added Components

- DLD adds not just an approved plan, but a usable, GIS-driven, equity-informed, funding-aligned mitigation roadmap that increases resilience, improves grant competitiveness, and gives each jurisdiction the tools to execute real mitigation over the next decade.
- Fully Dedicated Project Team: DLD assigns a dedicated core project team, planners, GIS analysts, outreach specialists, and program leadership, exclusively to MEMA District 6 for the duration of HMP development.
- Measurable technical value beyond standard HMP development through advanced geo-spatial analytics, HAZUS-driven loss estimation, multi-layer social vulnerability modeling, and funding-aligned mitigation strategy design.
- Faster response times, direct access to senior planners, lower overhead costs, and the ability to tailor support without bureaucratic delay, ensuring MEMA District 6 receives high-touch service, immediate problem resolution, and a fully committed project team focused solely on successful delivery of this HMP.
- Purpose-built, multi-disciplinary team—each member actively engaged in planning, GIS, outreach, mitigation strategy, and annex development.
- Full compliance with all requirements of this RFP, FEMA 44 CFR §201.6, and the 2025 Local Mitigation Planning Policy, ensuring a fully approvable and adoptable HMP.

This crosswalk in the table below demonstrates how our proposed approach aligns with all FEMA requirements under 44 CFR §201.6 and FEMA's 2025 Local Mitigation Planning Policy Guide.

FEMA Requirement	CFR Citation	Our Approach	Deliverable Section
Planning Process			
Documented planning process	§201.6(c)(1)	Comprehensive documentation of all Hazard Mitigation Planning Committee (HMPC) meetings, stakeholder coordination, public engagement activities, and decision-making processes in accordance with FEMA guidance.	Section 1: Planning Process Documentation
Opportunity for public involvement	§201.6(b)	Multi-channel public engagement including public meetings, surveys, website content, and multilingual outreach to ensure inclusive participation across all communities.	Section 1: Public Engagement
Neighboring community involvement	§201.6(b)	Coordination with neighboring Mississippi counties, regional agencies, and state/federal partners to ensure consistency and regional alignment.	Section 1: Regional Coordination
Risk Assessment			

FEMA Requirement	CFR Citation	Our Approach	Deliverable Section
Description of hazards	§201.6(c)(2)(i)	Comprehensive profiling of hazards relevant to MEMA District 6, including flooding, severe weather, extreme heat, winter storms, drought, and infrastructure-related risks, with analysis of location, extent, historical occurrence, and probability.	Section 2: Hazard Identification
Vulnerability assessment (overview)	§201.6(c)(2)(ii)	Identification of populations, structures, critical facilities, and infrastructure systems vulnerable to each hazard using GIS and demographic data.	Section 2: Vulnerability Assessment
Vulnerability assessment (structures)	§201.6(c)(2)(ii)(A)	Detailed evaluation of buildings, critical facilities, and infrastructure located within hazard areas using parcel data, GIS mapping, and exposure analysis.	Section 2: Building Inventory
Vulnerability assessment (potential loss estimates)	§201.6(c)(2)(ii)(B)	HAZUS-based loss estimation for flood and wind hazards, including economic losses, debris generation, and functional downtime.	Section 2: Loss Estimation
Vulnerability assessment (land use & development trends)	§201.6(c)(2)(ii)(C)	Analysis of land use patterns, zoning, and future development trends to assess changes in hazard exposure and risk over time.	Section 2: Development Trends
Mitigation Strategy			
Mitigation goals	§201.6(c)(3)(i)	Development of clear, measurable mitigation goals aligned with identified risks, jurisdictional capabilities, and long-term resilience priorities.	Section 3: Mitigation Goals
Range of mitigation actions	§201.6(c)(3)(ii)	Identification of structural and non-structural mitigation actions addressing all applicable hazards, informed by risk analysis and stakeholder input.	Section 3: Mitigation Actions
Action prioritization	§201.6(c)(3)(iii)	Prioritization using STAPLEE criteria, feasibility analysis, and benefit-cost considerations to support funding eligibility.	Section 3: Prioritization

FEMA Requirement	CFR Citation	Our Approach	Deliverable Section
Implementation strategy	§201.6(c)(3)(iv)	Development of an implementation plan including responsible parties, timelines, funding sources, and potential grant pathways.	Section 3: Action Plan
Plan Maintenance			
Monitoring, evaluation, and update process	§201.6(c)(4)(i)	Established procedures for annual monitoring, evaluation of mitigation progress, and a five-year plan update cycle.	Section 4: Plan Maintenance
Integration with other planning mechanisms	§201.6(c)(4)(ii)	Integration with MEMA District 6 plans including Emergency Operations Plans (EOPs), Capital Improvement Programs (CIPs), comprehensive plans, and infrastructure planning efforts.	Section 4: Plan Integration
Continued public involvement	§201.6(c)(4)(iii)	Ongoing public engagement through meetings, surveys, and digital platforms to support plan maintenance and updates.	Section 4: Ongoing Engagement
Plan Adoption			
Adoption by governing body	§201.6(c)(5)	Formal adoption by MEMA District 6 Board and participating jurisdictions through resolution following FEMA approval (APA to final approval).	Section 5: Adoption

PROJECT MANAGEMENT & COMMUNICATION PLAN

Project Oversight & Coordination Procedures

DLD implements a structured, disciplined oversight framework to ensure seamless communication, accountability, and quality throughout HMP and jurisdictional annex development. The Project Director provides direct oversight of schedule management, deliverable quality checks, documentation control, and coordination with District leadership, ensuring all work aligns with FEMA 2025 Planning Guidance, State expectations, and jurisdiction priorities. Biweekly coordination meetings with agendas, decision logs, and action summaries keep all parties synchronized while continuous email and Teams/Zoom availability ensures rapid response to emerging data needs, stakeholder feedback, and regulatory updates.

Progress monitoring is tracked through a shared milestone dashboard, enabling real-time visibility into task status, risk flags, and completion percentages across all annex jurisdictions. Cross-discipline coordination (GIS, planning, public engagement, risk modeling) is intentionally integrated—not siloed—ensuring a unified product rather than segmented de-

liverables. Workflow checkpoints occur at each critical development stage (data acquisition, risk modeling, annex drafting, mitigation action formation, review and approval), with quality verification conducted prior to advancement. This oversight structure guarantees transparency, disciplined schedule control, and a collaborative delivery process, ensuring every jurisdiction, stakeholder group, and technical component moves forward together toward on-time FEMA approval and adoption.

Jurisdictional Engagement & Participation Tracking

DLD maintains a structured, transparent participation tracking system to ensure every incorporated jurisdiction, special district, and partner agency remains actively engaged throughout HMP development. A jurisdictional engagement matrix will record attendance, deliverable submissions, data contributions, draft review participation, and annex-specific action development. This ensures that each jurisdiction meets FEMA participation requirements and remains eligible for future BRIC, HMGP, and mitigation funding. The Project Team monitors engagement through:

Tracking Component	Method	Output
Meeting Attendance	Sign-ins, virtual logs, roster validation.	Compliance documentation for FEMA/State.
Data Submission	Shared workspace uploads w/ deadlines.	Verified risk & facility inventory for annex development.
Annex Review Participation	Redline tracking, feedback logs.	Jurisdiction-specific incorporation record.
Mitigation Actions Verification	Working sessions & STAPLEE scoring.	Fully developed, fundable mitigation project list.
Public Engagement Contributions	Outreach proof, materials distribution.	Local compliance for public involvement requirements.

DLD shares monthly participation status reports with District, highlighting jurisdictions that fully meeting engagement expectations and those requiring follow-up to remain compliant. DLD coordinates targeted reminders and supplemental support where needed to avoid gaps in documentation that could delay FEMA approval. This structured tracking approach guarantees traceable participation, defensible compliance records, and a smooth review path from annex drafting to final adoption for all MEMA District 6 jurisdictions.

Reporting Frequency, Milestones & Review Windows

To ensure accountability, transparency, and continuous alignment with District expectations, DLD implements a structured reporting and review framework spanning the full planning period. Progress is communicated through scheduled written reports, milestone briefings, and coordinated document review cycles with MEMA District 6 OES, participating jurisdictions, and ultimately the State and FEMA.

Reporting Frequency

- Bi-weekly project status updates summarizing progress, emerging needs, and upcoming milestones.
- Monthly dashboard reporting including task completion percentages, jurisdiction engagement status, and risk rating updates.
- Quarterly executive briefings for District leadership and key decision-makers.

Milestone Review Windows

The following schedule reflects DLD's proposed timeline based on the anticipated 12 month project duration identified in the RFP and incorporates standard State and FEMA review cycles. Each major project phase includes a defined review checkpoint with structured feedback integration:

Project Milestone	Review Window	Review Participants
Project Kickoff & Planning Process Framework (governance, partnership confirmation, engagement strategy)	Apr-May 2026	MEMA District 6 EMCR, Steering Committee (HMPC)
Risk & Vulnerability Assessment (HAZUS 7.1; non-HAZUS hazards; mapping & loss estimates)	Jun-Aug 2026	EMCR, Steering Committee, Jurisdictional Annex Leads, Technical SMEs
Jurisdictional Annex Workshops (mandatory; post-hazard analysis)	Aug-Sep 2026	Municipal & Special District Planning Partners, DLD Facilitators
Draft Mitigation Strategy & Action Tables (project identification, prioritization, cost considerations)	Sep-Oct 2026	EMCR, Steering Committee, Jurisdictions, Capital & Funding Partners
Administrative Draft HMP (internal technical review)	Nov 2026	EMCR, Steering Committee
Public Review Draft (minimum two-week posting; public meeting/webinar)	Dec 2026-Jan 2027	District, Participating Jurisdictions, Public Stakeholders
State Review Submission (FEMA Review Tool, CRS 510, crosswalks complete)	Jan 2027	Mississippi Emergency Management Agency (MEMA), DLD, EMCR
State Review & Revisions	Feb 2027	MEMA, DLD, EMCR
FEMA Region V Review – APA	Feb-Mar 2027	FEMA Region V, MEMA, DLD, EMCR
APA Achieved (Proposed Target Milestone)	March 2027 (aligned with anticipated 12 -month project duration and	FEMA / State Concurrency

Project Milestone	Review Window	Review Participants
	State/FEMA review time-lines)	
Local Adoption Deliverables (resolutions, briefings, tracking)	Mar-Apr 2027	MEMA District 6 Board and Participating Jurisdictions

Document review cycles include tracked redline edits, recorded comment resolution, and version-controlled file handover. No phase advances to the next milestone without written acceptance by the District project lead. This structure guarantees predictable reporting, timely decision-making, and full visibility into progress, maintaining momentum through FEMA review, adoption, and grant eligibility activation.

Data Request Protocols

To ensure a smooth, organized, and efficient flow of information throughout HMP development, DLD implements a structured data request and intake system, minimizing the burden on District staff, standardizing collection across all participating jurisdictions.

Our data request approach includes the centralized intake method:

- All data requests issued through a single controlled channel via District to ensure consistency and prevent duplication.
- One master repository established using SharePoint, Teams, or secure cloud environment for uploads, version control, and retrieval.

DLD will distribute structured request packets including:

- Data request checklist tailored to each jurisdiction.
- GIS layer submission instructions and naming conventions.
- Critical facility inventory spreadsheet with editable fields.
- Historical hazard event log template.
- Policy/plan reference index for integration (General Plan, EOP, CIP, etc.).

Each packet is uniform regional, ensuring equal expectations, clear formatting, and efficient compilation of annex-specific inputs.

Tracking & Status Monitoring

- Jurisdictional response tracked through a live dashboard showing submission status, gaps, and pending items.
- Reminder cycles issued at 2-, 4-, and 6-week intervals.
- Weekly summary reports highlight outstanding data requirements to maintain schedule integrity.

Data Validation & Quality Screening

Upon data receipt, DLD:

- Reviews for completeness, format consistency, coordinate system alignment, and temporal accuracy.
- Flags missing, outdated, or incompatible sources for clarification.
- Resolves discrepancies collaboratively with subject matter owners prior to analysis.

This structured data acquisition framework ensures that DLD receives accurate, complete datasets early in development, allowing hazard modeling, vulnerability assessment, and mitigation planning to proceed without delays while maintaining transparency, auditability, and data protection throughout the project.

Public Engagement & Outreach Framework

A successful HMP depends on meaningful participation from residents, agencies, and stakeholders across MEMA District 6. DLD’s engagement approach is grounded in equity, accessibility, and clarity, ensuring that all communities—including Access and Functional Needs (AFN) populations, low-income households, limited-English speakers, seniors, rural residents, and other vulnerable groups—are represented in mitigation strategy development.

Engagement is integrated throughout the planning process and structured as a driver of mitigation outcomes—not simply a compliance requirement. DLD facilitates participation through public workshops, jurisdictional coordination meetings, targeted outreach, and accessible communication materials designed to support understanding and input at each phase.

This effort is led by Senior Planner and Public Outreach Lead Trey Jackson, an experienced emergency communications professional with over 20 years supporting public information delivery, unified messaging, and multi-agency coordination. His experience as a Public Information Officer and Media Chief for federal and state exercises ensures communication is accurate, accessible, and appropriate for diverse audiences.

DLD translates complex technical information into clear, public-facing materials—including infographics, map-based visualizations, and accessible digital content—supporting not only compliance, but meaningful engagement, informed decision-making, and community trust.

To operationalize this engagement approach, DLD applies structured, outcome-driven strategies that ensure accessibility, equity, and transparency throughout the planning process. The table below summarizes key engagement objectives, implementation methods, and their relevance to Access and Functional Needs (AFN) populations and broader community participation.

Engagement Objective	Implementation Method	Relevance to AFN & Community Access
Clear risk communication and transparency	Public meetings, interactive web dashboards, and visually intuitive, public-friendly mapping products.	Reduces technical barriers and improves understanding of hazard risk for residents with varying levels of technical literacy.
Equitable access to planning	Multilingual materials (Spanish and other locally relevant languages), interpreter-supported meetings, and plain-language summaries.	Ensures inclusive participation across language, literacy, and cultural differences, supporting equitable engagement.

Engagement Objective	Implementation Method	Relevance to AFN & Community Access
Accessible participation formats	Hybrid engagement approach including in-person workshops, virtual meetings, mobile-friendly surveys, and GIS-based StoryMap tools.	Expands access for rural residents, individuals with mobility limitations, and populations with limited transportation or internet access.
Inclusive and community-sensitive facilitation	Outreach strategies informed by prior disaster recovery engagement, incorporating culturally aware and community-sensitive communication practices.	Supports participation from communities affected by prior emergencies and builds trust through respectful, inclusive engagement.
Stakeholder ownership of outcomes	Jurisdiction-specific feedback loops, working sessions, and iterative mitigation action development.	Encourages local ownership, improves feasibility of mitigation actions, and strengthens long-term implementation success.
Public transparency and traceability of decisions	Comment tracking matrices, revision logs, and publicly accessible documentation of feedback and responses.	Reinforces trust, accountability, and clarity in how public and stakeholder input influences final plan decisions.

Through the combination of structured outreach, AFN-inclusive materials, and communication leadership supported by emergency public information experience, DragonLady Defense ensures community priorities shape mitigation decisions—not simply react to them. This engagement model builds a plan that is:

- **FEMA-aligned and audit-defensible.**
- **Accessible to all residents, regardless of technical literacy or language.**
- **Rooted in lived experience, not just quantitative data.**
- **Stronger, more equitable, and more review-ready.**

MEMA District 6 will receive a planning process that listens first and builds resilience from real community input outward.

Engagement Tools, Surveys, Workshops

DLD deploys a multi-channel engagement framework designed to ensure broad, measurable participation throughout HMP development. The approach integrates in-person, digital, and mobile outreach to reach diverse populations, including rural communities, Access and Functional Needs (AFN) populations, and limited-English speakers.

Engagement tools include mobile-friendly surveys, interactive mapping platforms, and QR-code-enabled feedback forms distributed through public facilities, community centers, and events. Workshops are designed to support dialogue and decision-making through facilitated discussions, prioritization exercises, and hazard visualization tools.

Public meetings and HMPC workshops are scheduled at accessible times and locations, with virtual participation options available. All materials are ADA-accessible, language-appropriate, and designed for clarity using visual and simplified formats.

This approach supports FEMA and State participation requirements while creating a transparent, two-way process in which community input directly informs risk assessment and mitigation strategy development.

Documentation of Public Input

DLD maintains a complete and auditable record of public engagement to ensure FEMA and State compliance and clear traceability from input to final plan outcomes. Documentation includes attendance records, meeting summaries, survey analytics, comment tracking matrices, and copies of outreach materials. Feedback is categorized and incorporated into the mitigation strategy to demonstrate how community input shapes plan decisions.

A Public Input Summary Report is developed as part of the Planning Process section and appendix. This report:

- Summarizes engagement methods and participation levels.
- Identifies key themes and community priorities.
- Documents how input informed mitigation actions.
- Demonstrates accessibility, language support, and ADA compliance.
- Provides visual summaries (charts, maps, and participation trends).

This process ensures transparency, supports audit readiness, and provides a defensible record of inclusive engagement for future updates and funding applications.

SCHEDULE

Workplan

DLD delivers a fully FEMA-approved HMP through a structured, milestone-driven planning process. The project approach is designed to meet all requirements under 44 CFR §201.6, FEMA's 2025 Local Mitigation Planning Policy, and State OES review guidance, ensuring not only approval, but long-term funding eligibility and practical usability for every participating jurisdiction and annex community.

The work is organized into sequences, each producing tangible deliverables, decision checkpoints, and documentation that carries forward to the next stage of development. This ensures transparency, accountability, and continuous progress from initiation through FEMA approval and governing-body adoption. Sequential work includes:

1. **Project Initiation, Management, & Stakeholder Coordination.** This project begins with a formal kickoff meeting to establish expectations, confirm communication pathways, set milestone timelines, and finalize the participating jurisdiction list. Early work includes project management calendar development, creating a stakeholder contact matrix, and establishing the document exchange structure. Regular progress meetings are conducted throughout the contract, supported by written action logs, schedule tracking, and jurisdiction-level task assignments. This phase provides operational structure and sets the foundation for jurisdiction engagement.

3. **Hazard Data Acquisition & Baseline Development.** The planning team will collect, clean, and organize all available hazard datasets including geospatial layers, emergency response documents, existing plans, historic loss records, climate indicators, and local hazard knowledge. DLD will produce standardized data request sheets for departments, districts, and annex jurisdictions to ensure consistent information intake. This phase results in a complete risk dataset library used to build regional hazard profiles, annex-level assessments, and vulnerability modeling.
4. **Risk & Vulnerability Assessment.** Using FEMA Risk MAP inputs, HAZUS modeling, critical facility inventories, and demographic overlays, DLD completes a regional risk assessment paired with annex-level vulnerability summaries for each participating city, town, special district, or tribal partner. Social vulnerability, AFN considerations, and disproportionately impacted populations are fully integrated. GIS outputs will include exposure maps, hazard overlays, and quantifiable loss estimates, refined using stakeholder knowledge and historic impacts. Findings are reviewed with the Hazard Mitigation Planning Committee (HMPC) before advancing to strategy development.
5. **Mitigation Strategy & Annex Development.** DLD facilitates structured working sessions to develop mitigation goals and jurisdiction-specific project strategies. Each annex will receive its own customized mitigation action table, prioritized with STAPLEE/BCA-style scoring, responsible entities, funding eligibility tags, timelines, and performance indicators. regional strategies are developed concurrently, ensuring alignment with operational capacity, equity frameworks, and future funding pursuit through FEMA BRIC, HMGP, State OES, and infrastructure programs. The mitigation framework ensures clear implementation pathways for all participating governments.
6. **Draft HMP Development.** All prior work is compiled into a fully formatted FEMA-aligned Multi-Jurisdictional HMP including:
 - a. **Planning process documentation.**
 - b. **Hazard & vulnerability assessments.**
 - c. **GIS maps, charts, and HAZUS outputs.**
 - d. **Regional mitigation strategy.**
 - e. **Individual jurisdiction annexes with action lists.**
 - f. **Maintenance & monitoring program.**

DLD prepares iterative drafts, respond to review comments, and refine all elements based on county and jurisdictional feedback. A clean public-facing version and a secure technical version (with sensitive infrastructure information removed) are always maintained.

1. **Public Engagement & Outreach.** Public participation is integrated from project initiation through final approval. Engagement includes workshops, web-based surveys, outreach in English and Spanish, community information tools, and targeted mechanisms for AFN populations. Public input will directly influence hazard prioritization, community-preferred mitigation actions, and plan implementation design. All outreach is documented with agendas, sign-ins, comment logs, and public involvement summaries meeting FEMA and State OES standards.
2. **Review, Approval, Adoption & Final Deliverables.** DLD prepares the formal submission package for State review and FEMA Region evaluation following completion of internal District and jurisdiction review cycles. Revisions continue until the plan receives

Approvable Pending Adoption (APA) status. DLD supports adoption by the Board of Supervisors and each participating jurisdiction, preparing staff report material, resolution templates, and briefing support as needed. Final deliverables a fully formatted FEMA-approved HMP.

The planning process is intentionally sequenced to ensure momentum, maintain stakeholder engagement across all annex jurisdictions, and produce a technically defensible document that positions District 6 counties and participating communities for BRIC, HMGP, Flood Mitigation Assistance, and future state/federal resilience funding. This workplan emphasizes parallel development, meaning that risk assessment, annex development, outreach, and draft authorship will advance simultaneously, accelerating schedule efficiency while reducing back-end revision time. Each task produces tangible deliverables, review milestones, and decision points, ensuring progress is continuously documented and federally auditable.

To ensure full HMP compliance and timely FEMA approval, the workplan incorporates:

- Direct engagement across all participating jurisdictions.
- District & city-level annex development based on shared but differentiated risk data.
- HAZUS-based vulnerability and loss modeling.
- Public engagement documentation sufficient for audit traceability.
- A FEMA-ready submittal and revision cycle through final adoption.

The table below outlines major work elements, key deliverables, performance milestones, timeline positioning, and responsible personnel, demonstrating a clear and achievable pathway to completion, approval, and adoption.

Task #/ Work Element	Deliverables	Sub-Tasks/ Detailed Activities	Milestones/ Completion Criteria
TASK 1: Project Initiation, Management & Stakeholder Coordination	Kickoff agenda & summary; Comms plan; Master schedule; Stakeholder roster & engagement calendar.	Project kickoff; Jurisdiction onboarding; Data request briefing; Roles & SME assignments; Workflow & file structure establishment; Bi-weekly PM syncs; Standing jurisdiction liaison calls.	Unified governance structure established; Meeting cadence & communication workflows operational.
	Duration Window: Months 1-2 Primary Responsible Party: Project Manager, MEMA District 6 representatives, City/ /Special Districts/Liaisons		
TASK 2: Hazard Identification & Data Collection	Planning area identification; Validated hazard list considering all emerging and hazards; Data inclusive of noted data sources, county and	Collect GIS & assessor data; Upload State/Fed hazard layers; Pull NOAA/USGS/NCEI records; Compile OES & District SHMP alignment;	Data foundation complete; Hazard list approved for all jurisdictions.

Task #/ Work Element	Deliverables	Sub-Tasks/ Detailed Activities	Milestones/ Completion Criteria
	participant information as well as real world events and exercises; GIS hazard base layers; Incident history dataset; location, extent, severity and intensity measures; historical plan review, capability assessments, and future development and climate consideration plans and data.	Confirm annex-specific hazard lists.	Capability assessments completed for all jurisdictions.
	Duration Window: Months 2-5 Primary Responsible Party: Hazard Analyst, GIS Lead, Jurisdictions		
TASK 3: Risk & Vulnerability Assessment	HAZUS loss modeling; Critical facility exposure outputs; SVI/AFN overlays; Draft risk profiles; asset inventory; exposure analysis; loss estimation; vulnerability analysis, risk summary by jurisdiction and summarized in supporting documentation.	[TO BE COMPLETED – MUST MATCH ATTACHMENT B]	District & annex risk picture validated; Maps & loss tables ready to integrate.
	Duration Window: Months 4-8 Primary Responsible Party: Risk Analyst, GIS Team, Steering Committee		
TASK 4: Mitigation Strategy Development	Review and update of mitigation goals and objectives by all participating jurisdictions (agreed upon goal statement)	Conduct action development workshops; Evaluate actions w/ STAPLEE; Prioritize by benefit-cost; Identify BRIC/HMGP-eligible projects; Develop	Strategy approved by HMPC; Actions linked to funding eligibility.

Task #/ Work Element	Deliverables	Sub-Tasks/ Detailed Activities	Milestones/ Completion Criteria
	District & annex mitigation actions past mitigation actions evaluated & updated; identification of risk based additional mitigation actions; prioritization of mitigation actions and mitigation action implementation strategy development, STAPLEE/BCA matrices; finalized documented mitigation action plans.	measurable goals & time-lines.	
	Duration Window: Months 7-10 Primary Responsible Party: Mitigation Planner, State OES, Local SMEs		
TASK 5: Plan Development & Drafting	Full FEMA-formatted HMP draft; Annex hazard summaries; Final graphics & maps; 5-yr maintenance procedures. Full plan written IAW HMP Planning Handbook (2023) and LMP Policy Guide (2025)	Assemble full plan narrative; Build 20+ annex sections; Insert tables/maps; Draft maintenance & update procedures; Internal QA/QC review pass. Internal stakeholder review and public review of final Draft.	HMP assembled and ready for public & State OES submission.
	Duration Window: Months 9-12 Primary Responsible Party: Lead Author, GIS, Planning Team		
TASK 6: Public Engagement & Outreach (continuous)	3+ public meetings; Survey summary; Web-friendly maps & infographics. Outreach strategy document.	Conduct outreach sessions public and stakeholder; Project Webpage; Maintain survey link; Create infographics & social messaging; Produce engagement log & attendance documentation	Meets/exceeds 44 CFR §201.6 public involvement requirements.

Task #/ Work Element	Deliverables	Sub-Tasks/ Detailed Activities	Milestones/ Completion Criteria
	Duration Window: Months 3-12 Primary Responsible Party: Engagement Lead, District PIO		
TASK 7: Plan Review, FEMA Approval & Adoption	State submittal package; Revised APA responses; Adoption resolutions District & all annex jurisdictions.	Submit to State; Address reviewer comments; Re-submit for FEMA APA; Finalize revisions until approved; Assist with adoption hearing packets. Compile all HMP Resolutions in plan and submit to FEMA for formal approval, Deliver up to 25 digital and hardcopy versions, provide District 6 with GIS Data, data bases, and supporting documents.	FEMA Approvable Pending Adoption (APA) achieved; jurisdictional adoption initiated.
	Duration Window: Month 12 Primary Responsible Party: PM, Jurisdictions, District		

Gantt-Based Schedule

The following Gantt-based schedule illustrates DLD's structured task sequencing, showing how project phases overlap intentionally to accelerate progress, maintain forward momentum, and ensure continuous development rather than linear dependency. Each task is assigned a timeline window, responsible leads, and clear completion milestones, supporting predictable delivery, full transparency, and efficient workflow management. This schedule demonstrates how the HMP and associated annexes are developed, reviewed, approved, and adopted within the required performance period while maintaining flexibility for jurisdictional input and iterative revision. The following schedule reflects DLD's proposed timeline based on the anticipated 12 to 18-month project duration identified in the RFP and incorporates standard State and FEMA review cycles.

Task Sequencing	
TASK 1: Project Initiation & Stakeholder	

Task Sequencing			
Coordination			
	TASK 2: Project Initiation & Stakeholder Coord.		
	TASK 3: Risk & Vulnerability Assessment (District & Annexes)		
	TASK 4: Mitigation Strategy & Action Development		
	TASK 5: Full HMP & Annex Draft Development		
	TASK 6: Public Engagement & Outreach (Continuous)		
	TASK 7: State & FEMA Review, APA Revision & Adoption		

COST ESTIMATE

DLD proposes a fixed-fee not-to-exceed cost of \$59,500 to complete the MEMA District 6 Hazard Mitigation Plan (HMP) Update to include all tasks required to achieve approval by both the Mississippi Emergency Management Agency (MEMA) and FEMA.

Cost Breakdown by Phase

Task / Phase	Description	Cost
Project Management & Coordination	Project kickoff, HMPC coordination, schedule management, QA/QC, reporting.	\$7,500
Planning Process & Engagement	Public outreach, stakeholder coordination, workshops, documentation.	\$10,500
Risk & Vulnerability Assessment	HAZUS modeling, GIS analysis, hazard profiling, loss estimation.	\$10,500
Mitigation Strategy Development	Action identification, prioritization, STAPLEE, funding alignment.	\$10,500

Task / Phase	Description	Cost
Plan Development & Documentation	Drafting, mapping integration, formatting, plan assembly.	\$15,000
Review, Revisions & Adoption Support	State/FEMA coordination, revisions, adoption support.	\$5,500

Total Not-to-Exceed Cost | \$59,500

Cost Assumptions

- Includes all labor, technical analysis, GIS mapping, stakeholder engagement, and documentation required for a FEMA-aligned HMP.
- Assumes a 12-month project duration.
- Includes coordination with MEMA District 6, participating jurisdictions, MEMA, and FEMA Region V.
- Includes virtual and in-person engagement (as required).
- No additional costs are anticipated outside approved scope changes.

Cost Efficiency & Value

DLD is able to offer a competitive cost through:

- Use of existing planning frameworks and datasets from the current MEMA District 6 HMP.
- Streamlined project management and standardized FEMA-aligned workflows.
- Advanced in-house GIS and HAZUS capabilities, reducing reliance on subcontractors.
- Focused scope delivery aligned directly with RFP requirements.

This pricing reflects a complete, end-to-end HMP update designed to deliver a FEMA-approvable, implementation-ready plan without unnecessary overhead.

REFERENCES

Appendix C includes letters of recommendation from public-sector clients and partner agencies that have engaged DragonLady Defense, LLC to provide hazard mitigation planning, emergency management consulting, and multi-jurisdictional coordination services comparable to those requested in this RFP. These references reflect DragonLady Defense's proven ability to deliver FEMA-aligned plans, manage complex stakeholder environments, and support jurisdictions with diverse risk profiles, regulatory requirements, and operational needs. The letters attest to the firm's technical competence, responsiveness, and consistent performance across county, tribal, and regional planning efforts.

APPENDIX A: REQUIRED ATTACHMENTS

Attachment A

BID COVER SHEET

Bids must be received via email at OSSS@dfa.ms.gov as listed below on or before 1:00 PM CDT, July 15, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070 – [Bidding Company Name]

Name of Company: [DragonLady Defense, LLC](#)

Quoted By: [Bobbie J. Jackson, CEM, CBCP](#)

Signature: *Bobbie Jackson*

Address: [10083 TAMBERLAINE AVE](#)

City/State/Zip: [LAS VEGAS NV 89178](#)

Telephone: [512-618-2425](#)

Fax Number: [N / A](#)

E-Mail Address: info@dragonladydefense.com

Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB: [Bobbie J. Jackson \(512\) 618-2425](#)

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

What year was your company started? [2023](#)

How many years has the firm been in business of performing the services called for in this IFB?
[DragonLady Defense is owned by Bobbie Jackson \(owner and President, who established an LLC in February of 2023, however Bobbie Jackson has been completing these types of projects since 2019.](#)

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. Home office and principal place of business: Las Vegas, Nevada. 10083 Tamberlaine Ave, Las Vegas NV, 89178 Place of incorporation/organization: Nevada.

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

DLD will deploy the proposed senior planning, GIS, risk-analysis, and public-engagement team to Mississippi for required in-person meetings and field coordination. Work will be supported through secure cloud collaboration, ArcGIS/QGIS/HAZUS tools, laptops, mobile communications, and locally coordinated meeting facilities. All travel, equipment, and personnel costs are included in the proposed fixed fee.

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

No. DragonLady Defense, LLC is not currently for sale and is not involved in a transaction to be acquired by another business entity.

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

Yes. No special professional license is identified as legally required solely to prepare a local hazard mitigation plan. DLD and its personnel hold applicable business registrations, professional certifications, and technical qualifications, and will comply with federal, Mississippi, MEMA, and FEMA requirements

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

Applicable registrations/certifications include SBA-certified Service-Disabled Veteran-Owned Small Business (SDVOSB); SBA-certified Woman-Owned Small Business (WOSB); SAM.gov UEI P6F1CTG4NZH4; Nevada Business ID NV20243057554; Bobbie Jackson - Certified Emergency Manager (CEM) and Certified Business Continuity Professional (CBCP); William Korthals - FAA Part 107 UAS Pilot and advanced GIS/HAZUS qualifications. Mississippi registration will be completed within the required period if selected.

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

12 customers/projects involving hazard mitigation plan updates or closely related mitigation-planning work are identified in the proposal within the past five years, including multi-jurisdictional county, municipal, tribal, and regional client

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five (5) years?

Essex County, New York multi-jurisdictional hazard mitigation plan update, involving 18 participating jurisdictions, is the largest specifically identified engagement by number of jurisdictions in the proposal

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

DLD provides FEMA-aligned multi-jurisdictional hazard mitigation planning; GIS, HAZUS, LiDAR, terrain and exposure analysis; critical-facility and community-lifeline assessment; stakeholder and public engagement; mitigation action development and STAPLEE prioritization; grant-funding alignment; adoption and FEMA review support; COOP/continuity planning; HSEEP exercise support; technical writing; and quality assurance. The proposed team includes a CEM/CBCP project lead with nearly 30 years of emergency-management experience, a senior GIS specialist with 20+ years of geospatial experience, and senior emergency-management/public-health planners

Attachment B

BID FORM

Company	Contact Person	Telephone Number
DragonLady Defense, LLC	Bobbie J. Jackson	(512) 618-2425

The maximum contract price for the update of District 6 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

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

Total all-inclusive Maximum Contract Price: \$ 59,500/YEAR

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

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

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

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

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

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

Company Name: DragonLady Defense, LLC

Printed Name of Representative: Bobbie J. Jackson

Date: 15 JULY 2026

Signature: Bobbie Jackson

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

Attachment C

REFERENCES

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

REFERENCE 1

Name of Company: Tule River Indian Tribe of California _____

Dates of Service: March 2024 - October 2025 _____

Contact Person: Scott A. Goodwin, Fire Chief _____

Telephone Number: Office: (559) 781-4271 ext. 6008; _____

Cell Number: (559) 784-1590 _____

E-mail: scott.goodwin@tulerivertribe-nsn.gov _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 2

Name of Company: Modoc County Sheriff's Office - Office of Emergency Services _____

Dates of Service: March 2024 - October 2026 _____

Contact Person: Renae Sweet, Deputy Director, OES _____

Telephone Number: (530) 233-4416 ext. 248 _____

Cell Number: (530) 233-722-5295 _____

E-mail: rsweet@modocsheriff.us _____

Alternative Contact Person (optional): Janie Bell, OES _____

Telephone Number: (530) 233-1370 _____

Cell Number: (530) 233-722-5295 _____

E-mail: janiebell@modocsheriff.us _____

REFERENCE 3

Name of Company: Talladega County Emergency Management Agency, Alabama _____

Dates of Service: April 2024 - October 2025 _____

Contact Person: LeighAnn Butler, EMA Director _____

Telephone Number: (256) 761-2125 _____

Cell Number: _____

E-mail: leighann.butler@talladegacounty.org _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 4

Name of Company: City of Missoula _____

Dates of Service: April 2019 - October 2022 _____

Contact Person: Angela Yonce _____

Telephone Number: 1-406-880-0096 _____

Cell Number: (406) 552-6182 / (406) 274-7592 _____

E-mail: yoncea@ci.missoula.mt.us _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 5

Name of Company: Chloeta

Dates of Service: 2019 - Current

Contact Person: Troy German

Telephone Number: 1-572-568-0174

Cell Number: 1-405-240-7443

E-mail: desireepliler32@gmail.com

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____



APPENDIX B: RESUMÉS

Resumé: Bobbie J. Jackson, CEM, CBCP

Education

M.A., Emergency & Disaster Management, American Military University, 2015

B.S., Psychology, Texas State University, 1997

Certifications/Training

Certified Business Continuity Professional (CBCP), Disaster Recovery Institute (DRI)

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

Homeland Security Exercise Evaluation Program

Healthcare Leadership for Mass Casualty Incidents

Continuity of Operations (COOP) Awareness Course

Weapons of Mass Destruction C3

Joint Nuclear Weapons Publication System

Applied Radiological Response Techniques

DTMS Master Trainer Course

HAPSITE Basic Training

FEMA EMI Courses 100, 200, 300, 400, 00120a, 546b, 547a, 700, 800 800b

Hazardous Materials I, II, Technician, Incident Command

Emergency Response to Terrorism

Affiliations

Bobbie Jackson brings nearly 30 years of experience in disaster preparedness and emergency management to the development of this Hazard Mitigation Plan. A Certified Emergency Manager and Business Continuity Practitioner, she is a retired U.S. Army Chemical, Biological, Radiological, and Nuclear (CBRN) Officer (and Commander) with over 24 years of military leadership in operations, emergency response, and disaster recovery.

She is nationally recognized as an emergency and crisis management, risk management, and business continuity subject matter expert at federal, state, and local levels. Her expertise includes Continuity Planning, the National Incident Management System (NIMS), Homeland Defense, and the Incident Command System (ICS). She also possesses deep knowledge of radiological, chemical, and biological threat response, combined with extensive experience managing complex logistical operations during large-scale incidents.

Her extensive background ensures a comprehensive and practical approach to hazard mitigation, integrating operational readiness, continuity of government and business functions, and resilience-building strategies that align with federal guidance and community needs.

Relevant Project Experience

Principal/Owner DragonLady Defense, LLC

Hazard Mitigation Plans (HMPs) developed as a consultant fully responsible for plan development, stakeholder & public engagement and approval process:

- Essex District, NY HMP update (18 Jurisdictions) (2024-2025)
- Modoc District, CA HMP update (including City of Alturas annex) (2024-2-25)
- City of Medical Lake, WA HMP – New LHMP (2024)

Continuity & Operations Plans

- Continuity of Operations Plan (COOP), Palm Beach State College
- Corporate Business Continuity Plan, Chloeta

Senior Emergency Management Planner Chloeta

Hazard Mitigation Plans (HMPs)

- Park District, CO HMP Update (with multiple towns & fire protection districts) (2025)
- Candler District, GA HMP Update (including City of Metter & Pulaski) (2025)
- Talladega District, AL HMP Update (multiple jurisdictions)

Resumé: Bobbie J. Jackson, CEM, CBCP

Greater Houston Business
Continuity Professionals
International Association of
Emergency Managers
Chemical Corps Regimental
Association
Hot Zone Steering
Committee
FEMA VI Regional Emergency
Managers

- & fire protection districts) (2025)
- Tule River Indian Reservation, CA HMP (2025)
- Lead Planner for Hazard Mitigation Plan Development (2023-2024) for 5 California Department State Hospital Hazard Mitigation Plans for DSH-Atascadero, DSH-Patton, DSH-Metropolitan, DSH-Coalinga, and DSH-Napa (CA, statewide).

Wildfire Risk & Resilience

- Montana Department of Military Affairs/Fort Harrison & Limestone Hills Wildfire Risk & Resilience Assessment (OLDCC-funded)
- Community Wildfire Protection Plans (CWPPs) aligned with county/installation mitigation work

Emergency Operations Plans (EOPs)

- Crisis Communication SOP for Military-to-State Coordination in Hawai'i
- Hospital Patient Decontamination SOP/Guidelines (with OSHA compliance)

Specialized Risk Assessments

- Regional Community Resilience Vulnerability Assessment (Fort Harrison & Limestone Hills region)
- Energy resilience/microgrid and PPS impact planning (e.g., Northwestern Energy/EWEB focus)

Appendices/ESFs

- WSDA ESF 11 State Animal Health Emergency Response Plan

International Director, Business Continuity & Emergency Management

Tenet Health (2020-2021)

Provided proactive strategic direction for Risk Mitigation & Business Continuity during normal operations, disaster response and Emergency Management in an integrated healthcare setting of networks with over 250 acute care and specialty hospitals and other facilities designed to meet evolving patient and community needs across the nation. Provided resilience through support to Tenet healthcare facilities during COVID-19 and multiple disasters as an integral part of Area Command in the Tenet Corporate Emergency Operations Center improving the Tenet Health Emergency Management and development of first corporate Business Continuity Plan, ensuring standards, providing guidance, feedback and positive reinforcement ensuring continued support and operations.

VP of Safety, Security and Emergency Management (Interim), and Director of Preparedness Texas Health Resources (2016-2020)

Resumé: Bobbie J. Jackson, CEM, CBCP

Ensured the Safety and Protection of Texas Health Resources, people, places, and resources through comprehensive development and support of Security, Risk Mitigation, Business Continuity, and Preparedness (Plan, Organize, Train, Exercise, Evaluate and Improve). Texas Health's points of access serve more than 7 million residents in 16 counties throughout the North Texas region. Proactively led headquarters and all hospitals through times of disaster or emergency situations to include coordination of resources, communication, and direct management through Incident Command to ensure the safety of consumers, employees, and property for more than 24,000 employees within 29 hospital locations including 19 acute-care hospital locations, five short-stay hospitals, two behavioral health hospitals, two rehabilitation hospitals and one transitional care hospital.

Deputy Director of Operations Texas National Guard (2014-2016)

Managed Texas Military Force (TXMF) state-level operations in support of local, state, and federal authorities, leading five military branches (Current Operations, Future Operations, Air Coordination, Force Protection, and Intelligence) within an operations directorate consisting of 76 personnel. Responsible for the development and execution Business Continuity Plan/COOP for the Texas Military Forces. Responsible for Risk Mitigation for all operational deployed forces across Texas.

Multiple Assignments 6th Civil Support Team (CST), Texas National Guard

Served as Operations Officer, Deputy Commander, and Commander of Texas 6th Civil Support Team (10 years total). Provided command and control of the unit to assure readiness to respond to suspected or actual Chemical, Biological, Radiological or Nuclear incidents or disasters with a 90-minute alert and recall, 24 hours/day. Led the facilitation, training, support, and response to more than 70 CBRN events while partnering with a multitude of local, state, and federal government agencies. Ensured seamless coordination and cooperation, supporting numerous high-profile events.

Resumé: Trey Jackson, CBCP

Education

B.A., Political Science, Texas A&M University, 2011

B.S., Agricultural Business & Management, Texas State University, 1996

B.F.A., Graphic & Web Design, Art Institute of Austin, 2015

Certifications/Training

CBCP, Certified Business Continuity Professional, Disaster Recovery Institute

IS-100.c Intro. to ICS

IS-1152 Blue Campaign First Responder

IS-120.c Introduction to Exercises

IS-1300 Intro to Continuity of Operations

IS-200.c Basic ICS for Initial Response

IS-2002 Intro FEMA Ops Planning

IS-2200 Emergency Ops Center

IS-230.e Fund. of Emergency Management

IS-235.c Emergency Planning

IS-240.c Leadership and Influence

IS-241.c Decision-making & Problem Solving

IS-242.c Effective Communication

IS 29a Public Info. Officer

Trey Jackson has 25+ years' experience in disaster preparedness, emergency management, and military logistics. Certified Business Continuity Professional (CBCP) and Business Continuity Practitioner. He is a former U.S. Army Logistician with extensive experience in disaster response & recovery communications and 5th Army/FEMA Public Information Officer Trainer & Department of State Incident Management Team (IMT) contractor (Operation Allies Welcome) at Quantico, Virginia. Trey's extensive knowledge of applied disaster response and recovery logistics and military operational response scenarios, combined with service as a FEMA disaster response & recovery Media Chief/Public Information Officer Trainer make him uniquely qualified to advise inter-governmental institutions and private industry on media relations and effective disaster response mass communications issues across a wide variety of potential federal, state, and local disaster-related incidents.

Relevant Project Experience

Technical Writer & Site Hazard Mitigation Analyst (2023-2024) for 5 California Department State Hospital Hazard Mitigation Plans for DSH-Atascadero, DSH-Patton, DSH-Metropolitan, DSH-Coalinga, and DSH-Napa (CA-statewide).

Technical Writer & Assistant Planner for the 2024 Hillsborough Community College (System HQ) Continuity of Operations Plan (COOP) (Tampa, FL).

Technical Writer and Assistant COOP Leadership Training/Tabletop Exercise Facilitator for the Texas Historical Commission (HQ & 10 Divisions) 2023 Continuity of Operations Plan (COOP) (Austin, TX).

Emergency Operations Site Analyst/Training Facilitator Developed and conducted exercises, completed Risk Assessments, Business Continuity, Emergency Operations, Emergency Action Plans, and provided training on Incident Command operations for all staff for the City of Missoula (Missoula, MT).

Technical Writer for the City of Missoula's THIRA, Department Emergency Action Plans, City Emergency Operations Plan, and Business Continuity Plans for both the city and city departments (Missoula, MT).

Assistant Facilitator for the Kentucky Community and Technical College System (KCTCS) ICS 100/700 training courses for System Leadership. (Versailles, KY).

Technical Writer for the Kentucky Community and Technical College System (KCTCS) 2021 system-wide COVID-19 AAR (System HQ & 70 campuses) (Versailles, KY).

Resumé: Trey Jackson, CBCP

IS-2901 Introduction to
Community Lifelines

IS 300 Int. ICS, Expanding
Incidents

IS-366.a Planning for the
Needs of Children in
Disasters

IS-368 Including People w/
Disabilities and Others with
Access/Functional Needs in
Disaster Operations

IS-405 Overview of Mass
Care/Emergency Assistance

IS-42 Social Media

IS-520 Intro. to Continuity of
Operations Planning for Pan-
demic Influenza

IS-545 Reconstitution Plan-
ning Workshop

IS-700.b Intro to NIMS

IS-800.d National Response
Framework

IS-907 Active Shooter

Combined Arms Service &
Support School (CAS3), Fort
Leavenworth, KS

Combined Logistics Captains
Career Course, Fort Lee, VA

Affiliations

Professional Photographers
of America

Disaster Recovery Institute
(DRI)

**U.S. Department of State Incident Management Team (IMT) Li-
aision** (contractor) at Quantico, Virginia for approximately 9,000
Afghanistan refugees evacuated during Operation Allies Welcome
(Quantico, VA).

Exercise Controller for 63rd Civil Support Team (WMD-Weapons
of Mass Destruction) (CST) certification preparation exercise
(Tahlequah, Oklahoma).

Media Chief & Public Information Officer Applied Training Solutions [1099 contractor] (2020-2024)

Media Chief & Public Information Officer (PIO) trainer for 23 Fed-
eral exercises across the U.S. including FEMA regional and na-
tional certification exercises. Media relations manager imple-
mented public affairs strategies & communication plans, cre-
ated/published press releases, public information statements,
content writing, article releases, social media planning & publish-
ing. Developed crisis communication plans, provided guidance &
support to mitigate reputational/ensure transparency. Trained
military spokespersons for 5th Army/FEMA for media interview
preparation, conducted press conferences/public events. Devel-
oped crisis communication strategies & best practices for engag-
ing with media and the public.

Director, Information & Web Design Texas Civil Justice League/Texas Business Roundtable (2015- 2020)

Political campaign analyst tracking more than 1,250 state-level
candidates during election cycles. Lead strategic planning initia-
tives for information management, web design, and political anal-
ysis. Developed & implemented content creation and information
maintenance for 5 organizational websites. Conducted in-depth
analysis of Texas political candidates during typical election cy-
cles, evaluating their positions on civil justice issues. Designed
and implemented visualizations and infographics to effectively
communicate complex political analysis information. Provided
technical support and training on website management tools and
data analysis software. Ensured compliance with relevant laws
and ethical standards. Engaged with the community through digi-
tal platforms, fostering dialogue and promoting awareness of civil
justice issues and political developments.

Resumé: William Korthals, M.A.Geo.

Education M.A.Geo., Master of Applied Geography – GIS & Remote Sensing, Texas State University B.S., GIS, Remote Sensing, Environmental Resources, Texas State University <u>Product Management Certification</u>, McCombs School of Business, University of Texas FAA Part 107 Certified UAS Pilot	Bill Korthals is a product and geospatial leader with 20+ years of experience delivering digital transformation, workflow automation, and product development across public and private sectors. Adept at bridging business needs with technical solutions, managing complex projects, and driving measurable outcomes. Advanced degrees in GIS and Remote Sensing, product management certification, and FAA part 107 certification. Relevant Project Experience Principal, Consultant Aerial Metrix, LLC (2016-Present) Lead consulting, product development, and technical solutions for public and private sector clients. <u>City of Austin (Energy)</u>: Directed the development of a predictive analytics dashboard integrating weather and outage data; spearheaded an AI-powered wildfire detection system; assisted in the technical oversight and deployment of an internal and public facing outage map and reporting system, built workflow automation solutions in Power Automate; administered and championed Teams/SharePoint adoption and governance; represented Austin Energy on the TxPPC Emerging Tech Committee. <u>Kansas Army National Guard</u>: Delivered hybrid open-source and proprietary web mapping pilot and high accuracy photogrammetric datasets to meet ASPRS standards. <u>Texas Parks & Wildlife</u>: Automated field data workflows via Python/Jupyter notebooks, cutting server costs. <u>City of Austin (Watershed Protection)</u>: Managed planimetric data updates; built automated ETL workflows reducing manual effort, introduced and implemented agile practices with customized Jira workflows and Confluence documentation. <u>In-house</u>: Designed and developed a proprietary terrain modeling algorithm, meeting and exceeding the accuracy of traditional surveys. Designed and developed terrestrial LiDAR 3D scanning unit using industry leading technology and open-source software. GIS Data Product Manager DrillMap, Accend, P2 Energy Solutions (2013-2016) • <u>Directed GIS product strategy, developed and implemented ETL workflows for oil & gas datasets.</u> • <u>Partnered with regulatory agencies to improve dataset quality.</u> • <u>Coordinated Agile standups and sprints with dev teams.</u> Product Manager
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Resumé: William Korthals, M.A.Geo.

Synergos Technologies, Inc. (2008-2013)

- Client and product reseller relations, shaped product roadmaps, marketing strategy, strategic planning, technical and soft sales support, product management and development.
- Enhanced and developed client facing applications.
- Built QA/QC systems to ensure data integrity.
- Designed a proof-of-concept web-based demographics mapping application.

Senior GIS Specialist

DrillingInfo (Enverus) (2007-2008)

- Acted as liaison between clients and dev teams; led QA/QC initiatives.
- Delivered training and user support for GIS applications.
- Mentored staff in GIS processes and applications.

GIS Analyst/Team Leader

Texas General Land Office (2002-2007)

- GIS Team Leader (2004-2007): Managed GIS data and survey solutions for 13M+ acres of state land; led program area staff; automated workflows; supported hurricane recovery in the acquisition and processing of aerial photography and LiDAR data.
- Lead GIS Analyst (2002-2004): Built wind power viability decision matrix; supported litigation that recovered millions in royalties.

GIS Analyst

Texas Department of State Health Services (2000-2002)

- Produced outbreak maps for public officials during infectious disease events.
- Applied geospatial analysis to identify at-risk populations for services.

Resumé: Mallory Darais, MS-EP

Education	Mallory Darais has 15+ years of experience in healthcare emergency preparedness, disaster preparedness, emergency management, exercise development, and process improvement. She earned her Master of Science Degree in Emergency Preparedness in 2015. Mallory is a former healthcare professional with extensive public health emergency preparedness, emergency response, disaster preparedness, response, and recovery experience. She has extensive experience providing operational and logistical functions in various emergency operation centers during disaster response events at local and state levels. Mallory gained knowledge from leading, facilitating, training, and supporting various real-world events, as well as exercises and trainings. She has presented at multiple healthcare centers as well as trauma conferences regarding active shooter situations. She has been published in multiple journals for her research on active shooting events in healthcare settings. Mallory has ensured seamless coordination and cooperation with local and state partners in developing and adhering to federal requirements and recommendations in regard to emergency operation plans, hazard mitigation plans, disaster support plans, after action reports, and improvement plans. She has provided support to local and state levels of multiple disasters, including the state of Iowa in response to extreme flooding, active shooter situation, the COVID-19 pandemic, and tornados, as well as other like incidents. She has supported the city of LA in developing their medical points of dispensing and emerging infectious disease plans. She has assisted the American Public Garden Association in creating and reviewing disaster management plans for several gardens throughout the United States and Canada.
M.S., Emergency Preparedness (w/ honors), University of Nebraska Medical Center (2015)	
B.S., Community Health Education, Utah State University (2007)	
Certifications/Training	
Active Shooter/Assailant: Behavioral Indicators and How to Respond	
G305 Homeland Security Exercise and Evaluation Course	
Homeland Security Exercise Evaluation Program	
FEMA Professional Development Series	
Healthcare Leadership for Mass Casualty Incidents	
Strategic National Stockpile Preparedness	
Mass Antibiotic Dispensing	
Stop the Bleed Instructor	
G290 Public Information Officer	
IS-100.c Introduction to the Incident Command System	
IS-120.c Introduction to Exercises	
IS-130 Exercise Evaluation and Improvement Planning	
IS-200.a ICS for Single Resources and Initial Action Incidents	
IS-230.e Fundamentals of Emergency Management	
	Relevant Project Experience
	Principal/Owner Safety Genesis, LLC (5/2024-Present)
	• Drove strategic planning for emergency management and business continuity services, aligning company goals with government and private industry objectives. • Managed client relationships with government agencies and private sector partners, serving as a trusted advisor and consultant for their emergency and continuity needs. • Led business development initiatives by identifying and pursuing new growth opportunities, including contracts, partnerships, and collaborations. • Guided team performance by providing leadership and mentorship to emergency management staff, promoting collaboration and service excellence. • Oversaw project execution for all client engagements, ensuring project timelines, budgets, and quality standards were consistently met. • Conducted comprehensive risk assessments for clients, devel-

Resumé: Mallory Darais, MS-EP

IS-235.c Emergency Planning

IS-300 Intermediate ICS for Expanding Incidents

IS-400 Advanced Incident Command System for Command & General Staff

IS-700.a Introduction to the National Incident Management System

IS-800.d National Response Framework, An Introduction

oping and implementing strategies to mitigate threats and enhance organizational resilience.

- Directed the development and implementation of business continuity plans and protocols, ensuring uninterrupted operations for clients during emergencies and disruptions.
- Designed and delivered training programs and exercises to improve clients' preparedness and response capabilities during emergencies.
- Ensured regulatory compliance by staying current on all relevant emergency management and business continuity regulations, standards, and best practices.
- Provided critical leadership and support during crises, serving as the main point of contact for clients and coordinating effective incident response efforts.

Emergency Management/Business Continuity Consultant Self-Employed Contractor, (2024-Present)

- Lead Planner and development of Taos District, NM Hazard Mitigation Plan (HMP) Update (2025), managing multi-jurisdictional coordination, FEMA compliance, and public outreach including FIRM adoption and NFIP ordinance review for multiple jurisdictions.
- Planner and developer of Disaster Mitigation Plans for America Public Garden Association (APGA), integrating disaster preparedness efforts, including templated continuity plans and comprehensive training curricula to enhance emergency response capabilities across the entire network.
- Developed and managed comprehensive emergency preparedness and response plans for Contra Costa Health, coordinating efforts across hospitals, public health, and EMS. Authored and maintained critical operation protocols, including Continuity of Operations (COOP), CBRNE (Chemical, Biological, Radiological, Nuclear, and Explosives) response protocols, and a Mass Casualty incident Plan. Spearheaded the creating and implementation of the Information Sharing Plan to ensure rapid and secure communication of situational intelligence among all coalition partners during disaster response.
- Managed a key planning initiative for the City of Los Angeles Emergency Management Department to develop and validate Emerging Infectious Disease and Medical Points of Dispensing operational plans; responsibilities included a collaborative preparedness workshop, a full-scale Table-Top Exercise, and drafting the final, comprehensive After-Action Report.
- Led the documentation process for the State of Iowa's COVID-19 response efforts, resulting in the drafting and finalization of ten After-Action Reports. This comprehensive reporting covered diverse critical programs, including Regional Medical Coordination Centers, State-Wide Testing Sites Operations, and Therapeutics Distribution Initiatives.
- Assisted with response efforts following an active shooter incident in Perry, Iowa. Evaluated the effective activation and functioning of the newly created Iowa HHS Emergency Coordination Center.

Resumé: Mallory Darais, MS-EP

dination Center, conducted key interviews with state and agency leaders, and authored the formal After-Action Report for the critical response and recovery phases.

- Supported state-level response and recovery efforts for a major tornado and subsequent flooding event in Iowa, specializing in issue tracking and resolution follow-up. Ensured comprehensive documentation of operational challenges and submissions, culminating in a detailed final incident report.

Lead Preparedness/Response Coordinator Iowa Department of Public Health (2020-2024)

Subject Matter Expert for the State of Iowa, providing strategic support and project leadership across key initiatives, including the Hospital Preparedness Program (HPP) and the Public Health Emergency Preparedness (PHEP) Program. Drove critical state leadership decision-making through the collection and analysis of medical resource data from hospitals and long-term care facilities during the COVID-19 pandemic and provided on-the-ground support for response and recovery during multiple state disasters, notably the MPOX outbreak and state flooding.

Program Manager Intelvio Medical Training (2022-2024)

Spearheaded the creation and full launch of a new Pharmacy Technician Training Program, collaborating with the Pharmacy Director to design comprehensive curriculum and content. Secured all required regulatory approvals, including post-secondary school licensure and State Pharmacy Board certifications, while simultaneously identifying and implementing the necessary Learning Management System (LMS) to support student education.

Readiness and Response Coordinator Southwest Iowa Preparedness Program (2017-2020)

Southwest Iowa, ensuring high-level system development and collaboration among public health, hospital, and emergency medical services (EMS) partners. Provided expert consultation and technical assistance to local agencies, instructing staff on federal requirements and facilitating capability development for the Public Health Emergency Preparedness (PHEP), Hospital Preparedness Program (HPP), EMS System Standards, and City Readiness initiatives. Managed overall service area grant compliance, coordinating objectives, developing budget recommendations, and providing quality assurance reviews to guarantee alignment with state contractual and federal standards.

Hospital Emergency Management Methodist Jennie Edmundson Hospital (2013-2016)

Chaired and led a three-county Healthcare Coalition, directing strategic meetings and initiatives focused on the Hospital Emergency Preparedness Program (HPP) and supporting essential public health

Resumé: Mallory Darais, MS-EP

activities across the region. Executed critical healthcare emergency preparedness and management roles during real-world disaster situations (including participation on the Ebola Response Team), while designing and conducting comprehensive public emergency exercises and trainings for multidisciplinary teams, including physicians, pharmacists, nurses, and EMTs. Drove financial success and compliance by successfully writing and obtaining grants for the hospital and coalition, while maintaining state and federal relationships to secure and retain disaster reimbursement funds following regional disaster activities.

**Emergency Preparedness Bureau Intern
Weber/Morgan Health Department (2010)**

Supported regional public health preparedness by providing crucial data and information analysis, leading recruitment for the Responder Support Team, and fostering collaboration with local agencies to achieve common public health district goals, including assisting with the Medical Reserve Corps community program.



APPENDIX C: LETTERS OF RECOMMENDATION

Reference: Modoc District, California



MODOC COUNTY SHERIFF'S OFFICE

Telephone: 530.233.4416 FAX: 530.233.1235 Email: tdowdy@modocsheriff.us

102 South Court Street - P.O. Drawer 460 - Alturas, California 96101

11.12.2025

Subject: Letter of Performance Verification for Bobbie J. Jackson, CEM, CBCP

To Whom It May Concern,

This letter confirms that Bobbie J. Jackson, CEM, CBCP successfully led the Modoc County Multi-Jurisdictional Hazard Mitigation Plan Update (2024-2025).

Her expertise in emergency management planning was evident throughout project development and coordination with multiple jurisdictions.

Ms. Jackson's work was fully compliant with and applied the following frameworks:

- NIMS, ICS, NRF, ESF, CPGs, and HSEEP.

The project was completed on schedule, exceeded FEMA standards, and strengthened the County's resilience through improved hazard identification and mitigation strategies.

Modoc County OES had a very positive working experience with Ms. Jackson.

Sincerely,

A handwritten signature in cursive script that reads "Renae Sweet".

Renae Sweet
Deputy Director, Modoc Co. OES
211 E. 1st Street
Alturas, CA 96101
530-233-4416 ext. 248
rsweet@modocsheriff.us



Reference: Tule River Indian Reservation



**TULE RIVER FIRE DEPARTMENT
TULE RIVER INDIAN RESERVATION**

299 South. Reservation Road. Porterville, CA. 93257

November 12, 2025

**Maricopa County Department of Procurement Services
Attn: Procurement Officer – PH RFP 260029 Emergency Management Planning
Services**

Subject: Letter of Performance Verification for Bobbie J. Jackson, CEM, CBCP

To Whom It May Concern,

This letter verifies that Bobbie J. Jackson, CEM, CBCP provided professional emergency management planning services to the Tule River Indian Tribe of California – Structure Fire Department in support of the Tule River Indian Reservation Hazard Mitigation Plan (2025).

Ms. Jackson demonstrated comprehensive knowledge and adherence to national emergency management frameworks, including:

- National Incident Management System (NIMS)
- Incident Command System (ICS)
- National Response Framework (NRF)
- Emergency Support Functions (ESF)
- Target Capabilities and associated Capabilities Planning Guides (CPGs)
- Homeland Security Exercise and Evaluation Program (HSEEP)

Her work reflected exceptional professionalism, technical accuracy, and responsiveness, resulting in a high-quality plan that enhanced the Tribe's preparedness and operational readiness.

Sincerely,

Scott A. Goodwin, Fire Chief
Tule River Indian Tribe of California – Structure Fire Department
299 South Reservation Road, Porterville, CA 93257
Office (559) 781-4271 Ext 6008 | Station (559) 784-1590
Scott.Goodwin@tulerivertribe-nsn.gov

APPENDIX D: CERTIFICATIONS

Certified Emergency Manager Certificate



APPENDIX E: INSURANCE CERTIFICATES

Certificate: Errors & Omissions Insurance

ACORD®		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 06/15/2025			
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 Simply Business 53 State Street 19th Floor Boston, MA 02109			CONTACT NAME: Simply Business PHONE (A/C, No., Ext.): (844) 654-7272 FAX (A/C, No.): E-MAIL ADDRESS: contactus@simplybusiness.com INSURER(S) AFFORDING COVERAGE INSURER A: Hiscox Insurance Company Inc NAIC # 10200 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:				
INSURED DragonLady Defense, LLC 1887 Whitney Mesa Dr #8125 Henderson, Nevada 89014							
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:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMPIOP AGG
	☐ 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)
	☐ UMBRELLA LIAB ☐ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION						EACH OCCURRENCE AGGREGATE
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE Y/N OFFICER/MEMBER EXCLUDED? N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						☐ PER STATUTE ☐ OTHER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
A	PROFESSIONAL LIABILITY	X	Y	HIUS4567677XB	07/15/2025	07/15/2026	EACH CLAIM \$500,000.00 AGGREGATE \$500,000.00
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 			

Certificate: Commercial General Liability Insurance

		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 06/16/2025																						
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.																										
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				AUTHORIZED REPRESENTATIVE 																						

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ACORD 25 (2016/03)

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APPENDIX F: ACKNOWLEDGMENT OF AMENDMENTS AND SOLICITATION DOCUMENTS

DragonLady Defense, LLC acknowledges its responsibility to review the Mississippi Contract/Procurement Opportunity Search Portal and the MEMA website for all amendments, questions and answers, site-visit summaries, notices, and other documents issued in connection with IFB RFx Number 3160008070.

DragonLady Defense, LLC confirms that all amendments and other solicitation documents issued before the submission deadline have been reviewed. Signed acknowledgments of each applicable IFB amendment, Questions and Answers document, and Summary of Site Visit, if issued, are included with this bid package.

As of the date of submission:

- **Number of IFB amendments issued:** 1
- **Number of Questions and Answers documents issued:** Amendment 1: Questions and Answers
- **Other procurement documents issued:** None

DragonLady Defense, LLC acknowledges and accepts all applicable amendments, clarifications, and solicitation requirements without exception.

Company: DragonLady Defense, LLC

Authorized Representative: Bobbie J. Jackson, CEM, CBCP

Title: Principal

Signature:



Date: 15 July 2026

Invitation for Bids
District 6 Hazard Mitigation Plan Update
IFB RFx# 3160008070

Amendment #1
Questions and Answers

IFB Section, Page Number		Vendor/Contractor Question	Agency Response
1.	Section 7, page 8	The project duration is for (1) 12-month period, followed by up to (3) 12-month extensions. For the cost proposal, should vendors prepare a separate 12-month plan update cost followed by annual implementation costs for community adoption, updates, and amendments?	No. This cost should reflect the amount the company would expend to complete all the requirements listed in the Scope of Work. This should be one annual cost amount. If the contract is extended for an additional one-year term, any extension requiring additional funding shall be at the same annual price proposed by the Contractor in its original bid at the time of bid opening.
2.	Section 7, page 8	The initial project duration is for (1) 12-month period. Does this period include plan adoption by all jurisdictions, or will this adoption time frame be considered as part of the possible (3) 12-month extensions?	The contract term is intended to provide sufficient time to complete all work included in the Scope of Work, including adoption of all plans as required in Section 4.1, Number 7. If additional time is needed to complete the work at no additional cost, MEMA may extend the contract.
3.	Section 8.1, page 9	Is there an anticipated budget established for this project?	No

Section 2.1 Timeline is amended as follows:

Invitation to Bid (IFB) Issue Date	June 2, 2026
Questions and Requests for Clarification Due	June 24, 2026, 3:00 PM CDT
Anticipated Posting of Answers to Questions	June 30, 2026, 11:00 AM CDT
Bid Package Due	July 421, 2026, 1:00 PM CDT
Bid Opening	July 421, 2026, 2:00 PM CDT
Anticipated Notice of Intent to Award	August 7, 2026, 11:00 AM CDT



Invitation for Bids
District 6 Hazard Mitigation Plan Update
IFB RFx# 3160008070

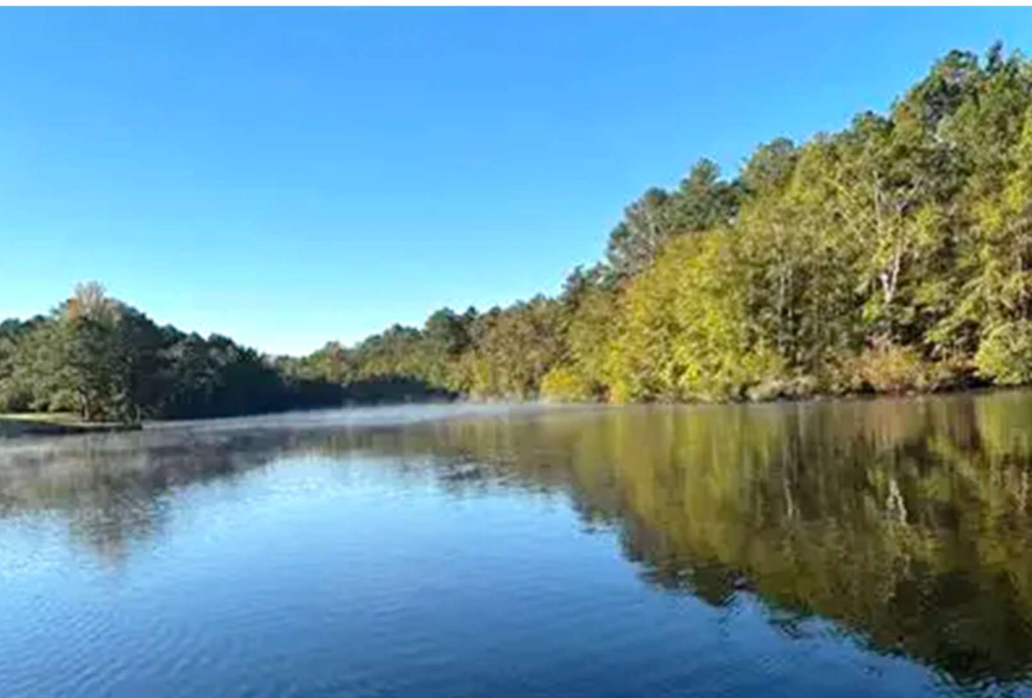
Amendment #1
Questions and Answers

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

Receipt of Amendment #1 Acknowledged:

Company: DragonLady Defense LLC
By: *Bobbie Jackson*
Printed Name: Bobbie Jackson
Title: Principal/Owner

CONSULTATION SERVICES: DISTRICT 6 HAZARD MITIGATION PLAN UPDATE



Michael Baker

INTERNATIONAL

JULY 21, 2026

SUBMITTED TO
MEMA



BID COVER SHEET

SEALED BID – 1:00 PM CDT, July 21, 2026– IFB # 3160008070 – Michael Baker International

Name of Company: Michael Baker International

Quoted By: Jeff May, Office Executive, Ocean Springs, MS

Signature: 

Address: 2113 Government Street, Suite D-3

City/State/Zip: Ocean Springs, MS 39564

Telephone: 228-818-2839

Fax Number: N/A

E-Mail Address: JMay@mbakerintl.com

Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB: Jeff May, 228-818-2839

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

What year was your company started? **1940**

How many years has the firm been in business of performing the services called for in this IFB?
85

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. **500 Grant Street, Pittsburgh, PA 15219**

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

Michael Baker International has Mississippi office locations in Ocean Springs and Ridgeland. Both offices are within convenient driving distance from MEMA District 6 counties and communities, and equipment may be supplied virtually or by vehicle to public meetings.

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

Michael Baker International recently acquired Tidal Basin, a nationwide emergency management, planning, response and mitigation firm. The addition of Tidal Basin allows for greater expertise and depth of knowledge to complete the MEMA District 6 update.

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

Michael Baker International is licensed and certified to update MEMA District 6's Hazard Mitigation Plan in accordance with applicable Federal and State laws.

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

Michael Baker has a Certificate of Authorization (COA) to perform legal engineering services in the state of Mississippi and is in good standing with the Secretary of State.

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

Over the last five years, our firm has helped develop 30 hazard mitigation plan updates in combination with our related work on federal planning contracts as described in the attached proposal.

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five (5) years?

Our firm was the trusted advisor for FEMA hazard mitigation plan reviews under the Community Engagement and Risk Communication (CERC) contract for more than five years.

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

Please find details on our company's specialized experience in the attached proposal.

DISTRICT 6 HAZARD MITIGATION PLAN UPDATE

July 21, 2026

Ms. April Burns, Bid Coordinator
Mississippi Department of Finance and Administration
501 North West Street, Suite 1301 C
Jackson, MS 39210

RE: Request for Proposal #3160008070 District 6 Hazard Mitigation Plan Update

Dear Ms. Burns:

Michael Baker International (Michael Baker) is pleased to submit our sealed bid to the Mississippi Department of Finance and Administration, Office of Statewide Strategic Sourcing (OSSS), on behalf of the Mississippi Emergency Management Agency (MEMA), to update the District 6 Regional Hazard Mitigation Plan.

Michael Baker has experience preparing and updating FEMA-compliant, multi-jurisdictional hazard mitigation plans in accordance with 44 CFR Part 201. We also have experience producing resiliency and vulnerability assessment plans in the southeastern United States. We understand the requirement to deliver a comprehensive five-year update that documents the planning process, meets Federal Emergency Management Agency (FEMA) and MEMA standards, supports continued eligibility for Hazard Mitigation Assistance funding, and is completed within the established contract period.

We are prepared to work closely with MEMA and the District 6 Hazard Mitigation Council to update the plan for Clarke, Jasper, Kemper, Lauderdale, Leake, Neshoba, Newton, Scott, and Smith counties and their participating jurisdictions.

EXPERIENCE AND APPROACH

Michael Baker has successfully led regional and countywide hazard mitigation plan updates involving multiple jurisdictions and stakeholders. Our approach aligns directly with the Scope of Work and includes:

- Documentation of the planning process and pre-planning updates
- Facilitation of at least five in-person public meetings
- Updated hazard identification and risk assessment
- GIS-based hazard mapping and critical facility inventory updates
- Vulnerability assessment addressing buildings, infrastructure, land use, and development trends
- Identification, evaluation, and prioritization of cost-effective mitigation actions
- Feasibility analysis considering economic, engineering, environmental, legal, and social factors
- Plan maintenance procedures and integration into existing planning mechanisms
- Coordination with MEMA and FEMA through review, approval, and adoption

Our team includes certified planners, engineers, and GIS specialists experienced in flood, wind, wildfire, drought, winter weather, dam failure, earthquake, and other hazard analyses. We use best available data sources, FEMA Flood Insurance Rate Maps (FIRMs), National Weather Service data, and established risk assessment methodologies such as Hazus to produce accurate, defensible, and user-friendly deliverables.

PROJECT MANAGEMENT AND DELIVERY

We understand that award will be made to the lowest responsive and responsible bidder and that performance must meet all IFB requirements. Michael Baker provides structured project management, defined milestones, and clear documentation to ensure the plan is delivered on time, within budget, and in full compliance with FEMA and MEMA requirements.

We will support local adoption and assist with addressing FEMA review comments to secure final approval of the District 6 Hazard Mitigation Plan. We are prepared to remain engaged with the plan update process beyond the original 12-month period of performance to facilitate plan adoption across District 6.

Michael Baker is fully prepared to perform all services in a timely and satisfactory manner. We appreciate the opportunity to submit this bid and look forward to supporting MEMA and the District 6 Hazard Mitigation Council in completing this important update.

Respectfully submitted,



Jeff May, P.E., PMP
Vice President/Operations Manager
228-818-2839

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SECTION 1: EXECUTIVE SUMMARY

ORGANIZATION OVERVIEW, PROJECT STAFFING

COMPANY PROFILE & HISTORY

Michael Baker is a leading provider of engineering, consulting, and technology services spanning four Verticals: Infrastructure, Places and Facilities, Federal and Government Services, and GovTech. The firm's Practices encompass all facets of infrastructure, including design and civil engineering for diverse bridge, highway, water, rail and transit, and aviation projects, as well as planning, architecture, environmental, and construction and program management. For 85 years, we have been a trusted partner to our clients, providing comprehensive services and solutions, delivering expertise and quality, and embracing emerging technologies and the latest innovations – like intelligent transportation, engineered models, and public safety software as a service (SaaS). Michael Baker is committed to *Making a Difference* for clients and communities through a culture of innovation, collaboration, and technological advancement while evolving its business to become a full-service engineering and consulting firm.

Michael Baker is headquartered in Pittsburgh, Pennsylvania. We are **authorized to do business in the State of Mississippi and are licensed and insured**. The company has more than 6,000 employees across more than 120 office locations. Staff from our Mississippi, Florida, and Virginia offices will be providing planning support for this opportunity.

Company Profile

Firm | Michael Baker International (D&B Number 07-917-1269)

Customer Service Hours of Operation: 8:00 a.m.-5:00 p.m. ET; extended hours available upon request.

Regular and Emergency Response Times: Varying depending upon request; all inquiries will be responded to within 24 hours of receipt.

Headquarters | 500 Grant Street, Suite 5400, Pittsburgh, Pennsylvania 15219 | 412-269-6300

Ocean Springs Office | 2113 Government Street, Suite D3, Ocean Springs, MS 39564 | 228-818-2839

Primary Account Authorized Representative: Jeff May | Office Executive

JMay@mbakerintl.com

Point of Contact/Project Manager/Customer Service Contact and Designated Delivery Manager | Sarah Mahan | 200 E. Robinson Street, #250, Orlando, FL 32801 | Sarah.Mahan@mbakerintl.com

Website | MBAKERINTL.COM

We hereby certify that Michael Baker International, Inc., has not been debarred by the Federal Government or State Governments.

FIRM EXPERIENCE

Michael Baker is pleased to have the opportunity to work with the state, its District 6 counties, local officials, and other planning stakeholders to update the district's FEMA Five-Year Hazard Mitigation Plan (HMP). The Michael Baker Team has the breadth and depth of experience necessary to ensure the multi-jurisdictional Hazard Mitigation Plan Update is a comprehensive, effective, and clearly articulated document that can be effectively used by the jurisdictions and stakeholders it represents. The Michael Baker Team has assisted communities throughout much of the Nation in developing their FEMA-approved HMPs. With an expert understanding of regional hazards and federal mitigation regulations and policies, Michael Baker can provide a smooth and efficient planning process that results in a high-quality final plan.

Michael Baker has worked on many multi-jurisdictional HMPs over the last 10 years. We are excited about the opportunity to expand our experience and work with communities in Mississippi.

Michael Baker's deep bench of hazard mitigation planning experts makes us an exceptional firm to work with when updating the district's HMP. For this project, we have hand-selected a team of subject matter experts (SMEs) in hazard mitigation planning. These team members combine regional expertise, extensive knowledge of how to write HMPs, and experience leading collaborative and engaging planning processes. Our regional offices are shown on the map below.



Michael Baker has offices across the southern United States, including Mississippi office locations in Ocean Springs and Ridgeland.

The Michael Baker Team is singularly qualified to support your HMP update, as we were instrumental in developing all of FEMA's HMP guidance, tools, and trainings from 2015-2025. We have helped 6 counties successfully update their multi-jurisdictional plans to meet the requirements of FEMA's updated policy, and we are actively helping five additional counties. Our knowledge of FEMA's requirements and experience working with counties have enabled us to develop best practices we can implement in the district. Examples include:

- Developing an outreach and engagement plan at the beginning of the planning process that clearly defines how to successfully execute stakeholder and public engagement throughout the planning process.
- Creating a comprehensive mitigation strategy that meets FEMA requirements, while also helping communities build plans targeted at their priorities.

Our team is highly qualified to support District 6 as you update your HMP. We will make this process seamless and efficient. As proven leaders in HMP updates, we can guide you through a successful planning process that produces an effective, focused HMP.

EXAMPLES OF EXPERIENCE

Hazard Mitigation Plans

Our identified project team has collaboratively led and successfully executed many multi-jurisdictional HMPs over the past five years. Our experience as a cohesive team allows us to successfully author HMPs that reflect local priorities on time and on budget. A list of the HMPs that our chosen team members have actively supported include:

- | | | |
|----------------------------------|----------------------------------|----------------------------------|
| - 2026 Jefferson County, OH HMP* | - 2025 Centre County, PA HMP | - 2022 Cuyahoga County, OH HMP |
| - 2026 Guernsey County, OH HMP* | - 2025 Luzerne County, PA HMP | - 2022 Tuscarawas County, OH HMP |
| - 2026 Putnam County, OH HMP* | - 2025 Venango County, PA HMP | - 2022 Defiance County, OH HMP |
| - 2026 Portage County, OH HMP* | - 2025 Cumberland County, PA HMP | - 2021 Washington County, PA HMP |
| - 2026 Fayette County, PA HMP* | - 2025 Ocean County, NJ HMP | - 2021 Union County, PA HMP |
| - 2026 Bucks County, PA HMP* | - 2024 Huerfano County, CO HMP | - 2021 Bucks County, PA HMP |
| - 2026 Allegheny County, PA HMP* | - 2024 Clallam County, WA HMP | - 2021 Butler County, PA HMP |
| - 2026 Chester County, PA HMP* | - 2023 Fayette County, PA HMP | - 2021 Centre County, PA HMP |
| - 2026 Lycoming County, PA HMP | - 2023 Muskingum County, OH HMP | - 2021 Carbon County, PA HMP |

**Plans with an asterisk (*) are ongoing efforts.*

MISSISSIPPI AND GULF SOUTH EXPERIENCE

Resilience and Adaptation Plans

New Smyrna Beach, Florida Vulnerability Assessment

Michael Baker is leading a Resilient Florida-funded Vulnerability Assessment for the city of New Smyrna Beach to evaluate flood risks from sea level rise, storm surge, rainfall, and compound flooding through 2050 and 2080. Using advanced hydrologic modeling, updating National Oceanic and Atmospheric Administration (NOAA) projections, and detailed asset inventories, the team identified risks to critical infrastructure and vulnerable areas while incorporating local input gathered through stakeholder engagement. Prompted by the city's low-lying coastal conditions and impacts from Hurricane Ian, the assessment delivers a comprehensive report, GIS data, and prioritizes resilience strategies to guide capital planning, support state and federal grant applications, inform policy updates, and reduce long-term risk, recovery costs, and future development in high-risk areas.

Oklahoma Water Resilience Assessment and Comprehensive Water Plan Support

Michael Baker supported the Oklahoma Water Resources Board and U.S. Army Corps of Engineers (USACE) in an update of the Oklahoma Comprehensive Water Plan. The project included the development of a statewide water resilience assessment to evaluate threats to water supply and water quality across Oklahoma's 13 Watershed Planning Regions. The effort involved identifying, characterizing, and assessing natural hazards, manmade threats, and malevolent risks using GIS analysis, FEMA hazard data, Environmental Protection Agency guidance, water infrastructure datasets, and regional water supply information.

The project applied a risk-based methodology to evaluate the likelihood and potential effects of each threat on water resources, helping state and regional stakeholders better understand vulnerabilities, prioritize resilience investments, and develop strategies to strengthen water system reliability and long-term water security.

Highlands County, Florida Adaptation Action Area Plans

Michael Baker is supporting Highlands County in developing Adaptation Action Area (AAA) Plans to identify vulnerable locations and advance long-term resilience strategies. The effort began with input from county staff, community organizations, and the public to better understand local risks, priorities, and mapped priority areas, ensuring that AAA designations are data-driven, transparent, and aligned with the county's resilience goals.

The project is now focused on finalizing targeted adaptation strategies and resilience projects for the highest-priority AAAs. Recommendations address infrastructure improvements, policy and planning considerations, and potential funding opportunities. These implementation-focused strategies provide a clear roadmap for reducing vulnerability and enhancing community resilience. All deliverables will be integrated into the county's Comprehensive Vulnerability Assessment, strengthening future funding opportunities and supporting the implementation of resilience initiatives.

Washington County, Florida Vulnerability Assessment

Michael Baker completed an inland flooding vulnerability assessment for Washington County, Florida, to evaluate risks to critical assets under current and future conditions. The study integrated watershed and surface-groundwater modeling supported by Light Detection and Ranging (LiDAR) data, survey data, FEMA models, and field investigations to assess impacts from increased precipitation, groundwater rise, and constrained drainage. The project also established the county's first GIS-based asset inventory and incorporated stakeholder input to validate the location of flood-prone areas.

Community Engagement and Risk Communication (CERC) Region 4 Support

Our team on the CERC contract has worked closely with local, state, and federal partners for almost a decade. Examples of the work we completed through CERC that is directly relevant to this project include:

- **Mississippi State Consultation:** We helped plan and facilitate an annual workshop to discuss mitigation planning goals and active grant-funded projects with FEMA, the State Hazard Mitigation Officer, the State Hazard Mitigation Planner, and stakeholders that were involved in hazard mitigation. We supported the last Mississippi consultation in 2022, and topics included plan adoptions, Hazard Mitigation Grant Program (HMGP) updates, and a review of the Federal Flood Risk Management Standards (FFRMS).
- **Hazard Mitigation Plan Reviews:** We provided FEMA Region 4 with regulatory plan review support for 75 local HMPs, one tribal HMP, and two state HMPs from 2022-2025.

State of Mississippi Community Rating System (CRS) Support

Michael Baker is partnering with the Mississippi Department of Marine Resources to strengthen resilience across Mississippi's Gulf Coast by advancing strategic floodplain management and CRS implementation that helps local governments improve their CRS ratings, reduce flood risk, and lower National Flood Insurance Program (NFIP) premiums for residents. As coastal communities face increasing threats from flooding, severe weather, sea level rise, and repetitive loss properties, Michael Baker is supporting Bay St. Louis, Waveland, and D'Iberville with CRS activities that enhance preparedness, reduce flood damage, and improve public safety. This work includes developing a comprehensive Floodplain Management Plan for Waveland and Bay St. Louis through the CRS 10-step planning

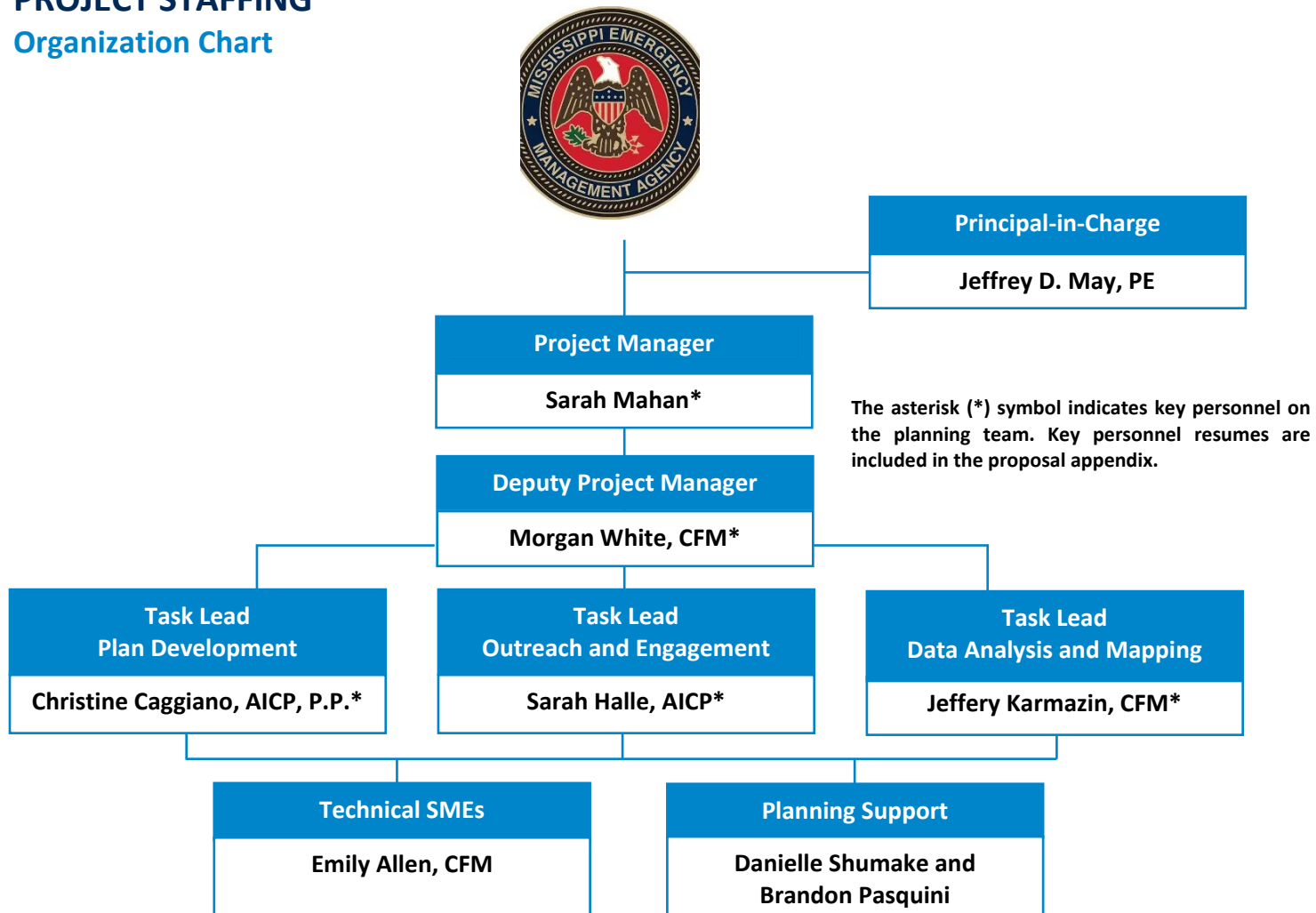
process; conducting Repetitive Loss Area Analyses; preparing mitigation strategies for flood-prone neighborhoods; evaluating natural floodplain functions; and creating a Substantial Damage Management Plan to guide post-disaster recovery. In D'Iberville, the team is preparing a Flood Warning and Response Plan under CRS Activity 610 to strengthen emergency recognition, warning dissemination, response coordination, and critical facility protection. Drawing on our deep expertise in CRS administration, resilience planning, repetitive loss mitigation, and community outreach, Michael Baker is helping communities secure meaningful insurance savings, enhance emergency preparedness, protect natural resources, reduce long-term disaster costs, and build sustainable, resilient growth along Mississippi's coast—moving beyond recovery toward lasting resilience for residents, businesses, and local governments.

COMMUNICATION PLAN

Michael Baker uses a clear and organized approach to manage contract performance, communication, issues, and changes. At the start of each project, we set expectations for points of contact, meeting schedules, reporting formats, and decision-making processes, and we provide regular progress updates that include schedule and budget status. We track issues in a shared log, address them early, and communicate potential impacts and solutions promptly to avoid surprises. If changes to scope, schedule, or budget are needed, we document the reason, impacts, and costs; review them internally; and obtain written client approval before moving forward. This ensures transparency, accountability, and alignment with contract requirements.

PROJECT STAFFING

Organization Chart



Project Team

Our team consists of seasoned hazard mitigation planning experts with proven records, having delivered numerous approvable HMPs for communities across the Nation. To support MEMA District 6, we have assembled a comprehensive project team led by **Sarah Mahan, as Project Manager, and Morgan White, CFM, as Deputy Project Manager**. They will oversee the development of the plan, ensure quality control, and maintain the project's schedule and budget. The team is structured with three Project Leads responsible for plan development, outreach and engagement, and data analysis and mapping. The Project Leads report directly to the Project Manager and Deputy Project Manager. Routine internal communication is emphasized to keep the project on track.

Each Project Lead brings expertise to their respective area. **Christine Caggiano, AICP, P.P.** will lead the plan development with a focus on updating risk assessments and mitigation strategies. **Sarah Halle, AICP** will head public outreach and engagement, managing communications, stakeholder engagement, and public notifications. **Jeffrey Karmazin, CFM** will lead data analysis and mapping to produce comprehensive vulnerability analyses and the required mapping deliverables. **Emily Allen, CFM** will provide technical subject matter expertise on mitigation actions and funding sources, and **Danielle Shoemake** and **Brandon Pasquini** will be direct support to the Project Leads and assist in delivering their tasks. Our collaborative structure ensures that all components—data collection, analysis, outreach, and documentation—are managed effectively to address the risks and needs of all jurisdictions involved.

WHY MICHAEL BAKER?

OUR TEAM HELPED DEVELOP FEMA'S MITIGATION PLANNING GUIDANCE, REVIEWED MORE THAN 1,600 MITIGATION PLANS NATIONWIDE, AND SUPPORTED FEMA'S UPDATES TO MITIGATION PLANNING POLICY.

SECTION 2: PROPOSED SOLUTION AND TIMELINE

PROJECT UNDERSTANDING

The purpose of this project is to update the existing regional HMP to align it with the current priorities of MEMA District 6, its municipalities, and its stakeholders. The planning team will be organized to efficiently engage communities and stakeholders, update the risk assessment with added information, update the mitigation strategy to reflect current capabilities, and finalize the plan so it is ready for approval by MEMA and FEMA.

2021 MEMA District 6 Regional Hazard Mitigation Plan

Based on FEMA's updated Local Mitigation Planning Policy Guide (LMPG), the District 6 HMP would benefit from stronger alignment in a few key areas. FEMA now places greater emphasis on demonstrating how mitigation actions reduce risk to specific vulnerable populations, critical facilities, and future development areas. The updated plan may be strengthened with forward-looking climate data, future growth trends, and clear linkages between identified risks and selected mitigation actions. FEMA also expects clearer documentation of how the public, neighboring jurisdictions, and community lifelines were engaged, as well as more measurable mitigation actions that include cost estimates, funding sources, timelines, and responsible parties. Expanding the capability assessment to better evaluate staffing, regulatory tools, and financial capacity would also improve compliance and competitiveness for Building Resilient Infrastructure and Communities (BRIC) and HMGP funding.

Michael Baker can add value by leading a more data-driven risk assessment using updated hazard data, GIS-based loss modeling, and FEMA-approved tools such as Hazus to show how hazards will affect buildings, infrastructure, and socially vulnerable populations. We can also strengthen the mitigation strategy by prioritizing projects using benefit-cost principles, aligning them with federal funding criteria, and clearly tying each action to specific risk reduction outcomes. In addition, we can facilitate structured stakeholder and public engagement that meets FEMA documentation standards; integrate climate resilience and future conditions analysis; and ensure the plan fully meets

the 2025 LMPG requirements to streamline state and FEMA approval. This approach not only ensures compliance but positions District 6 to compete more effectively for federal mitigation funding.

Local Planning Policy Guide

As a part of the CERC contract, Michael Baker is the sole consultant who helped FEMA update the 2023 and 2025 LMPGs. We supported the policy updates and created all related reference materials. We are uniquely qualified to help MEMA District 6 meet the new policy's requirements. Our team is familiar with the new requirements in this version, as well as the 2025 updates that were announced in June 2025. Incorporating building codes and development decisions in risk reduction and addressing the HMP requirements of the Rehabilitation of High Hazard Potential Dam (HHPD) grant program to include all dam risks are two main updates that remain in the 2025 guide. The 2021 MEMA District 6 HMP included information on HHPDs, so the team would carry this over and make updates to the content as needed to meet current requirements.

The guidance also encourages participation from a broader range of stakeholders such as local and regional agencies that work on hazard mitigation activities, agencies that guide development, neighboring communities and special districts, nonprofit organizations, and representatives of businesses, academia, and other private entities. The 2021 plan states that many stakeholders were invited to participate. The Michael Baker Team will assist in expanding the list of invited participants.

The guidance requires one or more mitigation actions per community per hazard. The actions must address the risks noted in the risk assessment. Two broader goals of the updated guidance are connectivity across different sections of the plan and integrating the plan and its actions with other planning mechanisms.

PROJECT APPROACH

Task 1 | Organize the Planning Team

To begin the planning process, the Michael Baker Team will coordinate with the Hazard Mitigation Council (HMC) to identify the County Points of Contact who will help lead the planning process. This group will oversee the progression of the planning process. The HMC will hold an internal Kickoff Meeting to discuss and obtain consensus on the proposed planning process, including an update of the Hazard Mitigation Planning Team (HMPT) roster. At a minimum, the roster will include the stakeholders in the chart below.

These groups must be invited to participate in the planning process per FEMA's requirements. Additionally, this internal meeting will provide an excellent opportunity to address the purpose of the plan and confirm the project activities list.

1	Local and regional agencies involved in hazard mitigation activities.	Examples include public works, emergency management, local floodplain administration and Geographic Information Systems (GIS) departments.
2	Agencies that have the authority to regulate development.	Examples include zoning, planning, community and economic development departments; building officials; planning commissions; or other elected officials.
3	Neighboring communities.	Examples include adjacent local governments, including special districts, such as those that are affected by similar hazard events or may share a mitigation action or project that crosses boundaries. Neighboring communities may be partners in hazard mitigation and response activities, or may be where critical assets, such as dams, are located.
4	Representatives of businesses, academia, and other private organizations.	Examples include private utilities or major employers that sustain community lifelines.
5	Representatives of nonprofit organizations.	Examples include housing, healthcare, or social services agencies.

Deliverables: (1) Facilitate kickoff meeting with local and regional agencies, development agencies, neighboring communities, business and academic representatives, and nonprofit organizations.

Task 2 | Engagement

Primarily, this mitigation plan belongs to MEMA’s District 6 counties and their participating jurisdictions. Ensuring meaningful and inclusive engagement across all communities is therefore our highest priority. Michael Baker will support this effort by preparing email notices, legal advertisements, and social media content that local officials can distribute to inform stakeholders and the public about the planning process.

To maximize efficiency and impact, we will leverage existing communication channels, community networks, and established events. By aligning engagement activities with fall and winter community gatherings—such as farmers markets and holiday festivals—we will meet residents where they are, share relevant information, and gather valuable local insights. Our engagement philosophy is simple: provide accessible information and collect actionable community feedback.

Planning Process

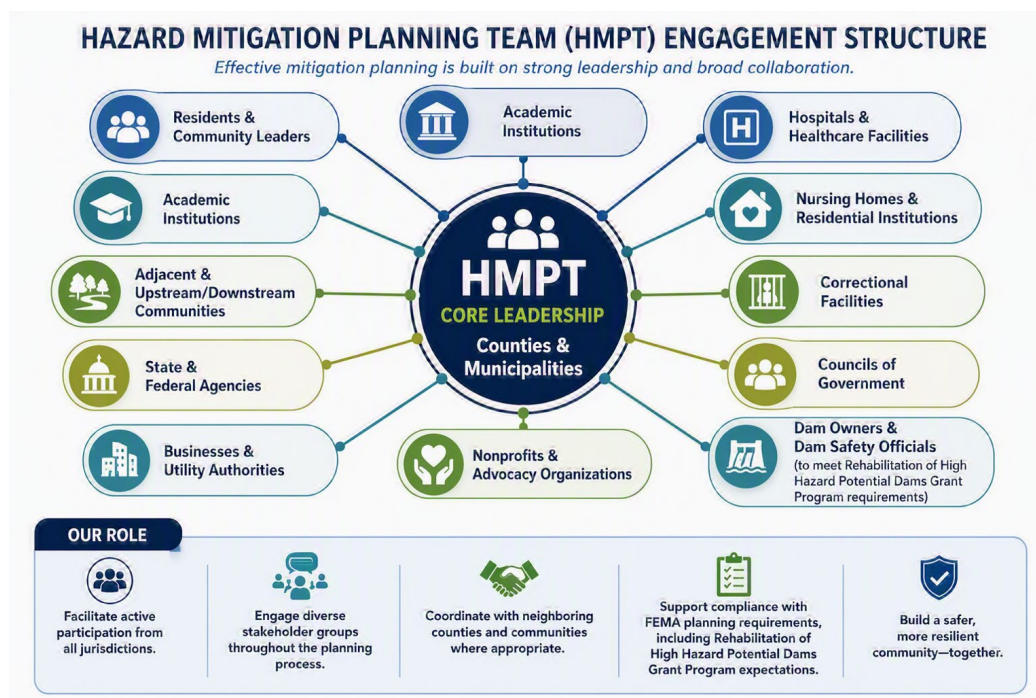
Our team will conduct comprehensive outreach to update the plan in compliance with county, municipal, and FEMA participation requirements. In coordination with the HMC and participating jurisdictions, we will develop and implement a formal Outreach and Engagement Strategy.

The kickoff meeting will initiate the planning process by reviewing project management elements, including the schedule, deliverables, and development of the outreach strategy.

Throughout the update, we will document:

- How the plan was prepared and updated
- How the public and stakeholders were involved (e.g., meetings, workshops, community outreach)
- How input was incorporated into the plan

This documentation will be included in the “Planning Process” section of the final plan.



Michael Baker's HMPT engagement structure will emphasize strong collaboration and leadership.

Outreach and Engagement Strategy

Michael Baker will prepare a structured Outreach and Engagement Strategy to ensure meaningful participation from all District 6 counties and municipalities. The strategy will:

- Define outreach objectives.
- Identify target audiences and stakeholders.
- Establish communication methods.
- Ensure compliance with FEMA requirements.

We will work with the counties and jurisdictions to identify stakeholders, including representatives of underserved populations, and those with expertise in hazard mitigation and emergency management.

Our team has successfully implemented similar strategies for the Pennsylvania State Hazard Mitigation Plan and numerous county plan updates, where proactive engagement proved essential to effective collaboration.

Stakeholder and Public Meetings

In accordance with the requirements of this RFP, Michael Baker will conduct at least five key meeting touchpoints during the planning process.

The planning process will begin with an initial kickoff meeting to launch the project and confirm the overall scope, schedule, and key milestones. During this meeting, we will gather preliminary input on local hazards, vulnerabilities, existing capabilities, and mitigation priorities. This will be followed by a Risk and Capability Assessment meeting to review any changes in hazard risks since the last plan update; evaluate the vulnerability of critical facilities and infrastructure; and assess current plans, policies, programs, and available resources.

Next, we will hold a Mitigation Strategy meeting to develop and prioritize mitigation actions. This session will focus on defining key problem statements, evaluating the feasibility of potential projects, and encouraging coordination among neighboring communities to identify shared opportunities and priorities.

Public engagement will be an important part of the process. An in-person public open house will give residents the opportunity to review planning information, ask questions, and provide input. A draft plan review meeting will then be held to present the proposed goals and mitigation projects, gather feedback before submission to MEMA and FEMA, and build consensus among participating municipalities in preparation for formal adoption.

Throughout the process, the Michael Baker Team will actively seek input from residents, local officials, and professionals with hazard expertise. We will gather feedback on the feasibility and prioritization of proposed mitigation projects and provide ongoing support to the HMC as they review and finalize the plan.

Planning Forms and Data Collection

To ensure consistent and complete participation, we will use six standardized forms:

Form	Purpose
Hazard Identification	Identify new or changing hazards and recent events
Vulnerability Assessment	Document community vulnerabilities to identified hazards
Changes in Development	Capture development changes affecting hazard exposure
Capability Assessment	Identify existing mitigation programs, policies, and resources
Update on Previous Mitigation Actions	Track status of previously identified actions
New Mitigation Actions	Identify and define new mitigation projects

Public Involvement

Public participation will be an important part of this planning process. We will conduct an online public survey to better understand how residents perceive local hazard risks and which hazards they believe pose the greatest threat. The results of the survey will be used to inform and strengthen the risk assessment.

We will also invite community members to attend public meetings, including the Public Open House and the Draft Plan Review Meeting, where they can learn about the plan, ask questions, and provide feedback. In addition, plan information will be made available online through county websites. This will include project updates, meeting announcements, and draft documents to ensure the public has easy access to information throughout the process.

Plan Communications

Michael Baker will use multiple communication methods, including:

- Public open house events
- Blogs and newsletters
- Mail communications
- Social media updates
- News releases

We will develop either a dedicated project website or a designated page on each county's website. The site will host meeting notices, documents, forms, and updates throughout the planning process. We will coordinate with District 6 counties to ensure information is shared through appropriate social media and communication platforms.

Deliverables

- ✓ Outreach and Engagement plan
- ✓ Minimum of five public meetings
- ✓ All associated meeting materials and documentation
- ✓ One project website or designated county-hosted landing page
- ✓ Digital documentation of all participation efforts
- ✓ Updated Planning Process section

- ✓ Updated pre-planning activities and analysis
- ✓ Organized meeting schedules and resource coordination

Through this structured, inclusive, and FEMA-compliant process, Michael Baker will ensure the District 6 HMP update reflects broad participation, strong intergovernmental coordination, and actionable mitigation priorities that position communities for successful implementation.

Task 3 | Develop the Risk Assessment

The Michael Baker Team will develop a comprehensive Risk Assessment that fully complies with FEMA guidance and MEMA District 6 requirements. Our approach is designed to provide a clear understanding of the hazards affecting the district, the assets exposed to those hazards, and the vulnerabilities that will drive mitigation priorities.

Our methodology integrates hazard identification, GIS-based hazard mapping, and a detailed vulnerability assessment to create a strong technical foundation for the HMP update.

Hazard Identification

The Michael Baker Team will update and refine the District's hazard identification and prioritization using the best available federal, state, and local data. For each hazard, we will prepare a clear and easy-to-understand profile that explains where the hazard occurs in the District, the geographic areas most likely to be affected, and the overall extent of potential impacts. Each profile will summarize past events and their impacts, describe the typical magnitude and severity of the hazard, estimate how often it may occur in the future, and evaluate its overall importance to District 6. We will work closely with local officials, emergency management staff, and partner agencies to verify historical information and ensure the analysis reflects local knowledge and real-world experience.

Our flood analysis will incorporate FEMA Flood Insurance Rate Maps, local flood history, and data from the Mississippi Repetitive Flood Loss Plan. We will identify and map repetitive flood loss properties and substantially damaged structures to help focus mitigation efforts. The flood hazards evaluated will include riverine flooding, coastal flooding where applicable, erosion, and dam failures, including those associated with hurricanes, coastal storms, and winter storms.

Wind-related hazards—such as hurricanes, coastal storms, winter storms, and tornadoes—will be assessed using data from the National Weather Service, NOAA, and other reliable sources. We will review historical storm tracks, recorded wind speeds, and documented impacts within the District to better understand risk.

Wildfire and drought-related fire risks will be evaluated using local historical information, National Weather Service data, Mississippi Forestry Commission resources, and other relevant planning documents.

Geologic hazards, including earthquakes, landslides, and sinkholes, will be reviewed using available geological studies and historical records to determine their potential risk to the District.

We will also work with District stakeholders to identify any additional hazards based on local history and experience, including technological and manmade hazards such as hazardous material incidents or chemical spills. Each hazard will then be prioritized based on its relative level of risk to the District.

Hazard Mapping

GIS-based mapping is a key part of the Michael Baker Team's approach. We will use the best available data to update hazard maps and create a comprehensive geospatial inventory to support the District's risk analysis. This will include preparing updated base maps that show the areas affected by the identified hazards, such as floodplains and other hazard zones. Where appropriate, we will layer multiple hazard datasets together to support a multi-hazard analysis and provide a clearer picture of overall risk.

We will also update and/or develop a GIS database and map layers showing the location of critical facilities throughout the District. These will include emergency operations centers, police and fire stations, hospitals, emergency shelters, water and wastewater treatment plants and pump stations, power generation and distribution facilities, special population facilities such as daycare centers, nursing homes, elderly housing, and correctional facilities, hazardous

material sites, and designated evacuation routes. Where applicable, we will also identify and map FEMA-defined repetitive flood loss properties and substantially damaged structures to support targeted mitigation planning.

In addition, the Michael Baker Team will develop GIS map layers that show structure locations, building use types (such as residential, commercial, industrial, and institutional), current land use, and population distribution. All mapping products will be provided in GIS format so the District can continue to use and maintain the data after the planning process is complete.

Vulnerability Assessment

Building on the hazard identification and mapping work, the Michael Baker Team will complete a detailed vulnerability assessment to determine which buildings, infrastructure, and populations are most at risk. This assessment will help the District better understand the potential impacts of each hazard and identify where mitigation efforts should be focused.

As part of the exposure analysis we will estimate, to the extent possible, the types and number of buildings in identified hazard areas, including residential, commercial, and public structures. We will identify critical facilities exposed to each hazard, as well as infrastructure such as roads, utilities, and essential services in vulnerable areas. We will also examine areas with concentrations of repetitive flood losses. Where appropriate, we will use FEMA loss estimation tools and other available datasets to support and strengthen the analysis.

Existing Protection Measures

The Michael Baker Team will document and evaluate the District's existing hazard mitigation and protective measures. This will include reviewing participation in the NFIP and local floodplain management regulations, as well as any structural and non-structural flood control measures in place. We will also review relevant local ordinances and building codes, along with emergency preparedness plans and warning systems.

For each protective measure, we will provide a clear description, explain how it is enforced, and identify the responsible department or point of contact. We will also evaluate how well each measure has performed in past events and identify any needed improvements or enhancements.

In addition, we will review land use patterns and development trends to understand how future growth may affect vulnerability. By considering anticipated changes in development and population, we can help ensure that mitigation strategies address both current risks and future conditions.

Deliverables

Upon completion of the Risk Assessment, MEMA District 6 will receive:

- ✓ Updated hazard profiles for all identified hazards
- ✓ GIS-based hazard and asset maps
- ✓ A comprehensive critical facility inventory
- ✓ Identification and mapping of repetitive flood loss properties
- ✓ A detailed vulnerability assessment summarizing risks to people, buildings, infrastructure, and critical facilities

This Risk Assessment will provide a clear, data-driven understanding of risk across the District and will serve as the technical foundation for the Mitigation Strategy, ensuring full compliance with FEMA and RFP requirements while positioning MEMA District 6 for future mitigation funding opportunities.

Task 4 | Update the Multiple Hazards Mitigation Strategy

The Michael Baker Team recognizes that the Mitigation Strategy is the actionable core of the HMP. Building on the updated Risk Assessment, we will work closely with the HMC, participating jurisdictions, and key stakeholders to develop mitigation strategies tailored to each community's specific hazard exposure and impacts.

Our approach ensures that mitigation actions are practical, cost-effective, technically sound, and aligned with federal and state requirements.

Capability Assessment

Our team will conduct a comprehensive capability assessment to identify the strengths, resources, and tools available throughout MEMA District 6 to support hazard mitigation. Working closely with local jurisdictions, partner agencies, and stakeholders, we will evaluate existing plans, ordinances, programs, staffing, technical expertise, and funding sources that influence the region's ability to reduce disaster risk. The assessment will focus on key capability areas, including planning and regulatory tools, administrative and technical capacity, financial resources, and public outreach efforts. This process aligns with FEMA's current mitigation planning guidance and helps ensure the updated plan is grounded in realistic and achievable actions.

To minimize the burden on participating communities, we will build upon the information collected during previous planning efforts and only update data where needed. Through stakeholder questionnaires, interviews, and workshop discussions, we will identify capability gaps, opportunities for improvement, and resources that can be leveraged to support future mitigation projects. The results will provide a clear understanding of what the District 6 communities can implement today, where additional support may be needed, and how existing capabilities can be expanded to improve resilience and strengthen competitiveness for future mitigation funding opportunities.

Mitigation Goals Development

The Michael Baker Team will facilitate the development of and/or update the mitigation goal statements in collaboration with the HMC.

Michael Baker's goal development process begins with a review and evaluation of the goals established in the existing HMP to determine their continued relevance and effectiveness. Updated findings from the risk assessment are then presented to the HMC to ensure that goals reflect current hazard risks, vulnerabilities, and community conditions. Through a structured goal-setting workshop, the HMC will refine existing goals or develop new goal statements as needed, with a focus on reducing the risks associated with the identified natural hazards. All goal updates will be documented in accordance with FEMA planning requirements. The resulting goals will serve as the foundation for identifying, evaluating, prioritizing, and implementing mitigation actions and projects throughout the planning process.

Identification and Prioritization of Mitigation Actions

Michael Baker will work collaboratively with the HMC, stakeholders, and the public to develop a comprehensive range of mitigation actions and projects that address the risks associated with each identified hazard. The mitigation strategy will emphasize practical, cost-effective solutions that reduce vulnerability and strengthen community resilience, with particular focus on protecting new and existing buildings, critical facilities, infrastructure systems, and vulnerable populations. Proposed actions will be designed to address the community's highest-priority risks while supporting long-term resilience objectives and eligibility for future mitigation funding opportunities. The resulting mitigation strategy will provide a clear framework for implementing projects and investments that reduce disaster impacts and enhance the community's ability to withstand and recover from future hazard events.

Comprehensive Range of Solutions

Michael Baker will develop a balanced and comprehensive mitigation strategy that incorporates both nonstructural and structural measures to effectively reduce risk and strengthen community resilience. Nonstructural solutions may include updates to plans, policies, and regulations; enhanced floodplain management practices; property acquisition and relocation programs; elevation and retrofit projects for existing structures; stormwater management improvements; and public education and outreach initiatives designed to increase hazard awareness and preparedness. Structural solutions may include projects such as seawalls, levees, dams, and dikes; drainage system improvements; safe rooms and wind-resistant retrofits; and infrastructure hardening measures that improve the performance of critical assets during hazard events.

Working closely with each participating community, Michael Baker will facilitate discussions to identify new mitigation opportunities while also reviewing the status, effectiveness, and relevance of previously identified mitigation actions. This collaborative approach ensures continuity with past planning efforts while incorporating emerging risks, changing community priorities, and new mitigation opportunities. The resulting mitigation strategy will provide a practical,

forward-looking roadmap of projects and actions that reduce vulnerability, enhance resilience, and support future mitigation funding pursuits.

Project Prioritization Process

In partnership with the HMC, Michael Baker will implement a transparent, collaborative, and well-documented process to prioritize mitigation actions and projects. The prioritization approach will incorporate public input, evaluate cost-effectiveness, emphasize projects that address multiple hazards, and focus on protecting critical infrastructure and essential community assets. We will also consider alignment with existing and anticipated funding sources to help position projects for future implementation and funding opportunities.

To support informed decision making, Michael Baker will facilitate prioritization workshops with the HMC using clearly defined evaluation criteria to score and rank proposed mitigation actions. This structured process will ensure consistency, transparency, and stakeholder buy-in while identifying the projects that provide the greatest potential for reducing risk and enhancing community resilience. The result will be a prioritized portfolio of hazard mitigation actions and projects that effectively address the region's multi-hazard risks, reflect community priorities, and provide a practical roadmap for implementation over the planning horizon.

Feasibility Analysis of Proposed Mitigation Projects

For each proposed mitigation project, the Michael Baker Team will conduct a comprehensive feasibility analysis to determine its practicality, effectiveness, and potential for successful implementation. This evaluation will consider economic feasibility, including estimated project costs, anticipated benefits, cost-effectiveness, and potential eligibility for FEMA and other funding sources. We will also assess engineering and technical feasibility by examining technical requirements, design considerations, and overall implementation complexity to ensure that proposed solutions are achievable and sustainable.

In addition, each project will be evaluated for legal and regulatory feasibility, including consistency with applicable local, state, and federal regulations, permitting requirements, and property ownership considerations. Environmental feasibility will be assessed to identify potential impacts, ensure compliance with environmental regulations, and explore opportunities to incorporate nature-based solutions where appropriate. The analysis will also consider social and political feasibility, including public acceptance, equity considerations, alignment with community priorities, and the level of stakeholder support necessary for implementation. Through this comprehensive evaluation process, Michael Baker will help communities identify mitigation actions and projects that are technically sound, financially viable, environmentally responsible, and broadly supported, ensuring that selected solutions effectively address community needs and meet the greatest number of feasibility criteria.

Coordination with Federal and State Agencies

The Michael Baker Team will coordinate with relevant federal and state agencies to obtain input, technical assistance, and alignment with applicable programs. This coordination may include, as appropriate:

- FEMA
- MEMA
- National Weather Service
- USACE
- Mississippi Department of Environmental Quality
- Other hazard-specific agencies

Early and ongoing coordination will help ensure that proposed mitigation projects are technically sound, fundable, and aligned with state and federal priorities.

Deliverables

- ✓ Mitigation Action Plan
- ✓ Capability Assessment

The final Mitigation Strategy will include:

- ✓ A clear list of updated mitigation goals

- ✓ A comprehensive list of mitigation actions and projects
- ✓ A prioritized project list developed with the HMC and informed by public input
- ✓ Documentation of the evaluation and feasibility analysis process
- ✓ Identification of responsible parties, implementation timelines, and potential funding sources

The result will be a practical, implementable Mitigation Action Plan that reflects community priorities, reduces hazard risk, and positions the region for future mitigation funding opportunities.

Task 5 | Review the Plan

After the plan is drafted, the counties, HMC, HMPT, and members of the public will have the opportunity to provide comments and feedback on the plan prior to its submission to MEMA and FEMA Region 4. The Michael Baker Team proposes that the plan be made available on the project website described in the Planning Process section above, as well as on the MEMA website and participating county websites.

Each community will be contacted by the county’s emergency management official(s) who will inform them of the draft plan’s completion and the inclusion of the work they submitted. They will then be asked to submit final comments. A public meeting will be held to gather final comments from the public. The plan will be put online for comments. Any comments received will be incorporated into the plan if warranted.

Task 6 | Finalize the Plan

Once feedback has been received from the county, HMC, HMPT, and the public, it will be incorporated into the plan. The final document will then be packaged for delivery to MEMA. It is assumed that leadership within District 6 may want to view the plan before it is shared with the state. The Michael Baker Team will be prepared to coordinate sending the plan internally within the county.

Michael Baker will also let MEMA’s Hazard Mitigation Planner know that they can expect the plan in short order. This will help expedite the state review discussed in the next section.

Task 7 | Approval and Adoption

Once the plan has been sent to the state, District 6 can anticipate a MEMA review period of up to 120 days. However, it has been our experience that reviews of regional plans are often completed sooner. Should the state have no comments, they will send it to FEMA for the final, regulatory review. If the state has comments, the Michael Baker Team will address those comments expeditiously. If FEMA provides comments, the Michael Baker Team will address those comments in a timely manner. Once FEMA approves, the plan will be in the Approved Pending Adoption stage. The Michael Baker Team will provide District 6 counties with adoption language to support plan adoption across the participating jurisdictions. The Michael Baker Team will coordinate across all nine District 6 counties to adopt the updated HMP.

Deliverables

A few key deliverables must be produced as part of the hazard mitigation planning process. The table below lists these deliverables and describes how we will deliver each one as part of this plan update process.

DELIVERABLE	HOW WE WILL DELIVER
Updated Hazard Mitigation Plan (Including Draft Plan and Revised Plan); Compliance with FEMA Review Standards	Our team will use the 2021 plan as a starting point to update the plan. We will leverage the latest data sources, analysis, and input from stakeholders to update the older content. We will also add updated content to meet the requirements of FEMA’s 2025 Local Mitigation Planning Policy. Our team has updated plans from multiple other counties to conform to the 2025 policy, and we will leverage best practices from those successful planning processes.
Updated Hazard Identification and Risk Assessment for All Hazards	We will leverage the stakeholder meetings to have the county emergency manager and planning stakeholders review the list of 2021 hazards and identify whether any new hazards should be added to the plan update. We will also use these meetings to gather local input on local hazard risk and vulnerability. After

DELIVERABLE	HOW WE WILL DELIVER
	the stakeholder meetings, we will work to update the entire Risk Assessment based on meeting input and the latest available data.
Updated Vulnerability Loss Estimation Analyses for All Hazards	We will draft a plan that has a “Vulnerability Assessment” section for each hazard profile. In this section, we will analyze what assets are most at risk to each hazard. When available, we will use spatial hazard data to analyze critical facilities, structures, and people that are vulnerable to each hazard by jurisdiction and by land use. When spatial hazard data are not available, we will conduct a qualitative analysis to describe vulnerability.
Updated Mitigation Goals, Incorporation of Local Capabilities and Resources, Strategies, and Projects	We will leverage the stakeholder meetings to have the county emergency manager and planning stakeholders review the 2021 goals and actions. We will also use these meetings to gather input on capabilities and actions that stakeholders want to see in the plan update. After the stakeholder meetings, we will work to update the Mitigation Strategy based on meeting input. We will supplement this input with our knowledge of how to update the Mitigation Strategy to meet FEMA’s 2025 Local Mitigation Planning Policy. One of the most significant changes to the policy has been that each jurisdiction now needs one mitigation action per hazard that affects their community. We will work to make sure this requirement is met.
Updated Hazard Maps	We will create a base map at the outset of the planning process. This base map will be the template for all the hazard maps. Our team has been tracking the most up-to-date state and federal hazard data since the 2021 update. We will supplement that data with any available local hazard data to draft maps for all hazards, as applicable.
Stakeholder and Community Engagement Materials	We will develop materials to support outreach and engagement throughout the planning process. These materials may include: ▪ Online public survey. ▪ Feedback forms (both a digital and a printable version will be created of the six different forms described above). ▪ Social media posts (up to three). ▪ Flyers (up to three). ▪ Stakeholder meeting invite. ▪ Public open house invite. ▪ Meeting presentations (up to two; one for stakeholder meetings and one for the public open house). We have a suite of HMP outreach and engagement templates that we will leverage and tailor for District 6 and its jurisdictions, so that the engagement process can be seamlessly executed.
Updated Contact List(s)	As part of the outreach and engagement process, the team will use existing contact lists and update them based on the outreach performed for this plan update. Those updated lists will be shared with the district as one Excel file for your records and use.

COMPLIANCE AND QUALITY ASSURANCE

The Michael Baker Team will implement a rigorous quality assurance and quality control (QA/QC) process so that the HMP update is fully compliant with the latest FEMA Local Hazard Mitigation Planning Policy Guide, and any other applicable state review requirements. Our QA/QC framework includes structured internal reviews at key milestones to confirm accuracy, clarity, and consistency across all plan elements. We also implement checks against FEMA's local planning policy crosswalk criteria to support timely approval by MEMA and FEMA Region 4. Throughout the process, we will maintain clear documentation, version control, and coordination with county staff, so the final plan meets all federal, state, and local requirements and positions the regional participants for continued Hazard Mitigation Assistance (HMA) eligibility.

TIMELINE

By following the planning process outlined in the Scope of Work, the Michael Baker Team will stay on track and on budget, delivering an updated plan for the district. This team is familiar with working on accelerated timelines and adapting our work to meet any unexpected demands. Michael Baker employs more than 6,000 people companywide, and we have a deep pool of resources to call on should the need arise.

Milestones	2026				2027							
	September	October	November	December	January	February	March	April	May	June	July	August
Task #1: Organize the Planning Team												
Internal Kickoff Meeting												
Coordinate HMPT Development												
Task #2: Community and Public Engagement												
Stakeholder Meetings												
Public Engagement												
Project Website												
Planning Process✓												
Community Profile✓												
Task #3: Risk Assessment												
Risk Assessment✓												
Hazard Analysis												
Task #4: Mitigation Strategy												
Community Capabilities✓												
Plan Integration✓												
Mitigation Strategy✓												
Task #5: Review the Plan												
HMPT and Public Review												
Task #6: Finalize the Plan												
Final review with the HMPT												
Task #7: Approvals and Adoption												
MSP EMHSD Submittal and Review												
FEMA Submittal and Review												
Plan Approval Pending Adoption												
Community Adoption												
Project Closeout												

✓ indicates a written component of the plan.

RESPONSE MATRIX

IFB Requirement	Proposal Section
Minimum 4 Meetings	Task 2
Hazard Mapping	Task 3
Critical Facilities Inventory	Task 3
Vulnerability Assessment	Task 3
Mitigation Strategy	Task 4
FEMA Review Support	Task 7
Plan Adoption	Task 7

APPENDIX

The following required proposal documents are provided below.

- Attachment A: Cost Analysis and Breakdown
- Attachment B: Bid Form
- Attachment C: References
- Attachment D: Certificate of Insurance
- Attachment E: Acknowledgement of Amendment
- Attachment F: Resumes

ATTACHMENT A: COST PROPOSAL

COST ANALYSIS AND BREAKDOWN

The fee is based on the Michael Baker Team's experience performing other projects of similar scope and complexity. The fee is derived from the number of work hours for each phase, the cost of materials, printing and administrative expenses, and budgeting for reasonable and customary travel expenses for on-site meetings, interviews, and workgroup facilitation.

MILESTONE/TASK	COST
Task 1: Organize the Planning Team	\$20,000
Task 2: Engagement	\$50,000
Task 3: Risk Assessment	\$40,000
Task 4: Mitigation Strategy	\$60,000
Task 5: Review the Plan	\$10,000
Task 6: Finalize the Plan	\$10,000
Task 7: Approvals and Adoption	\$25,000
Total Labor	\$225,000

ROLE	RATE	HOURS	COST
Project Manager	\$135	400	\$54,000
Deputy Project Manager	\$210	250	\$52,500
Task Lead-Plan Development	\$255	100	\$25,500
Task Lead-Outreach and Engagement	\$235	100	\$23,500
Task Lead-Data Analysis and Mapping	\$120	100	\$12,000
Planning Support	\$94	500	\$47,100
Technical SME	\$260	40	\$10,400
Total Hours		1,490	\$225,000

ATTACHMENT B: BID FORM

Company	Contact Person	Telephone Number
Michael Baker International	Jeffrey May	228-818-2839

The maximum contract price for the update of District 6 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

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

Total all-inclusive Maximum Contract Price: \$225,000/YEAR

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

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

1. That he/she has thoroughly read and understands the Invitation for Bids and Attachments thereto;
2. That the company meets all requirements and acknowledges all certifications contained in the Invitation for Bids and Attachments thereto;
3. That the company agrees to all provisions of the Invitation for Bids and Attachments thereto including, but not limited to, the required contract clauses (Attachment E);
4. That the company will perform the services required at the prices quoted above;
5. That, to the best of its knowledge and belief, the cost or pricing data submitted is accurate, complete, and current as of the submission date;
6. The Contractor represents that its workers are licensed, certified, and possess the requisite credentials to perform the work specified in the Invitation for Bids and Attachments thereto; and,
7. NON-DEBARMENT: By submitting a bid, the bidder certifies that it is not currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi and that it is not an agent of a person or entity that is currently debarred from submitting bids for contracts issued by any political subdivision or agency of the State of Mississippi.
8. INDEPENDENT PRICE DETERMINATION: By submitting a bid, the bidder certifies that the prices submitted in response to the solicitation have been arrived at independently and without any consultation, communication, or agreement with any other bidder or competitor for the purpose of restricting competition.
9. OFFEROR’S REPRESENTATION REGARDING CONTINGENT FEES: By responding to the solicitation the offeror represents that it has not retained any person or agency on a percentage, commission, or other contingent

arrangement to secure this contract. If the offeror cannot make such a representation, a full and complete explanation shall be submitted in writing with the offeror's response.

10. REPRESENTATION REGARDING GRATUITIES: Contractor represents that it has not, is not, and will not offer, give, or agree to give any employee or former employee of MEMA a gratuity or offer of employment in connection with any approval, disapproval, recommendation, development, or any other action or decision related to the solicitation and resulting contract. Contractor further represents that no employee or former employee of MEMA has or is soliciting, demanding, accepting, or agreeing to accept a gratuity or offer of employment for the reasons previously stated; any such action by an employee or former employee in the future, if any, will be rejected by contractor. Contractor further represents that it is in compliance with the Mississippi Ethics in Government laws, codified at Mississippi Code Annotated §§ 25-4-101 through 25-4-121, and has not solicited any employee or former employee to act in violation of said law.
11. Release if Bid as Public Record. Bidder shall acknowledge which of the following statements is applicable regarding release of its bid as a public record. A bidder may be deemed non-responsive if the bidder does not acknowledge either statement, acknowledges both statements, or fails to comply with the requirements of the statement acknowledged. Choose one:

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

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

Company Name: Michael Baker International

Printed Name of Representative: Jeffrey D. May

Date: July 21, 2026

Signature:



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

ATTACHMENT C: REFERENCES

CLIENT	CONTACT INFORMATION	PROJECT
Portage County Emergency Management Agency 2978 OH-59 Ravenna, OH 44266	Ryan T. Shackelford, CEM Director 330-297-3607 rshackelford@portageco.com	Portage County Hazard Mitigation Plan 2025-2026
Guernsey County Emergency Management 627 Wheeling Avenue, Suite 302 Cambridge, OH 43725	Brenda Dolweck EMA Specialist 740-432-9292 x 6278 bdolweck@guernseycounty.org	Guernsey County Hazard Mitigation Plan 2025-2026
Luzerne County Planning & Zoning Department 20 N. Pennsylvania Avenue Wilkes-Barre, PA 18711	Daniel G. Reese GIS, Planning & Zoning Director LLTS-MP Staff 570-825-1550 daniel.reese@luzernecounty.org	Luzerne County Hazard Mitigation Plan 2019-2020 2024-2025
City of Waveland, Mississippi 301 Coleman Avenue Waveland, MS 39576	Jay Trapani Mayor 228-467-4132 JTrapani@waveland-ms.gov	Developing CRS Activity 510
Mississippi Department of Marine Resources Office of Coastal Resources Management 1141 Bayview Avenue Biloxi, MS 39530	Jared Harris Deputy Director 228-523-4053 Jared.Harris@dmr.ms.gov	Developing CRS Activity 510

ATTACHMENT D: CERTIFICATE OF INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
07/20/2026

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 Aon Risk Services Central, Inc. Pittsburgh PA Office EQT Plaza ~ Suite 2700 625 Liberty Avenue Pittsburgh PA 15222-3110 USA	CONTACT NAME: PHONE (A/C. No. Ext): (866) 283-7122 FAX (A/C. No.): (800) 363-0105 E-MAIL ADDRESS:														
INSURED Michael Baker International, Inc 2113 Government Street, D-3 Ocean Springs MS 39564 USA	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A: American Guarantee & Liability Ins Co</td><td>26247</td></tr><tr><td>INSURER B: Zurich American Ins Co</td><td>16535</td></tr><tr><td>INSURER C: Allied World Surplus Lines Insurance Co</td><td>24319</td></tr><tr><td>INSURER D:</td><td></td></tr><tr><td>INSURER E:</td><td></td></tr><tr><td>INSURER F:</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: American Guarantee & Liability Ins Co	26247	INSURER B: Zurich American Ins Co	16535	INSURER C: Allied World Surplus Lines Insurance Co	24319	INSURER D:		INSURER E:		INSURER F:	
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INSURER B: Zurich American Ins Co	16535														
INSURER C: Allied World Surplus Lines Insurance Co	24319														
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES **CERTIFICATE NUMBER:** 570121936618 **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					
B	X	COMMERCIAL GENERAL LIABILITY		Y		GLO419728104	08/30/2025	08/30/2026	EACH OCCURRENCE		\$2,000,000			
		CLAIMS-MADE	X						OCCUR	DAMAGE TO RENTED PREMISES (Ea occurrence)		\$1,000,000		
									MED EXP (Any one person)		\$10,000			
									PERSONAL & ADV INJURY		\$2,000,000			
	GEN'L AGGREGATE LIMIT APPLIES PER:								GENERAL AGGREGATE		\$4,000,000			
		POLICY	X						PRO-JECT	X	LOC	PRODUCTS - COMP/OP AGG		\$4,000,000
		OTHER:									SIR/Deductible		\$250,000	
B	AUTOMOBILE LIABILITY					BAP 4197284-04	08/30/2025	08/30/2026	COMBINED SINGLE LIMIT (Ea accident)		\$2,000,000			
	X	ANY AUTO							BODILY INJURY (Per person)		\$2,000,000			
		OWNED AUTOS ONLY							SCHEDULED AUTOS	BODILY INJURY (Per accident)		\$2,000,000		
		HIRED AUTOS ONLY							NON-OWNED AUTOS ONLY	PROPERTY DAMAGE (Per accident)		\$2,000,000		
									Deductible		\$250,000			
A	X	UMBRELLA LIAB		X	OCCUR	AUC053258207	08/30/2025	08/30/2026	EACH OCCURRENCE		\$10,000,000			
		EXCESS LIAB			CLAIMS-MADE				AGGREGATE		\$10,000,000			
		DED	X	RETENTION \$10,000										
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			Y / N N	N / A	WC419728204	08/30/2025	08/30/2026	X	PER STATUTE		OTH-ER		
B	ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)					WC419728504	08/30/2025	08/30/2026	E.L. EACH ACCIDENT		\$1,000,000			
	If yes, describe under DESCRIPTION OF OPERATIONS below					WI	E.L. DISEASE-EA EMPLOYEE		\$1,000,000					
						E.L. DISEASE-POLICY LIMIT		\$1,000,000						
c	E&O - Professional Liability - Primary					03124806 Claims Made SIR applies per policy terms & conditions	08/30/2025	08/30/2026	Per Claim		\$5,000,000			
									Aggregate		\$5,000,000			
									SIR/Deductible		\$200,000			

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

RE: MB Project Name: Mississippi Emergency Management Agency - Hazard Mitigation, MB Project: Request for Proposal (Current). Mississippi Emergency Management Agency is included as Additional Insured in accordance with the policy provisions of the General Liability policy.

CERTIFICATE HOLDER

Mississippi Emergency Management Agency 1 MEMA Drive Pearl MS 39208 USA	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 <i>Aon Risk Services Central, Inc.</i>
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Holder Identifier :

570121936618

Certificate No :



ATTACHMENT E: ACKNOWLEDGEMENT OF AMENDMENT

Invitation for Bids
District 6 Hazard Mitigation Plan Update
 IFB RFx# 3160008070

Amendment #1
Questions and Answers

IFB Section, Page Number	Vendor/Contractor Question	Agency Response
1. Section 7, page 8	The project duration is for (1) 12-month period, followed by up to (3) 12-month extensions. For the cost proposal, should vendors prepare a separate 12-month plan update cost followed by annual implementation costs for community adoption, updates, and amendments?	No. This cost should reflect the amount the company would expend to complete all the requirements listed in the Scope of Work. This should be one annual cost amount. If the contract is extended for an additional one-year term, any extension requiring additional funding shall be at the same annual price proposed by the Contractor in its original bid at the time of bid opening.
2. Section 7, page 8	The initial project duration is for (1) 12-month period. Does this period include plan adoption by all jurisdictions, or will this adoption time frame be considered as part of the possible (3) 12-month extensions?	The contract term is intended to provide sufficient time to complete all work included in the Scope of Work, including adoption of all plans as required in Section 4.1, Number 7. If additional time is needed to complete the work at no additional cost, MEMA may extend the contract.
3. Section 8.1, page 9	Is there an anticipated budget established for this project?	No

Section 2.1 Timeline is amended as follows:

Invitation to Bid (IFB) Issue Date	June 2, 2026
Questions and Requests for Clarification Due	June 24, 2026, 3:00 PM CDT
Anticipated Posting of Answers to Questions	June 30, 2026, 11:00 AM CDT
Bid Package Due	July 15 21 , 2026, 1:00 PM CDT
Bid Opening	July 15 21 , 2026, 2:00 PM CDT
Anticipated Notice of Intent to Award	August 7, 2026, 11:00 AM CDT

Invitation for Bids
District 6 Hazard Mitigation Plan Update
IFB RFx# 3160008070

Amendment #1
Questions and Answers

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

Receipt of Amendment #1 Acknowledged:

Company: Michael Baker International

By: 

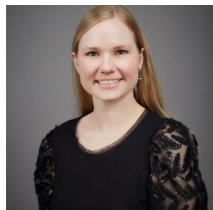
Printed Name: Jeffrey May

Title: Office Executive

ATTACHMENT F: RESUMES

PROJECT MANAGER

Sarah A. Mahan, CFM



Ms. Mahan is a planner at Michael Baker with over five years of experience in the public and private sectors. She has worked with different levels of government to develop and advance their resilience programs while meeting their unique needs. She brings extensive expertise in strategy development, project management, and communications that enable her to

provide innovative solutions to clients and project teams. Her background in intersectional sustainability with training in systems thinking equips her with the necessary tools to analyze problems and find solutions with a holistic and long-term lens.

Ms. Mahan's areas of expertise include: strategic development of scopes and projects that help clients meet their goals; project team management, coordinating interdisciplinary teams of over 15 people and facilitating overlapping tasks; comprehensive approach to planning that considers a multitude of factors and influences that shape present and future conditions; technical writing that breaks down complex information into accessible wording to better reach a range of audiences; strategic program development and implementation, including scaling Florida Department of Environmental Protection's Resilient Florida program; expertise in multi-hazard planning, climate adaptation, and long-term sustainability; collaboration to leverage a variety of skillsets and identify the best solutions for clients; customer-centric guidance development that is designed to best support audience needs; and event coordination and planning to ensure a seamless experience for attendees.

Michael Baker
INTERNATIONAL

Years with Michael Baker

4

Years of Experience

6

Education

M.A., 2019, Climate Change and Society, University of South Florida

Graduate Certificate, 2018, Social Change and Food Production, University of South Florida

B.S., 2016, Environmental Science & Policy, University of South Florida

Licenses/Certifications

Certified Floodplain Manager, Florida, 2025, US-25-14005

RELEVANT EXPERIENCE

Increasing Coastal Resiliency. *Mississippi Department of Marine Resources.* Planner. Responsible for leading and carrying out Floodplain Management Planning and Flood Warning and Response activities for three coastal communities participating in FEMA's Community Rating System (CRS) program. Tasks include coordinating with a variety of organizations and stakeholders, facilitating public outreach, assessing flood risk, and creating mitigation strategies that the communities can use to increase their resilience. Draws on extensive experience with FEMA's Local Hazard Mitigation Planning Policy and attention to detail to ensure that the team achieves maximum possible points under CRS, best serving the communities.

Kissimmee Vulnerability Assessment. *City of Kissimmee.* Project Manager. Responsibilities include coordination of an interdisciplinary team that includes water resource engineers, planners, GIS technicians, and public engagement specialists. Supports the assessment and contextualization of results from H&H modeling. Leads the development of the city's Adaptation Plan, which requires a more extensive level of coordination to take the modeling results and create a detailed adaptation strategy that helps the city move from planning to action. Capable of breaking down complex information into actionable recommendations that are tailored to each community's needs.

New Smyrna Beach Comprehensive Vulnerability Assessment, New Smyrna Beach, Florida. *City of New Smyrna Beach, Florida.* Planner. Responsible for helping to assess and contextualize results from hydrology and hydraulic modeling and public outreach to develop possible adaptation solutions using a professional planner perspective. Capable of breaking down complex information into actionable recommendations that are tailored to each community's needs. Michael Baker leads a comprehensive vulnerability assessment for the City of New Smyrna Beach, funded by the Florida Department of Environmental Protection's Resilient Florida Program. The project evaluates the city's exposure to flooding and sea level rise through advanced hydrologic modeling and scenario analysis for the years 2050 and 2080. The final report supports resilience planning and positions the city for future funding to mitigate climate risks and protect residents, infrastructure, and natural resources.

Subcontractor agreement under Ensafe's contract with Central Florida Regional Planning Council. *Central Florida Regional Planning Council.* Planner. Responsible for helping to assess and contextualize results from H&H modeling and public outreach to develop possible adaptation solutions using a professional planner perspective. Capable of breaking down complex information into actionable recommendations that are tailored to each community's needs.

FEMA CERC 2.0 Baker Task Order 6 Option Period. *FEMA.* Planner. Responsible for overseeing FEMA Region 6's mitigation planning portfolio and providing technical support on FEMA regions' and headquarters' outreach and communication efforts. Co-led the FEMA Region 6 Risk MAP outreach portfolio, serving as the technical lead on all projects. Collaborated on client management, strategic project planning and scope development, project team management, and deliverable quality assurance. Areas of technical expertise included mitigation planning, Risk MAP delivery, cooperating Technical Partners (CTPs) and Base Level Engineering (BLE). Led the development of two hazard-specific planning guides focused on customer-centric engagement: the Drought Mitigation Plan to Action Guide and the Extreme Heat Mitigation Plan to Action Guide. Co-led the FEMA Natural Hazards Risk Assessment Program (NHRAP) communications portfolio. This included FEMA's National Risk Index (NRI) tool and Hazus software. Collaborated to develop strategic project and client solutions. Provided technical expertise and quality oversight on all written deliverables. Collaborated with FEMA's technical providers to improve user experience in the new Future Risk Index that incorporated greenhouse gas emissions scenarios with NRI data to create future projections. Supported FEMA Region 9 in planning tailored technical assistance workshops for its state, territorial and tribal partner. Support for these Plan to Action Workshops included compiling and assessing data on mitigation plans and grant applications; developing workshop agendas based on the audiences' specific needs; and working with subject matter experts to apply best practices for each audience. Provided local mitigation plan review support to FEMA regions. This support required a thorough attention to detail in order to review lengthy hazard mitigation plans against the latest FEMA policy and provide targeted feedback to help jurisdictions address any unmet elements. Michael Baker, as part of the Resilience Action Partners joint venture with Ogilvy, is supporting the Federal Emergency Management Agency Community Engagement and Risk Communication contract. Tasks include developing an Earthquake Mitigation Planning Guide, providing mitigation program consultations, developing and conducting Plan to Action workshops, and providing mitigation training support and territory mitigation planning technical assistance.

FEMA CERC 2.0 Baker Task Order 6. *FEMA.* Planner. Responsible for overseeing FEMA Region 6's mitigation planning portfolio and providing technical support on FEMA regions' and headquarters' outreach and communication efforts. Co-led the FEMA Region 6 Risk MAP outreach portfolio, serving as the technical lead on all projects. Collaborated on client management, strategic project planning and scope development, project team management, and deliverable quality assurance. Areas of technical expertise included mitigation planning, Risk MAP delivery, cooperating Technical Partners (CTPs) and Base Level Engineering (BLE). Led the development of two hazard-specific planning guides focused on customer-centric engagement: the Drought Mitigation Plan to Action Guide and the Extreme Heat Mitigation Plan to Action Guide. Responsible for leading the annual FEMA Region 6 CTP Workshop planning effort, including coordinating audio and visual support, coordinating logistics, materials preparation, and completing workshop follow up communications. The successful planning and delivery of this workshop is critical to the region's partnerships with CTPs. Co-led the FEMA Natural Hazards Risk Assessment Program (NHRAP) communications portfolio. This included FEMA's National Risk Index tool and Hazus software. Collaborated to develop strategic project and client solutions. Provided technical expertise and quality oversight on all written deliverables. Provided local mitigation plan review support to FEMA regions. This support required a thorough attention to detail in order to review lengthy hazard mitigation plans against the latest FEMA policy and provide targeted feedback to help jurisdictions address any unmet elements. Supported FEMA headquarters in developing a Guide to Expanding Mitigation (GEM) on Historic Preservation. Responsibilities included research, facilitating interviews with subject matter experts, and content development. Supported FEMA Region 8 in developing outreach materials on beaver habitats, their role in hazard mitigation, and the broader suite of nature-based solutions they fall in. Responsibilities included research, facilitating interviews with subject matter experts, and content development. This project demonstrates how FEMA can use creative approaches to garner interest and increase engagement with its audiences.

FEMA CERC 2.0 Baker Task Order 3. *FEMA.* Planner. Responsible for overseeing FEMA Region 6's mitigation planning portfolio and providing technical support on FEMA regions' and headquarters' outreach and communication efforts. Co-led the FEMA Region 6 Risk MAP outreach portfolio, serving as the technical lead on all projects. Collaborated on client management, strategic project planning and scope development, project team management, and deliverable quality assurance. Areas of technical expertise included mitigation planning, Risk MAP delivery, cooperating Technical Partners (CTPs) and Base Level Engineering (BLE). Led the development of a new outreach toolkit for FEMA Region 6's pilot approach to integrating non-regulatory products into Risk MAP. Led the development of two hazard-specific planning guides focused on customer-centric engagement: the Drought Mitigation Plan to Action Guide and the Extreme Heat Mitigation Plan to Action Guide. Supported the FEMA Natural Hazards Risk Assessment Program (NHRAP) communications portfolio. This included FEMA's National Risk Index tool and Hazus software. Collaborated to develop technically-accurate communications solutions. Worked with National Risk Index users to understand how they used the tool and write best practices to highlight how other users may benefit from the tool. Provided local mitigation plan review support to FEMA regions. This support required a thorough attention to detail in order to review lengthy hazard mitigation plans against the latest FEMA policy and provide targeted feedback to help jurisdictions address any unmet elements. Supported FEMA headquarters in developing a Guide to Expanding Mitigation (GEM) on Historic Preservation. Responsibilities included research, facilitating interviews with subject matter experts, and content development.

BKR CERC DTA OP1, Washington, D.C. *FEMA.* Planner. Responsibilities included providing technical mitigation planning support for community engagement projects in FEMA Region 7. This thorough and detail-oriented approach helped the project team identify community needs and work to serve them as effectively as possible.

DEPUTY PROJECT MANAGER

Morgan White, CFM



Ms. White is a resilience planner and certified floodplain manager with experience supporting the full pathway of hazard mitigation and resilience projects—from understanding risk and identifying priority actions to shaping realistic, fundable project concepts grounded in local priorities. She combines data-driven planning, stakeholder coordination, and grant-readiness support to help communities pursue federal and state funding with strong community buy-in and project concepts rooted in sound planning. She has worked across state agencies and in consulting for state, federal, tribal, and local partners, and is skilled at coordinating complex, multi-disciplinary teams and aligning technical experts, agency staff, and multiple jurisdictions around shared goals. Her work spans statewide and regional planning initiatives; development of local resilience and HMPs; and extensive stakeholder and public engagement. She builds capabilities through the creation of guidance, educational materials, and trainings. She is an organized project and program manager with experience leading teams, contracts, scopes, schedules, and budgets. Her background also includes state-level program development; regulatory program delivery in floodplain management, pesticide licensing, and water rights; and experience in state and federal policy.

RELEVANT EXPERIENCE

Building Resilient Infrastructure and Communities (BRIC) Direct Technical Assistance Initiative, Nationwide. *FEMA.* Senior Planner and Deputy Sector C Lead. Led a multidisciplinary team of 10 staff providing direct technical assistance to 17 local communities and 4 tribal nations across FEMA Regions 6 and 7, managing a portfolio of approximately \$1.2 million. Supported communities and tribal nations in creating new HMPs by leading community engagement activities to gather local input, surface priorities, and build support for risk-reduction strategies. Provided technical assistance to communities preparing for future BRIC grant applications by educating officials on program requirements, facilitating workshops to identify and prioritize project ideas, coordinating stakeholder engagement and regular project meetings, and contributing written content for BRIC applications. Contributed to the development, management, and delivery of 26 Community Profiles capturing each community's or tribal nation's priorities, challenges, and resilience context. Managed multiple concurrent scopes, schedules, and partner communications. Supported communities in developing grant-ready hazard mitigation strategies that aligned with both BRIC and HMGP funding pathways by strengthening mitigation plans, identifying implementable projects, and improving documentation of risk, benefits, and local priorities to support post-disaster and pre-disaster funding opportunities.

National Mitigation Planning Program, Nationwide. *FEMA.* Capability-Building Lead. Led capability-building initiatives including trainings, written guidance, and resource development—for FEMA's National Mitigation Planning Program as part of the Resilience Action Partners team under the CERC contract. Supported FEMA headquarters in equipping local, tribal, territorial, and state officials with the knowledge and tools needed to develop and implement compliant, effective HMPs, including updating training and technical assistance resources to reflect revised mitigation planning policies. Reviewed local HMPs for regulatory compliance on behalf of FEMA. Led initiatives focused on improving plan implementation and helping communities use their mitigation plans to pursue federal mitigation grants, including developing written technical resources and producing an educational video on linking planning to project implementation. Supported FEMA and local, tribal, territorial, and state partners in strengthening HMPs to improve implementation readiness and eligibility for HMGP and other HMA funding streams, including reviewing plans for regulatory compliance and developing guidance and training resources that help communities use approved mitigation plans to advance post-disaster grant applications.

Michael Baker INTERNATIONAL

Years with Michael Baker
2

Total Years of Experience
11

Years of Federal Grant Experience
5

Education

M.P.A., 2020, Public Administration, Texas State University - San Marcos

B.S., 2014, Environmental Studies, Texas A&M University

Professional Affiliations

Association of State Floodplain Managers (ASFPM)

Texas Floodplain Managers Association (TFMA)

Phase 1: Arkansas Water and Flood Plan, Arkansas. *U.S. Army Corps of Engineers and the Arkansas Department of Agriculture's Natural Resources Division.* Technical Lead. Led the development of the flood plan components of Phase 1 of the new, state-wide Arkansas Water and Flood Plans. Facilitated five in-person stakeholder meetings across the state of Arkansas and incorporated feedback into the project plans. Coordinated with the Arkansas Department of Agriculture Natural Resources Division and the U.S. Army Corps of Engineers to craft the goals, objectives, and a proposed schedule, task list, and budget for Phase 2 of the project. Documented these details in the final programmatic work plan deliverable. The deliverable was sent to the Governor of Arkansas, and her approval of the plans allowed the Arkansas Department of Agriculture to move forward with Phase 2 of the project.

Transportation Resilience Improvement Plan, South Carolina. *Central Midlands Council of Governments.* Deputy Project Manager and Technical Lead. Serve as the primary project lead for this FHWA-funded Transportation Resilience Improvement Plan, directing project delivery and driving core technical work. Lead review of existing plans and datasets, design and execute a risk-based vulnerability assessment, and develop practical, prioritized project ideas aligned with PROTECT Program requirements. Guide cross-jurisdiction collaboration and lead stakeholder and public engagement to keep recommendations grounded in local priorities and implementation realities. Through a systematic evaluation of risks, needs, and feasibility, the TRIP pinpoints the most impactful and fundable project concepts, strengthening the region's eligibility for increased federal cost share and improving competitiveness for future federal grants.

Transportation Resilience Improvement Plan (TRIP), Pennsylvania. *Pennsylvania Department of Transportation.* Resilience Planner. Authored major sections of PennDOT's statewide TRIP, organizing technical work into a PROTECT-compliant plan framework. Transformed and synthesized technical analyses, project priorities, and resilience strategies into clear, actionable statewide plan content. This work helps PennDOT articulate PROTECT-aligned project needs supported by strong planning and positions the agency to access increased federal cost share for future federal grant applications related to transportation resilience.

BUILD Grant Benefit-Cost Analysis (BCA) Quality Control, South Carolina. *South Carolina Department of Transportation.* Quality Control Specialist. Provided quality control review for BCAs supporting eight South Carolina Department of Transportation bridge projects for its 2026 BUILD grant application. Reviewed analytical assumptions, cost estimates, damage functions, and benefit calculations to check for accuracy, consistency, and compliance with the Federal Highway Administration and other federal guidance. Identified and resolved data gaps and methodological issues, coordinated with project teams to incorporate revisions, and verified documentation to support funding eligibility.

TASK LEAD – OUTREACH AND ENGAGEMENT

Sarah Halle, AICP



Ms. Halle is the Planning Department Manager for Michael Baker's Chicago office. She is an urban planner with over 13 years of experience and is skilled in project management, community engagement, outreach, resilience planning, mapping, hazard mitigation, and design. Ms. Halle is a proven leader who has overseen large project teams. Her work emphasizes collaboration, equity, and innovative approaches to community planning.

RELEVANT EXPERIENCE

Community Engagement and Risk Communication (CERC) (2018-2025). *FEMA. Hub East Lead.* Recently served as the Hub East Lead for the CERC contract, overseeing all CERC staff and operations in FEMA Regions 1, 2, 3, and 5, as well as selected headquarters projects and portfolios. In this role, she provided strategic leadership to a team of over 30 staff in a joint venture valued at more than \$40 million annually. The CERC contract is delivered by Resilience Action Partners, a joint venture of Michael Baker International and Ogilvy Public Relations. In this contract leadership role, Sarah was a key decision maker for internal and external audiences, helping to drive the contract and FEMA's Risk MAP program toward more customer-centric, risk-informed outcomes. She is also an SME for mitigation planning activities, such as quality control for plan reviews and delivering trainings to regional and national audiences. As part of FEMA's policy review process, Sarah helped update the tribal mitigation planning policy and associated policy materials. Previously, Sarah led mitigation planning and risk communications for FEMA Region 5, where she supported the Risk MAP process, managed daily planning operations, and spearheaded special projects. She developed the annual Region 5 Mitigation Assistance Resource Guides and conducted regulatory reviews of local HMPs. Her leadership extended to virtual and hybrid engagement strategies, where she helped FEMA refine its approach to Risk MAP meetings and developed best practice materials for remote collaboration. Prior to serving as the Hub East Lead, Sarah led mitigation planning and risk communications for FEMA Region 5. Work included providing planning and engagement support across the Risk MAP process, managing day-to-day mitigation planning needs for the Region 5 Risk Analysis branch, and managing special mitigation planning projects. Led the annual development of Region 5 Mitigation Assistance Resource Guides for all Region 5 states and tribal nations.

Metra Systemwide Signage Program, Chicago, Illinois (2025-present). *Metra. Project Manager.* Responsible for leading the consultant team and serving as the client manager. Michael Baker is providing design services for new signage and a wayfinding system at all 242 stations within the client's commuter rail system in northeastern Illinois, enhancing the passenger experience for over 290,000 daily trips. The improvements will enhance the passenger experience by making the rail system more accessible, intuitive, and recognizable throughout the serviced area. The design of the new wayfinding system will be fully coordinated with the client's operational needs. Standards and all elements of the design will be compliant with all codes, regulations, and ordinances as indicated by federal, state, and municipal agencies and authorities having jurisdiction. Throughout the design process, the passenger experience will be prioritized through improved amenities, accessibility, and equity.

Great Lakes Climate Adaptation Guide and Toolkit, Great Lakes (2023-2024). *International Joint Commission. Planner.* Supporting the research and development of the Guide and Toolkit. Michael Baker International is assisting the International Joint Commission (IJC) in developing the Great Lakes Climate Adaptation Guide and Toolkit. The Guide and Toolkit intend to foster a robust community of practice by providing planning tools, strategies, educational and outreach materials, and training resources. The primary goal of the Guide and Toolkit is to increase the coordination of binational climate adaptation strategies and tools for local and regional governments in their climate adaptation and resilience efforts. The mission of the IJC is to prevent and resolve disputes over boundary waters between Canada and the United States. The IJC is advised by the Great Lakes Water Quality Board (WQB), which oversees the development of this Guide. The WQB recommends strategies to resolve existing and prevent future management challenges facing the Great Lakes region. Michael Baker serves as a subcontractor on this project.

Michael Baker INTERNATIONAL

Years with Michael Baker
8

Years of Experience
13

Education
M.C.P., 2018, Community and Economic Development, University of Pennsylvania

B.A., 2011, Environmental Studies, Mount Holyoke College

Licenses/Certifications
American Institute of Certified Planners, 2021, 32958

Professional Affiliations
American Planning

TASK LEAD – DATA ANALYSIS AND MAPPING

Jeffrey Karmazin, CFM



Mr. Karmazin is a versatile Geographic Information Systems Analyst with years of GIS experience. Jeff's experience using GIS covers a wide range of topics including hazard mitigation, transportation planning, real estate, environmental research, and flood mapping. His time at Michael Baker has focused on providing maps and analysis for hazard mitigation planning, risk analysis, and FEMA flood risk mapping. He has worked on hazard mitigation, safety, and transportation plans at the state, county, and local levels.

RELEVANT EXPERIENCE

Hazard Mitigation Plans. GIS Analyst (August 2022 - present). Supported multiple planning teams for over 20 HMP updates across the country. These include state plans for Pennsylvania and New Jersey and county plans in Pennsylvania, New Jersey, Ohio, Colorado, California, Alaska, and more. HMP updates range in scale from tribal, local, county, and state. Cartographic and hazard maps detailing historical events and future vulnerabilities were produced for over 25 distinct types of hazards. Provided spatial analysis for risk assessment estimates related to critical facilities, state facilities, jurisdictions, and special districts. Performed level I and II Hazus analysis for over 100 counties for earthquake, flood, and hurricane models. Develop custom depth grids and data inventories for level II analyses. Determine new data sources and analysis to be performed to continuously improve upon previous plans. Produce materials for community meetings including vulnerability assessment maps, data tables, aerial maps, and surveys. Performed a loss avoidance study to determine the effectiveness of various grant programs for the state of New Jersey.

FEMA Production and Technical Services (PTS). GIS Specialist (June 2023 – present). Responsible for assisting with the development of flood data under the FFRMS. Process tasks include digital elevation model processing, raster processing, creating TIN features, water surface elevation grids, editing flood cross sections, and more geoprocessing. Final deliverables are fit to project standards and quality checked before uploading to cloud data storage. Final production included FFRMS raster datasets and shapefiles for 882 U.S. counties totaling 129,000 stream miles of riverine mapping and 18,000 shore miles of coastal mapping. Actively assist the FEMA Region 3 Service Center with quality reviews for the Virginia Flood Risk Information System. Review effective and upcoming DFIRM data and modeling for potential errors. Create database for all flood models for the state of Virginia.

FEMA CERC. GIS Analyst (August 2022 –October 2025). Provided GIS Risk Mapping analysis for community flood risk meetings. Performed spatial analysis on effective data and preliminary or draft data to communicate flood vulnerabilities to specific communities through static dashboards. Aid teams in community discovery by identifying vulnerable communities to prioritize for FEMA programs. Create layouts and provide cartographic materials for internal use within FEMA, community meetings, and public-facing materials. Perform data analysis on flood risk products from the FEMA Map Service Center. Work with National Hazards Risk Assessment Programs teams to write and develop how-to guides detailing the Hazus Loss Library (HLL) to help users navigate and utilize HLL products. Aid in communicating the development of Hazus version updates by producing key messages and talking points, providing technical writing, terminology, and more. Develop infographics and external communication materials.

Transportation Analysis. GIS Analyst (August 2022 – present). Provided analysis for local jurisdictions' evacuation routing for multiple hazards. Conduct analysis to determine specific driving and timing estimates. Aided planning teams with analysis of performance of paratransit services which was used to improve program and efficiencies for clients. Create drive-time maps for planning materials and meetings. Provided maps and infographics for use with community input meetings. Develop maps for trail development projects. Develop and update detour mapping for engineering teams and to inform the public.

Michael Baker INTERNATIONAL

Years with Michael Baker
4

Years of Experience
6

Education

P.S.M, 2022, Geographic Information Systems, Temple University

B.A., 2016, Environmental Studies, Temple University

Licenses/Certifications

Certified Floodplain Manager, ASFPM 2025, US-25-14012

GIS and Spatial Analyst, 2016, Pennsylvania

TASK LEAD – PLAN DEVELOPMENT

Christine E. Caggiano, AICP, P.P.

Ms. Caggiano is Technical Manager specializing in strategic and resilience planning and public outreach. She has led hundreds of communities through the hazard mitigation planning process and has worked with state and local emergency managers nationwide to build strategic, disaster-resistant communities through mitigation action. She led the mitigation planning process for five counties and one university and led the risk assessment for 40 county-level and two state mitigation plans. Now, she leads quality management for resilience plans.

Beyond her local and state work, Ms. Caggiano spent eight years leading nationwide mitigation planning portfolio in the Federal Emergency Management Agency's (FEMA) Community Engagement and Risk Communication (CERC) contract. She led development of all of FEMA's state, local, tribal and territorial mitigation planning guidance, tools, training and research from 2015-2023. She is a nationally recognized subject matter expert in mitigation plan review. She facilitated FEMA's efforts to update its state, local and tribal planning policies and managed the CERC mitigation plan review program, which reviewed over 1600 plans since 2015.

Ms. Caggiano brings over a decade of experience providing whole-community solutions that drive risk reduction through contextual, community-informed mitigation. As the Task Order Manager for FEMA's Building Resilient Infrastructure and Communities Direct Technical Assistance initiative (BRIC DTA), she built a team focused on delivering easily accessible risk information that empowered resilient decisions among stakeholders while fostering and strengthening connections and building trust between FEMA and communities.

RELEVANT EXPERIENCE

Risk MAP Standard Operations under the CERC contract. FEMA. Project Manager, Mitigation Planner, and Subject Matter Expert. Responsible for providing strategy and tactical insight into hazard mitigation, mitigation action, and capability building. Work included overall scope, resourcing, and fiscal management for all planning, capability and capacity-building work on the contract. Oversaw technical strategy and provided team-wide tactical insight into hazard mitigation planning, risk assessment, and mitigation action with a focus on in building tribal, state and local capacity to perform mitigation activities. Led contract support for FEMA's state, local, and tribal mitigation planning policies and all associated guidance and training materials. Specific tasks include managing the hazard mitigation planning and action work of over twenty planners nationwide; developing and delivering trainings on mitigation planning and action; leading the development of guidance and tools related to planning, action, and resilience; and infusing mitigation and resilience principles throughout all community engagement activities. Michael Baker serves as the managing partner of *Resilience Action Partners*, the FEMA national CERC team for FEMA's flood mapping program. *Resilience Action Partners* combined technical and communications expertise to change how FEMA engages with its customers, drive action, and build a solid foundation for a mitigation movement. Michael Baker's services included hazard mitigation planning, community outreach, preparation and dissemination of outreach materials, and development and delivery of training for stakeholders.

Building Resilient Infrastructure and Communities Program Direct Technical Assistance initiative (BRIC DTA) under the CERC contract. FEMA. Project Manager. Responsible for task order management, including all financial, personnel, quality management, capability building and scope oversight. Coordinated *Resilience Action Partners* joint venture staff across four firms to develop and stand up a community engagement function for FEMA's BRIC DTA initiative. Acted as the community engagement lead for Philadelphia, Pennsylvania's Eastwick neighborhood. Provided tribal planning and engagement counsel for the 50 tribes enrolled in BRIC DTA. Rooted in increasing equitable outcomes for risk reduction, the initiative gives support to communities and tribal nations that may not have the resources to begin climate resilience planning and project solution design on their own. Michael Baker International's services under CERC include project management

Michael Baker
INTERNATIONAL

Years with Michael Baker

16

Years of Experience

18

Education

M.C.P., 2009, City Planning, University of Pennsylvania

B.A., 2006, Geography and International Affairs, The George Washington University

Licenses/Certifications

Professional Planner, New Jersey, 2015, 33LI00628200

American Institute of Certified Planners, Pennsylvania, 2013, 026194

Professional Affiliations

Chair, American Planning Association Hazard Mitigation and Disaster Recovery Planning Division

and oversight; communication design and delivery; risk visualizations; strategic coordination; partnership identification and management for FEMA headquarters and all 10 FEMA regional offices.

County Hazard Mitigation Plans. *See below for clients.* QA/QC Lead. Responsible for quality assurance and providing subject matter expertise for plan updates. Reviewed plan sections and deliverables for technical accuracy and compliance with FEMA's most recent Local Mitigation Planning Policy Guide for Jefferson County, OH, Lycoming County, PA, Chester County, PA, Portage County, OH, and Putnam County, OH.

INVITATION FOR BID

IFB RFx Number: 3160008070

District 6 Hazard Mitigation Plan Update

Issued: June 2, 2026



CLOSING TIME AND DATE

Bids must be received by:
July 15, 2026, 1:00 PM CDT

CLOSING LOCATION

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

BID COORDINATOR

April Burns, Bid Coordinator

Telephone: (601) 359-5286

E-mail: osss@dfa.ms.gov

SECTION 1

1.1 Purpose

The Office of Statewide Strategic Sourcing (hereinafter “OSSS”), on behalf of the Mississippi Emergency Management Agency (hereinafter “MEMA”) has issued this solicitation for the purpose of soliciting sealed bids from qualified providers to update the hazard mitigation plans for District 6. The Contractor will perform all tasks and make all assurances outlined in Section 4 of this IFB entitled Scope of Work.

Additional information may be obtained by email request to April Burns, Bid Coordinator osss@dfa.ms.gov.

SECTION 2

2.1 Timeline

Invitation to Bid (IFB) Issue Date	June 2, 2026
Questions and Requests for Clarification Due	June 24, 2026, 3:00 PM CDT
Anticipated Posting of Answers to Questions	June 30, 2026, 11:00 AM CDT
Bid Package Due	July 15, 2026, 1:00 PM CDT
Bid Opening	July 15, 2026, 2:00 PM CDT
Anticipated Notice of Intent to Award	August 7, 2026, 11:00 AM CDT

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

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

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

SECTION 3
Contact and Questions/Requests for Clarification

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

April Burns, Bid Coordinator
E-mail: osss@dfa.ms.gov

3.2 Vendors should enter "IFB RFx Number 3160008070 - Questions" as the subject of the email. Question submittals should include a reference to the applicable IFB section and be submitted in the format shown below:

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

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

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

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

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

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

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

SECTION 4

Scope of Work

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

4.1 Detailed Minimum Specifications

All services listed in this scope of work are to be performed by the Contractor unless otherwise Noted. The district 6 Hazard Mitigation Plan, according to Federal Emergency Management Agency (FEMA) planning regulations, is required to be updated every five years. The plan addresses mitigation of multiple natural hazards, including floods, severe storms, hurricanes, urban/wildfire, tornado, winter weather, drought, dam failure, water supply/system failures, and earthquake hazards. A Contractor will be hired to update the plan with the assistance of the Mitigation Council. The district 6 Regional Hazard Mitigation plan update will include the following: Clarke County, Jasper County, Kemper County, Lauderdale County, Leake County, Neshoba County, Newton County, Scott County, Smith County, and communities.

1. PLANNING PROCESS

A. The Contractor with assistance of the district 6 Hazard Mitigation Council will document the hazard mitigation planning update process including but not limited to:

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

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

- Hold public hearings, meetings, and/or workshops during the plan update time frame. A minimum of four (4) meetings must be conducted. It is preferred that these meetings take place in person.
- Solicit input from citizens and professionals with knowledge of applicable hazards.
- Solicit input regarding the feasibility of potential mitigation measures for each hazard and the prioritization of mitigation projects.
- Review the final draft of the updated plan, goals, and proposed mitigation projects.

- Be involved in implementing the plan, updating the goals, and proposing mitigation projects.

C. The Contractor will organize resources and meeting schedules.

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

2. RISK ASSESSMENT

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

A. Hazard Identification

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

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

B. Hazard Mapping

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

- I. Critical facilities including but not limited to the following:
 - a. Emergency operation centers such as police/fire stations
 - b. Hospitals and emergency shelters
 - c. Water and wastewater treatment plants and associated pumping stations

- d. Power generation, transmission, and delivery facilities
 - e. Special population centers, such as day care facilities, nursing homes, elderly housing, correctional facilities, etc.
 - f. Hazardous material facilities
 - g. Evacuation routes
- II. All repetitive flood loss and substantial damage structures as defined by FEMA, if applicable.
 - III. Maps that depict the location of structures, land use, and population.
 - IV. Structures that will be delineated by use (i.e., residential, commercial, industrial, institutional, etc.)

C. Vulnerability Assessment

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

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

3. MULTIPLE HAZARD MITIGATION STRATEGY

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

- A. A list of mitigation goal statements that focus on reducing the risks from the identified natural hazards. The goal development and project prioritization will be conducted by the Hazard Mitigation Council (HMC) and the Contractor.
- B. A section that identifies and analyzes a comprehensive range of specific mitigation actions and projects being considered to reduce the effects of each hazard with particular emphasis on new and existing buildings and infrastructure. This section will

include a list of prioritized hazard mitigation projects that best meet the region's needs for multiple hazard damage reduction.

- These projects may be nonstructural solutions, i.e., planning, regulatory measures, property acquisition, retrofitting, and elevation or they may be structural solutions, i.e., seawalls, dams, and dikes.
 - At a minimum, this list of prioritized projects will be based on a process that results in identification of cost-effective hazard mitigation projects with public input.
- C. An analysis of proposed mitigation projects focused on several key areas including but not limited to economic (including benefits and cost), engineering, technical, legal, environmental, social, and political feasibility. Selected options will best fit the community's needs and meet most or all aspects of the feasibility analysis.
- D. Coordination with relevant Federal and State agencies for their input and technical assistance.

4. HAZARD MITIGATION PLAN MAINTENANCE PROCESS UPDATES NEEDED

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

5. HAZARD MITIGATION PLAN ADOPTION AND APPROVAL UPDATES NEEDED

- A. Local Jurisdiction Adoption – The district 1 Hazard Mitigation Council and the Contractor will work with local governments for the adoption of the plan update as required by FEMA regulations.
- B. Plan Approval – The adopted plan will be submitted to FEMA on or before the termination date for review and approval.

6. FEMA REVIEW

Once local governments (i.e., towns, cities, boards of supervisors, etc.) and MEMA have reviewed the plan update, it will be sent to FEMA for final review. Once FEMA has reviewed and approved the district 6 Hazard Mitigation Plan, the review will be incorporated into the plan. The Contractor will assist with the adoption and distribution of the district 6 Hazard Mitigation Plan.

7. SUBMIT FINAL UPDATED AND ADOPTED REGIONAL PLAN TO FEMA

Until each local government formally adopts the district 6 Hazard Mitigation Plan, it is not approved. The plan will remain approvable pending adoption.

SECTION 5

Basis for Award

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

SECTION 6

Minimum Bidder Qualifications

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

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

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

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

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

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

SECTION 7

Duration

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

SECTION 8

Bid Submission Requirements

8.1 Submission Format

8.1.1 Bid Cover Sheet (Attachment A)

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

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

8.2 Submission Requirements

8.2.1 Bidder must submit:

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

- 8.2.2** A bid shall be considered received when the email containing the bid is successfully delivered to the designated bid submission email address at the Department of Finance and Administration (DFA), as indicated by the timestamp generated by DFA's email system. All time stamps shall be recorded in Central Standard Time (CST). The subject line of the bid submission email shall clearly state SEALED BID, the bid opening date and time, the Invitation for Bids (IFB) number (e.g., SEALED BID – 1:00 PM CDT, July 15, 2026 – IFB #3160008070), and the name of the bidding company. Bids may be rejected if the email subject line does not contain the required information as outlined in the solicitation.
- 8.2.3** All bid packages must be received by OSSS no later than 1:00 PM CDT, July 15, 2026. Bids submitted via facsimile (fax) machine, mail, MAGIC, or hand delivery **will not** be accepted. Bidders should ensure that their email system confirms successful delivery to the OSSS inbox and are encouraged to request a delivery or read receipt for verification. OSSS will not be responsible for email delivery failures or delays. The vendor bears full responsibility for ensuring that the bid is submitted to the designated email address on time. Any delay—whether due to technical issues, network problems, file size limitations, or incorrect email address may result in the bid being rejected as late. All vendors are urged to take the possibility of delay into account when submitting a bid.
- 8.2.4** Timely submission of the bid package is the responsibility of the bidder. Bids received after the specified time will be rejected and retained unopened in the procurement file to the extent necessary to complete administrative processes, including printing or verification of receipt. A bid received at the place designated in the solicitation for receipt of bids after the exact time specified for receipt will not be considered unless it has been determined by OSSS that the late receipt was due solely to mishandling by OSSS after receipt at the specified address.
- 8.2.5** The time and date of receipt will be recorded by OSSS staff based on the timestamp generated by the designated bid submission email system. The only acceptable evidence to establish the time of receipt at the designated DFA email address is the official email timestamp and any related system-generated documentation used by OSSS to verify receipt.
- 8.2.6** Each page of the bid form and all attachments shall be identified with the name of the bidder.
- 8.2.7** Failure to submit a bid on the bid form provided will be considered cause for rejection of the bid. **Modifications or additions to any portion of the bid document may be cause for rejection of the bid.** MEMA reserves the right to decide, on a case-by-case basis, whether to reject a bid with modifications or additions as non-responsive.

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

SECTION 9

Bidder Certification

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

SECTION 10

Debarment

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

SECTION 11

Registration with Mississippi Secretary of State

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

SECTION 12

Insurance, Bonds, or Other Sureties

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

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

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

12.2 Additionally:

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

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

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

SECTION 13

Bid Opening

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

SECTION 14

Award Notification

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

SECTION 15

Procurement Methodology

15.1 Restrictions on Communications with Agency and Agency Staff

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

15.2 Expenses Incurred in the Procurement Process

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

15.3 Independent Price Determination

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

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

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

15.4 Cancellation of Solicitation or Rejection of Individual Bids

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

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

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

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

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

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

15.5 Withdrawal of Bids

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

15.6 Confirmation of Bid

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

SECTION 16

Agreement

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

SECTION 17

Contract Rights

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

SECTION 18

Property Rights

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

SECTION 19
Agency Website

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

SECTION 20
Attachments

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

Attachment A

BID COVER SHEET

Bids must be received via email at OSSS@dfa.ms.gov as listed below on or before 1:00 PM CDT, July 15, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070 – [Bidding Company Name]

Name of Company: Apex Resilience Group LLC _____

Quoted By: Alayna Payne _____

Signature: *Alayna Payne* _____

Address: 1337 Ten Bar Trail _____

City/State/Zip: Southlake, TX 76092 _____

Telephone: 817-343-9476 _____

Fax Number: N/A _____

E-Mail Address: Alayna.payne@apexresilienccegroup.com _____

Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB: Alayna Payne, 817-343-9476 _____

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

What year was your company started? 2025 _____

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

Less than one year _____

Please provide the physical location and mailing address of your company's home office, principal place of business, and place of incorporation. 1337 Ten Bar Trail Southlake, TX 76092 _____

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

Since Apex Resilience Group operates nationally, we are structured to successfully support clients regardless of geographic location. The project team will utilize Microsoft Teams and other secure virtual collaboration platforms for routine coordination, stakeholder meetings, data collection, document reviews, and progress updates, allowing for efficient engagement with MEMA, the District 6 Hazard Mitigation Council, and participating jurisdictions. For activities that benefit from in-person participation, including project kickoff meetings, public meetings, workshops, stakeholder engagement sessions, and field visits, Apex personnel will travel to Mississippi using company vehicles and commercial air travel as appropriate. This hybrid delivery model allows Apex to provide responsive, senior-level support while maintaining project efficiency, controlling costs, and ensuring all planning, coordination, and public involvement requirements are fully met throughout the hazard mitigation plan update process.

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

No _____

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

There is no license or certificate required to update a hazard mitigation plan. _____

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

N/A _____

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

As a company that is newly formed, Apex Resilience Group has not had a client for a hazard mitigation plan, but Alayna Payne has served well over 20 communities in the past five years, updating their hazard mitigation plan when she worked for the North Central Texas Council of Governments, IEM, and Tetra Tech. _____

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five (5) years?

Alayna Payne led the update of the 2023 Delaware State Hazard Mitigation Plan. The planning area for this plan is the State of Delaware in its entirety, which includes the counties of Kent, New Castle, and Sussex and the communities within. She also led the update of the 2024 plans for Johnson, Navarro, Somervell, and Wise Counties in North Texas. The first plan she ever updated was the 2020 Tarrant County (TX) Multi-Jurisdictional Hazard Mitigation Plan, with 36 participating communities. _____

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

Apex Resilience Group provides specialized hazard mitigation and resilience consulting services, including FEMA-compliant hazard mitigation planning, risk and vulnerability assessments, GIS-based hazard mapping, mitigation strategy development, stakeholder engagement, public outreach, grant-focused project identification, and FEMA review support. The firm's leadership team brings extensive experience directly relevant to the District 6 project. Alayna Payne, Planning Lead, has more than nine years of experience developing local, multi-jurisdictional, county, and state hazard mitigation plans, including the 2023 Delaware State Hazard Mitigation Plan, and holds a Master of Public Service and Administration from Texas A&M University, a Bachelor of Science in Emergency Administration and Planning from the University of North Texas, and multiple FEMA planning certificates and training courses. Nicholas White, Project Manager, brings more than 15 years of experience in hazard mitigation, wildfire risk management, infrastructure vulnerability assessments, and public safety, including service as a U.S. Forest Service Hotshot and U.S. Marine Corps Tank Commander. Together, the team offers a combination of technical planning expertise, operational risk management experience, and FEMA program knowledge directly aligned with the requirements of this Hazard Mitigation Plan Update. _____

Attachment B

BID FORM

Company	Contact Person	Telephone Number
Apex Resilience Group LLC	Alayna Payne	817-343-9476

The maximum contract price for the update of District 6 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

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

Total all-inclusive Maximum Contract Price: \$ 250,000 _____/YEAR

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

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

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

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

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

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

Company Name: Apex Resilience Group LLC_____

Printed Name of Representative: Alayna Payne_____

Date: June 6, 2026_____

Signature: *Alayna Payne*_____

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

Attachment C

REFERENCES

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

REFERENCE 1

Name of Company: North Central Texas Council of Governments _____

Dates of Service: 2017-2022 _____

Contact Person: Maribel Martinez _____

Telephone Number: (817) 704-5613 _____

Cell Number: _____

E-mail: mmartinez@nctcog.org _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 2

Name of Company: IEM _____

Dates of Service: 2022-2023 _____

Contact Person: Sheila Hascall _____

Telephone Number: (402) 217-0019 _____

Cell Number: _____

E-mail: _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 3

Name of Company: Texas Division of Emergency Management (TDEM) _____

Dates of Service: 2022-2025 _____

Contact Person: Mark LeMense _____

Telephone Number: (469) 890-5352 _____

Cell Number: _____

E-mail: mark.lemense@cor.gov _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 4

Name of Company: _____

Dates of Service: _____

Contact Person: _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 5

Name of Company: _____

Dates of Service: _____

Contact Person: _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

Attachment D

REFERENCE SCORE SHEET

IFB 3160008070

IFB for District 6 Hazard Mitigation Plan Update

TO BE COMPLETED BY MEMA STAFF ONLY

Company Name: _____

Reference Name: _____

Person Contacted, Title/Position: _____

Date/Time Contacted: _____

Service From/To Dates: _____

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

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

Score: Pass/Fail

Do you have any business, professional or personal interest in the vendor’s organization? If yes, please explain.	Yes	No
---	-----	----

A “yes” to the above question may result in an automatic disqualification of the provided reference; therefore, resulting in a score of zero as responses to previous questions become null and void.

Notes:

Called by:

Name, Title

Date

Signature

Attachment E

Required Contract Clauses

1. Applicable Law

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

2. Approval

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

3. Availability of Funds

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

4. Certification of Independent Price Determination

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

5. Compliance with Equal Opportunity in Employment Policy

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

6. Compliance with Laws

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

7. E-Payment

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

8. E-Verification

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

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

9. Contractor's Representation Regarding Contingent Fees

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

10. Paymode

Payments by MEMA using the state's accounting system shall be made and remittance information provided electronically as directed by the state and deposited into the bank

account of Contractor's choice. MEMA may, at its sole discretion, require Contractor to electronically submit invoices and supporting documentation at any time during the term of this Agreement. Contractor understands and agrees that the Agency is exempt from the payment of Mississippi taxes. All payments shall be in United States currency.

11. Procurement Regulations

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

12. Representation Regarding Gratuities

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

13. Required Public Records and Transparency

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

14. Stop Work Order

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

15. Termination

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

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

MEMA District 2 Hazard Mitigation Plan Update

Cost Analysis and Breakdown Sheet

SEALED BID – 1:00 PM CST, July 21, 2026 –

IFB RFx Number: 3160008070

Submitted By:

The Resiliency Initiative

1200 W. Walnut St., Suite 2309 Rogers, AR 72756

Attn: Andrea Davis, CEM, CBCP

President & CEO

andrea@theresiliencyinitiative.com

(818) 239-22



Cost Analysis and Breakdown Sheet

Quote Summary

The Resiliency Initiative (TRI) will deliver a FEMA- and MEMA–approved Hazard Mitigation Plan (HMP) Update for MEMA District 6 that meets all federal, state, and local requirements through a structured, relationship-centered planning process. Our approach integrates disciplined project management, advanced hazard and risk analysis, and inclusive public engagement so the district receives a plan that is technically rigorous, equity-focused, and ready for implementation. For each task listed below to support the HMP update, we have broken down the fee into labor classifications and included any additional fees and expenses. Our fees include all markups, overhead and profit.

2026-27 Hourly Rate Costs

	Principal	Project Manager (PM)	Emergency Manager (EM)	GIS Specialist
Hourly Rate	\$175	\$165	\$135	\$90

Tasks	STAFF	HOURS	COST
Phase 1: Planning Process: Establish a robust multi-jurisdictional Planning Team, confirm roles and expectations, and build a documentation framework that satisfies FEMA Element A. Deliverable Total: \$9,845; Total hours: 65	Principal	8	\$1,400
	PM	25	\$4,125
	EM	32	\$4,320
Phase 2: Risk Assessment: Update District 1’s natural hazard profiles using best-available data, climate projections, and local expertise to capture current and emerging risks. Quantify risk to people, infrastructure, social vulnerability indicators, and lifelines using GIS mapping. Deliverable Total: \$10,125; Total hours: 82	PM	15	\$2,475
	EM	36	\$4,860
	GIS Specialist	31	\$2,790
Phase 3: Multiple Hazard Mitigation Strategy: Facilitate jurisdiction-level workshops to translate risk findings into prioritized,	PM	23	\$3,795
	EM	32	\$4,320

fundable mitigation actions aligned with the updated hazard profiles. Deliverable Total: \$8,115; Total hours: 55			
Phase 4: HMP Maintenance Process: Develop a cohesive, comprehensive plan through iterative drafts, maintaining consistency, clarity, and compliance with FEMA and MEMA guidance. Deliverable Total: \$6,456; Total hours: 43	Principal	5	\$875
	PM	15	\$2,475
	EM	23	\$3,106
Phase 5: HMP Adoption and Approval: Guide the HMP through local jurisdictions and MEMA reviews and support local adoption across all jurisdictions Deliverable Total: \$3,510; Total hours: 25	PM	9	\$1,485
	EM	15	\$2,025
Total		270	\$38,051

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

This document is a contract between the parties listed in Paragraph 1.0, entitled “Parties” to provide services or goods as specified in Paragraph 2.0 entitled “Scope of Work.”

1.0 PARTIES

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

2.0 SCOPE OF WORK

(A) Contract Goal

The general objective of this project is to update the hazard mitigation plans for District 6.

(B) Procurement Documents

Contractor shall provide the services within RFx 3160008070. All services listed in this statement are to be performed by Contractor unless otherwise noted.

(C) Services to be Provided

All services listed in this scope of work are to be performed by the Contractor unless otherwise noted. The District 6 Hazard Mitigation Plan, according to Federal Emergency Management Agency (FEMA) planning regulations, is required to be updated every five (5) years. The plan addresses mitigation of multiple natural hazards, including floods, severe storms, hurricanes, urban/wildfire, tornado, winter weather, drought, dam failure, water supply/system failures, and earthquake hazards. The Contractor will update the plan with the assistance of the Mitigation Council. The District 6 Regional Hazard Mitigation plan update will include the following: Clarke County, Jasper County, Kemper County, Lauderdale County, Leake County, Neshoba County, Newton County, Scott County, Smith County, and communities

1. PLANNING PROCESS

- A. The Contractor, with assistance of the District 6 Hazard Mitigation Council, will document the hazard mitigation planning update process including, but not limited to:
 - How the plan was prepared and updated
 - How the public was involved, i.e., workshops, community outreach
- B. The Contractor, with the Mitigation Council’s assistance, will perform the following:

- Hold public hearings, meetings, and/or workshops during the plan update time frame. A minimum of four (4) meetings must be conducted. It is preferred that these meetings take place in person.
- Solicit input from citizens and professionals with knowledge of applicable hazards.
- Solicit input regarding the feasibility of potential mitigation measures for each hazard and the prioritization of mitigation projects.
- Review the final draft of the updated plan, goals, and proposed mitigation projects.
- Be involved in implementing the plan, updating the goals, and proposing mitigation projects.

C. The Contractor will organize resources and meeting schedules.

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

2. RISK ASSESSMENT

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

A. Hazard Identification

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

- Flood – These hazards include river flooding, coastal flooding, erosion, dam failures as the result of coastal storms, winter storms and hurricanes, that include, at a minimum, flood hazard areas as defined by FEMA in the Flood Insurance Rate Maps (FIRMs) for the jurisdiction as well as local historical data and using data from the Repetitive Flood Loss Plan to identify and locate repetitive flood loss properties.
- Wind – These hazards are products of hurricanes, coastal storms, winter storms and tornadoes. These hazards are based on information provided by the National Weather Service and/or best available data.
- Fire – These hazards are products of drought, wildfires, etc. These hazards are based on local historical data, the National Weather Service, and/or other applicable plans/sources.

- Geologic – These hazards are products of earthquakes, landslides, and sink holes. These hazards are based on local historical information and/or other applicable plans/sources.
- Other hazards that are not listed above are determined by local history and experience. These hazards may also be considered manmade hazards, i.e., chemical spills and/or fires.

B. Hazard Mapping

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

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

C. Vulnerability Assessment

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

- Types and numbers of buildings, infrastructure, and critical facilities located in the identified hazard areas.

- All existing multiple hazard protection measures within the jurisdiction including protective measures under the National Flood Insurance Program (NFIP).
- A description of each measure, the method of enforcement, and/or the point of contact responsible for implementing each measure.
- Historical performance of each measure and a description of improvements or changes needed.
- General description of land uses and development trends to incorporate future land use decisions.

3. MULTIPLE HAZARD MITIGATION STRATEGY

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

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

A section that identifies and analyzes a comprehensive range of specific mitigation actions and projects being considered to reduce the effects of each hazard with particular emphasis on new and existing buildings and infrastructure. This section will include a list of prioritized hazard mitigation projects that best meet the region's needs for multiple hazard damage reduction.

- These projects may be nonstructural solutions, i.e., planning, regulatory measures, property acquisition, retrofitting, and elevation or they may be structural solutions, i.e., seawalls, dams, and dikes.
 - At a minimum, this list of prioritized projects will be based on a process that results in identification of cost-effective hazard mitigation projects with public input.
- B. An analysis of proposed mitigation projects focused on several key areas including but not limited to economic (including benefits and cost), engineering, technical, legal, environmental, social, and political feasibility. Selected options will best fit the community's needs and meet most or all aspects of the feasibility analysis.
 - C. Coordination with relevant Federal and State agencies for their input and technical assistance.

4. HAZARD MITIGATION PLAN MAINTENANCE PROCESS UPDATES NEEDED

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

5. HAZARD MITIGATION PLAN ADOPTION AND APPROVAL UPDATES NEEDED

- A. Local Jurisdiction Adoption – The District 6 Hazard Mitigation Council and the Contractor will work with local governments for the adoption of the plan update as required by FEMA regulations.
- B. Plan Approval – The adopted plan will be submitted to FEMA on or before the termination date for review and approval.

6. FEMA REVIEW

Once local governments (i.e., towns, cities, boards of supervisors, etc.) and MEMA have reviewed the plan update, it will be sent to FEMA for final review. Once FEMA has reviewed and approved the District 6 Hazard Mitigation Plan, the review will be incorporated into the plan. The Contractor will assist with the adoption and distribution of the District 6 Hazard Mitigation Plan.

7. SUBMIT FINAL UPDATED AND ADOPTED REGIONAL PLAN TO FEMA

Until each local government formally adopts the District 6 Hazard Mitigation Plan, it is not approved. The plan will remain approvable pending adoption.

2.1 Period of Performance

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

Change in Scope of Work

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

3.0 CONSIDERATION AND PAYMENT

3.1 Amount

The total annual compensation under this agreement shall be \$49,126.00 per year, not to exceed this amount. Any increase in compensation must receive prior approval from the Public Procurement Review Board (PPRB) and must be agreed to in writing by both parties before taking effect.

3.2 Invoicing

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

Task Number	Description	Total
1.1	Kickoff Meeting	\$696.00
1.2	4x Public Meetings	\$15,909.00
1.3	Stakeholder Engagement	\$2,878.00
2	Risk Assessment	\$11,229.00
3	Mitigation Strategy	\$3,953.00
4	HMP Maintenance Process	\$176.00
5.1	Draft HMP	\$9,119.00
5.2	Draft Final HMP	\$4,278.00
6	Final HMP	\$888.00

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

3.3 E-Payment

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

3.4 Paymode

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

3.5 Overhead and Expenses

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

3.6 Payments to Authorized Subcontractors

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

3.7 Final Payment

Upon satisfactory completion of the work performed under this contract, as a condition before final payment under this contract, or as a termination settlement under this contract, Contractor shall execute and deliver to the Agency a release of all claims against the State arising under, or by virtue of, the contract, except claims which are specifically exempted by Contractor to be set forth therein. Unless otherwise provided in this contract, by state law, or otherwise expressly agreed to by the parties in this contract, final payment under the contract or settlement upon termination of this contract shall not constitute waiver of the State's claims against Contractor under this contract.

4.0 PERSONNEL

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

4.1 Internal Management

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

4.2 Compliance with Laws

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

4.3 Compliance with Equal Opportunity in Employment Policy

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

4.3 E-Verification

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

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

4.4 Contractor Personnel

MEMA shall, throughout the life of the contract, have the right of reasonable rejection and approval of staff or subcontractors assigned to the work by Contractor. If MEMA reasonably rejects staff or subcontractors, Contractor must provide replacement staff or subcontractors satisfactory to MEMA in a timely manner and at no additional cost to MEMA. The day-to-day supervision and control of Contractor's employees and subcontractors are the sole responsibility of Contractor.

5.0 INSURANCE

Contractor represents that it will maintain workers' compensation insurance in compliance with Mississippi law which shall insure to the benefit of all Contractor's personnel provided hereunder, comprehensive general liability or professional liability insurance with minimum limits of \$1,000,000.00 per occurrence. All general liability, professional liability, and fidelity bond insurance will provide coverage to MEMA as an additional insured. MEMA reserves the right to request from carriers, certificates of insurance regarding the required coverage. Insurance carriers shall be licensed or hold a Certificate of Authority from the Mississippi Department of Insurance.

6.0 TERMS AND CONDITIONS APPLICABLE TO CONTRACTS WITH THE STATE OF MISSISSIPPI

This contract is subject to and incorporates the following terms and conditions governing a contract between MEMA and Contractor for professional services.

6.1 Applicable Law

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

6.2 Approval

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

6.3 Availability of Funds

It is expressly understood and agreed that the obligation of MEMA to proceed under this agreement is conditioned upon the appropriation of funds by the Mississippi State Legislature and the receipt of the appropriated funds. If the funds anticipated for the continuing fulfillment of the agreement are, at any time, not forthcoming or insufficient, regardless of the source of funding, MEMA shall have the right upon ten (10) business

days written notice to Contractor, to terminate this agreement without damage, penalty, cost, or expenses to MEMA of any kind whatsoever. The effective date of termination shall be as specified in the notice of termination.

6.4 Procurement Regulations

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

6.5 Trade Secrets, Commercial, and Financial Information

It is expressly understood that Mississippi law requires that the provisions of this contract which contains the commodities purchased or the personal or professional services provided, the price to be paid, and the term of the contract shall not be deemed to be a trade secret or confidential commercial or financial information and shall be available for examination, copying, or reproduction.

6.6 Stop Work Order

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

6.7 Required Public Records and Transparency

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

6.8 Claims Based on Chief Procurement Officer's Actions or Omissions

(A) Notice of Claim

If any action or omission on the part of the Chief Procurement Officer or designee of such officer requiring performance changes within the scope of the contract constitutes the basis for a claim by Contractor for additional compensation, damages, or an extension of time for completion, Contractor shall continue with performance of the contract in compliance with the directions or orders of such officials, but by so doing, Contractor shall not be deemed to have prejudiced any claim for additional compensation, damages, or an extension of time for completion; provided:

- i.** Contractor shall have given written notice to the Chief Procurement Officer or designee of such officer:
 - (i)** prior to the commencement of the work involved, if at that time Contractor knows of the occurrence of such action or omission.
 - (ii)** within thirty (30) days after Contractor knows of the occurrence of such action or omission, if Contractor did not have such knowledge prior to the commencement of the work; or
 - (iii)** within such further time as may be allowed by the Chief Procurement Officer in writing.

This notice shall state that Contractor regards the act or omission as a reason which may entitle Contractor to additional compensation, damages, or an extension of time. The Chief Procurement Officer or designee of such officer, upon receipt of such notice, may rescind such action, remedy such omission, or take such other steps as may be deemed advisable in the discretion of the Chief Procurement Officer or designee of such officer.

- ii.** the notice required by subparagraph (A) of this paragraph describes, as clearly as practicable at the time, the reasons why Contractor believes that additional compensation, damages, or an extension of time may be remedies to which Contractor is entitled; and,
- iii.** Contractor maintains and, upon request, makes available to the Chief Procurement Officer within a reasonable time, detailed records to the extent practicable, of the claimed additional costs or basis for an extension of time in connection with such changes.

(B) Limitation of Clause

Nothing contained herein shall excuse Contractor from compliance with any rules of law precluding state officers and contractors from acting in collusion or bad faith in

issuing or performing changed orders which are clearly not within the scope of the contract.

6.9 Confidentiality

Notwithstanding any provision to the contrary contained herein, it is recognized that MEMA is a public agency of the State of Mississippi and is subject to the Mississippi Public Records Act (Miss. Code Ann. § 25-61-1 *et. seq.*). If a public records request is made for any information provided to MEMA pursuant to the agreement and designated by Contractor in writing as trade secrets or other proprietary confidential information, MEMA shall follow the provisions of the Mississippi Code Annotated § 25-61-9 and 79-23-1 before disclosing such information. MEMA shall not be liable to Contractor for disclosure of information required by court order or required by law.

6.10 Independent Contractor Status

Contractor shall, at all times, be regarded as and shall be legally considered an independent contractor and shall at no time act as an agent for MEMA. Nothing contained herein shall be deemed or construed by MEMA, Contractor, or any third party as creating the relationship of principal and agent, master and servant, partners, joint ventures, employer, and employee, or any similar such relationship between MEMA and Contractor. Neither the method of computation of fees nor other charges, nor any other provision contained herein, nor any acts of MEMA or Contractor hereunder creates or shall be deemed to create a relationship other than the independent relationship of MEMA and Contractor. Contractor's personnel shall not be deemed in any way, directly or indirectly, expressly or by implication, to be employees of MEMA. Neither Contractor nor its employees shall, under any circumstances, be considered servants, agents, or employees of MEMA, and MEMA shall be at no time legally responsible for any negligence or other wrongdoing by Contractor, its servants, agents, or employees. MEMA shall not withhold from the contract payments to Contractor any federal or state unemployment taxes, federal or state income taxes, social security tax, or any other amounts for benefits to Contractor. Further, MEMA shall not provide to Contractor any insurance coverage or other benefits, including workers' compensation, normally provided by MEMA for its employees.

6.11 Oral Statements

No oral statement of any person shall modify or otherwise affect the terms, conditions, or specifications stated in this contract. All modifications to the contract must be made in writing by MEMA and agreed to by Contractor.

6.12 Ownership of Documents and Work Papers

MEMA shall own all documents, files, reports, work papers, and working documentation, electronic or otherwise, created in connection with the project which is the subject of this agreement, except for Contractor's internal administrative and quality assurance files and internal project correspondence. Contractor shall deliver such documents and work papers

to MEMA upon termination or completion of the agreement. The foregoing notwithstanding, Contractor shall be entitled to retain a set of such work papers for its files. Contractor shall be entitled to use such work papers only after receiving written permission from MEMA and subject to any copyright protections.

6.13 Record Retention and Access to Records

Provided Contractor is given reasonable advance written notice and such inspection is made during normal business hours of Contractor, the State, or any duly authorized representatives shall have unimpeded, prompt access to any of Contractor's books, documents, papers, and/or records which are maintained or produced as a result of the project for the purpose of making audits, examinations, excerpts, and transcriptions. All records related to this agreement shall be retained by Contractor for three (3) years after final payment is made under this agreement and all pending matters are closed. However, if any audit, litigation, or other action arising out of or related in any way to this project is commenced before the end of the three (3) year period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the three (3) year period, whichever is later.

6.14 Right to Audit

Contractor shall maintain such financial records and other records as may be prescribed by MEMA or by applicable federal and state laws, rules, and regulations. Contractor shall retain these records for a period of three (3) years after final payment or until they are audited by MEMA, whichever event occurs first. These records shall be made available during the term of the contract and the subsequent three (3) year period for examination, transcription, and audit by the Mississippi State Auditor's Office, its designees or other authorized bodies.

6.15 Right to Inspect Facility

The State may, at reasonable times, inspect the place of business of a contractor or any subcontractor who is related to the performance of any contract awarded by the State.

6.16 Quality Control

Contractor shall institute and maintain throughout the contract period a properly documented quality control program designed to ensure that the services are provided at all times and in all respects in accordance with the contract. The program shall include providing daily supervision and conducting frequent inspections of Contractor's staff and ensuring that accurate records are maintained describing the disposition of all complaints. The records so created shall be open to inspection by MEMA.

7.0 CONTRACTOR ASSURANCES

To contract with the State of Mississippi providing professional services, Contractor makes the following assurances to MEMA.

7.1 Anti-Assignment/Subcontracting

Contractor acknowledges that it was selected by the State to perform the services required hereunder based, in part, upon Contractor's special skills and expertise. Contractor shall not assign, subcontract, or otherwise transfer this agreement, in whole or in part, without the prior written consent of the State, which the State may, in its sole discretion, approve or deny without reason. Any attempted assignment or transfer of its obligations without such consent shall be null and void. No such approval by the State of any subcontract shall be deemed in any way to provide for the incurrence of any obligation of the State in addition to the total fixed price agreed upon in this agreement. Subcontracts shall be subject to the terms and conditions of this agreement and to any conditions of approval that the State may deem necessary. Subject to the foregoing, this agreement shall be binding upon the respective successors and assigns of the parties. Contractor and its successors, transferees, assignees, and subcontractors acknowledge and agree to comply with applicable provisions governing the Department of Homeland Security and FEMA access to records, accounts, documents, information, facilities, and staff.

7.2 Attorney's Fees and Expenses

Subject to other terms and conditions of this agreement, in the event Contractor defaults in any obligations under this agreement, Contractor shall pay to the State all costs and expenses (including, without limitation, investigative fees, court costs, and attorney's fees) incurred by the State in enforcing this agreement or otherwise reasonably related thereto. Contractor agrees that under no circumstances shall the customer be obligated to pay any attorney's fees or costs of legal action to Contractor.

7.3 Authority to Contract

Contractor warrants: (a) that it is a validly organized business with valid authority to enter into this agreement, (b) that it is qualified to do business and in good standing in the State of Mississippi, (c) that entry into and performance under this agreement is not restricted or prohibited by any loan, security, financing, contractual, or other agreement of any kind, (d) notwithstanding any other provision of this agreement to the contrary, that there are no existing legal proceedings or prospective legal proceedings, either voluntary or otherwise, which may adversely affect its ability to perform its obligations under this agreement, (e) that Contractor is not banned from contracting with MEMA, and (f) that Contractor is at least eighteen (18) years old.

7.4 Representation Regarding Contingent Fees

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

7.5 Representation Regarding Gratuities

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

7.6 Debarment and Suspension

Contractor certifies, to the best of its knowledge and belief, that it:

- (A) is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transaction by any federal department or agency or any political subdivision or agency of the State of Mississippi.
- (B) has not, within a three (3) year period preceding this proposal, been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction.
- (C) has not, within a three (3) year period preceding this proposal, been convicted of or had a civil judgment rendered against it for a violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false statements, or receiving stolen property.
- (D) is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of these offenses enumerated in paragraphs (B) and (C) of this certification; and,
- (E) has not, within a three (3) year period preceding this proposal, had one or more public transactions (federal, state, or local) terminated for cause or default.

7.7 Disclosure of Confidential Information

In the event that either party to this agreement receives notice that a third-party requests divulgence of confidential or otherwise protected information and/or has served upon it a subpoena or other validly issued administrative or judicial process ordering the divulgence of confidential or otherwise protected information, that party shall promptly inform the other party and thereafter respond in conformity with such subpoena to the extent mandated by law. This section shall survive the termination or completion of this agreement. The parties agree that this section is subject to and superseded by Mississippi Code Annotated. § 25-61-1 *et. seq.*

7.8 Exceptions to Confidential Information

Contractor and the State shall not be obligated to treat as confidential and proprietary any information disclosed by the other party (“disclosing party”) which:

- (A) is rightfully known to the recipient prior to negotiations leading to this agreement, other than information obtained in confidence under prior engagements;
- (B) is generally known or easily ascertainable by nonparties of ordinary skill in the business of the customer;
- (C) is released by the disclosing party to any other person, firm, or entity (including governmental agencies or bureaus) without restriction;
- (D) is independently developed by the recipient without any reliance on confidential information;
- (E) is or later becomes part of the public domain or may be lawfully obtained by the State or Contractor from any nonparty; or,
- (F) is disclosed with the disclosing party’s prior written consent.

7.9 Information Designated by Contractor as Confidential

Any disclosure of those materials, documents, data, and other information which Contractor has designated in writing as proprietary and confidential shall be subject to the provisions of Mississippi Code Annotated §§ 25-61-9 and 79-23-1. As provided in the contract, the personal or professional services to be provided, the price to be paid, and the term of the contract shall not be deemed to be a trade secret or confidential commercial or financial information.

Any liability resulting from the wrongful disclosure of confidential information on the part of Contractor or its subcontractor shall rest with Contractor. Disclosure of any confidential information by Contractor or its subcontractor without the express written approval of MEMA shall result in the immediate termination of this agreement.

7.10 Non-Solicitation of Employees

Each party to this agreement agrees not to employ or to solicit for employment, directly or indirectly, any persons in the full-time or part-time employment of the other party until at least six (6) months after this agreement terminates unless mutually agreed to in writing by the State and Contractor.

7.11 Antitrust

By entering into a contract, Contractor conveys, sells, assigns, and transfers to MEMA all rights, titles, and interests it may now have, or hereafter acquire, under the antitrust laws of the United States and the State that relate to the particular goods or services purchased or acquired by MEMA under said contract.

7.12 Patents and Royalties

Contractor covenants to save, defend, keep harmless, and indemnify MEMA and all of its officers, departments, agencies, agents, and employees from and against all claims, loss, damage, injury, fines, penalties, and cost--including court costs and attorney's fees, charges, liability, and exposure, however caused--for or on account of any copyright or patented or unpatented invention, process, or article manufactured or used in the performance of the contract, including its use by MEMA. If Contractor uses any design, device, or material covered by patent or copyright, it is mutually agreed and understood without exception that the contract price includes all royalties or costs arising from the use of such design, device, or materials in any way in the work.

8.0 CONTRACT TERMINATION AND PARTY DISPUTES

8.1 Termination

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

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

Personal Service Contract Review Rules and Regulations. Any termination wrongly labelled termination for default shall be deemed a termination for convenience.

8.2 Contractor's Duties

Notwithstanding termination of the contract and subject to any directions from the Chief Procurement Officer, Contractor shall take timely, reasonable, and necessary action to protect and preserve property in the possession of Contractor in which the State has an interest.

(A) Compensation

Payment for completed services delivered and accepted by the State shall be at the contract price. The State may withhold from amounts due Contractor such sums as the agency head or designee deems to be necessary to protect the State against loss because of outstanding liens or claims of former lien holders and to reimburse the State for the excess costs incurred in procuring similar goods and services.

(B) Excuse for Nonperformance or Delayed Performance

Except with respect to defaults of subcontractors, Contractor shall not be in default by reason of any failure in performance of this contract in accordance with its terms (including any failure by Contractor to make progress in the prosecution of the work hereunder which endangers such performance) if Contractor has notified the agency head or designee within fifteen (15) days after the cause of the delay and the failure arises out of causes such as: acts of God, acts of the public enemy, acts of the State and any other governmental entity in its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes or other labor disputes, freight embargoes, or unusually severe weather. If the failure to perform is caused by the failure of a subcontractor to perform or to make progress, and if such failure arises out of causes similar to those set forth above, Contractor shall not be deemed to be in default, unless the services to be furnished by the subcontractor were reasonably obtainable from other sources in sufficient time to permit Contractor to meet the contract requirements. Upon request of Contractor, the agency head or designee shall ascertain the facts and extent of such failure, and, if such officer determines that any failure to perform was occasioned by any one or more of the excusable causes, and that, but for the excusable cause, Contractor's progress and performance would have met the terms of the contract, the delivery schedule shall be revised accordingly, subject to the rights of the State under the clause entitled in fixed-price contracts, "Termination for Convenience". (As used in this paragraph of this clause, the term "Subcontractor" means subcontractor at any tier.)

(C) Liquidated Damages

When Contractor is given notice of delay or nonperformance as specified in Paragraph 8.2(A) and fails to cure in the time specified, Contractor shall be liable for damages for

the delay in the amount of \$100 per calendar day from the date set for cure until either MEMA reasonably obtains similar services if Contractor is terminated for default, or until Contractor provides the services if Contractor is not terminated for default. To the extent that Contractor's delay or nonperformance is excused under Paragraph 8.2(B), liquidated damages shall not be due to MEMA. Contractor remains liable for damages caused other than by delay.

(D) Erroneous Termination for Default

If, after notice of termination of Contractor's right to proceed under the provisions of this clause, it is determined for any reason that Contractor was not in default under the provisions of this clause, or that the delay was excusable under the provisions of paragraph (B) (Excuse for Nonperformance or Delayed Performance) of this clause, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to a termination for convenience.

(E) Additional Rights and Remedies

The rights and remedies provided in this clause are in addition to any other rights and remedies provided by law or under this contract.

8.3 Termination Upon Bankruptcy

This contract may be terminated in whole or in part by MEMA upon written notice to Contractor, if Contractor should become the subject of bankruptcy or receivership proceedings, whether voluntary or involuntary, or upon the execution by Contractor of an assignment for the benefit of its creditors. In the event of such termination, Contractor shall be entitled to recover just and equitable compensation for satisfactory work performed under this contract, but in no case shall said compensation exceed the total contract price.

8.4 Unsatisfactory Work

If, at any time during the contract term, the service performed or work done by Contractor is considered by MEMA to create a condition that threatens the health, safety, or welfare of the citizens and/or employees of the State of Mississippi, Contractor shall, on being notified by MEMA, immediately correct such deficient service or work. In the event Contractor fails, after notice, to correct the deficient service or work immediately, MEMA shall have the right to order the correction of the deficiency by separate contract or with its own resources at the expense of Contractor.

8.5 Failure to Deliver

In the event of failure of Contractor to deliver services in accordance with the contract terms and conditions, MEMA, after due oral or written notice, and ten (10) days opportunity to cure, may procure the services from other sources and hold Contractor

responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies that MEMA may have.

8.6 Failure to Enforce

Failure by MEMA at any time to enforce the provisions of the contract shall not be construed as a waiver of any such provisions. Such failure to enforce shall not affect the validity of the contract or any part thereof or the right of MEMA to enforce any provision at any time in accordance with its terms.

8.7 Force Majeure

Each party shall be excused from performance for any period and to the extent that it is prevented from performing any obligation or service, in whole or in part, as a result of causes beyond reasonable control and without the fault or negligence of such party and/or its subcontractors. Such acts shall include, without limitation, acts of God, strikes, lockouts, riots, acts of war, epidemics, governmental regulations superimposed after the fact, fire, earthquakes, floods, or other natural disasters ("force majeure events"). When such a cause arises, Contractor shall notify the State immediately in writing of the cause of its inability to perform, how it affects its performance, and the anticipated duration of the inability to perform. Delays in delivery or in meeting completion dates due to force majeure events shall automatically extend such dates for a period equal to the duration of the delay caused by such events unless the State determines it to be in its best interest to terminate the agreement.

8.8 Indemnification

To the fullest extent allowed by law, Contractor shall indemnify, defend, save and hold harmless, protect, and exonerate MEMA, its commissioners, board members, officers, employees, agents and representatives, and the State of Mississippi from and against all claims, demands, liabilities, suits, actions, damages, losses, and costs of every kind and nature whatsoever, including, without limitation, court costs, investigative fees and expenses and attorney's fees, arising out of or caused by Contractor and/or its partners, principals, agents, employees and/or subcontractors in the performance of or failure to perform this agreement. In the State's sole discretion, upon the approval of the Office of the Mississippi Attorney General, Contractor may be allowed to control the defense of any such claim, suit, etc. In the event Contractor defends said claim, suit, etc., Contractor shall use legal counsel acceptable to the Office of the Mississippi Attorney General. Contractor shall be solely responsible for all costs and/or expenses associated with such defense, and the State shall be entitled to participate in said defense. Contractor shall not settle any claim, suit, etc., without the concurrence of the Office of the Mississippi Attorney General concurrence, which shall not be unreasonably withheld.

8.9 Infringement Indemnification

Contractor warrants that the materials and deliverables provided to the customer under this agreement and their use by the customer, will not infringe or constitute an infringement of any copyright, patent, trademark, or other proprietary right. Should any such items become the subject of an infringement claim or suit, Contractor shall defend the infringement action and/or obtain for the customer the right to continue using such items. Should Contractor fail to obtain for the customer the right to use such items, Contractor shall suitably modify them to make them non-infringing or substitute equivalent software or other items at Contractor's expense. In the event the above remedial measures cannot possibly be accomplished, and only in that event, Contractor may require the customer to discontinue using such items, in which case Contractor will refund to the customer the fees previously paid by the customer for the items the customer may no longer use, and shall compensate the customer for the lost value of the infringing part to the phase in which it was used, up to and including the contract price for said phase. Said refund shall be paid within ten (10) working days of notice to the customer to discontinue said use.

Scope of Indemnification: Provided that the State promptly notifies Contractor in writing of any alleged infringement claim of which it has knowledge, Contractor shall defend, at its own expense, the State against, and pay all costs, damages, and attorney fees that a court finally awards for infringement based on the programs and deliverables provided under this agreement.

In MEMA's sole discretion, upon approval of the Office of the Mississippi Attorney General and MEMA, Contractor may be allowed to control the defense of any such claim, suit, etc. In the event Contractor defends said claim, suit, etc., Contractor shall use legal counsel acceptable to the Office of the Mississippi Attorney General and MEMA. Contractor shall be solely responsible for all costs and/or expenses associated with such defense, and the MEMA shall be entitled to participate in said defense. Contractor shall not settle any claim, suit, etc. without the concurrence of the Office of the Mississippi Attorney General and MEMA, which shall not be unreasonably withheld.

8.10 Integrated Agreement/Merger

This agreement, including all contract documents, represents the entire and integrated agreement between the parties hereto and supersedes all prior negotiations, representations, or agreements, irrespective of whether written or oral. This agreement may be altered, amended, or modified only by a written document executed by the State and Contractor. Contractor acknowledges that it has thoroughly read all contract documents and has had the opportunity to receive competent advice and counsel necessary for it to form a full and complete understanding of all rights and obligations herein. Accordingly, this agreement shall not be construed or interpreted in favor of or against the State or Contractor on the basis of draftsmanship or preparation hereof.

8.11 Modification or Renegotiation

This agreement may be modified only by written agreement signed by the parties hereto and approval by the Public Procurement Review Board, if required. The parties agree to renegotiate the agreement if federal and/or state revision of any applicable laws or regulations make changes in this agreement necessary.

8.12 No Limitation of Liability

Nothing in this agreement shall be interpreted as excluding or limiting any liability of the Contractor for harm arising out of the Contractor's or its subcontractors' performance under this agreement.

8.13 Notices

All notices required or permitted to be given under this agreement must be in writing and personally delivered or sent by certified United States mail, postage prepaid, return receipt requested, to the party to whom the notice should be given at the address set forth below. Notice shall be deemed given when actually received or when refused. The parties agree to promptly notify each other in writing of any change of address.

For the contractor: Chet Dodrill, Vice President, Contract Administration
701 Cedar Lake Boulevard, Suite 320
Oklahoma City, OK 73114

For the agency: Morgan Middleton, General Counsel
Mississippi Emergency Management Agency
#1 MEMA Drive
Pearl, MS 39208

8.14 Priority

The contract consists of this agreement, the Invitation for Bids RFx 3160008070 and the response submission by Contractor. Any ambiguities, conflicts, or questions of interpretation of this contract shall be resolved by first, reference to this agreement and, if still unresolved, by reference to the proposal. Omission of any term or obligation from this agreement shall not be deemed an omission from this contract if such term or obligation is provided for elsewhere in this contract. If there is a conflict between this agreement and the proposal, this agreement is controlling.

8.15 Severability

If any part of this agreement is declared to be invalid or unenforceable, such invalidity or unenforceability shall not affect any other provision of the agreement that can be given effect without the invalid or unenforceable provision, and to this end, the provisions hereof

are severable. In such event, the parties shall amend the agreement as necessary to reflect the original intent of the parties and to bring any invalid or unenforceable provisions in compliance with applicable law.

8.16 Third-Party Notification

Contractor shall give MEMA prompt notice in writing of any action or suit filed and prompt notice of any claim made against Contractor by any entity that may result in litigation related in any way to this agreement.

8.17 Waiver

No delay or omission by either party to this agreement in exercising any right, power, or remedy hereunder or otherwise afforded by contract, at law, or in equity shall constitute an acquiescence therein, impair any other right, power, or remedy hereunder or otherwise afforded by any means, or operate as a waiver of such right, power, or remedy. No waiver by either party to this agreement shall be valid unless set forth in writing by the party making said waiver. No waiver of or modification to any term or condition of this agreement will void, waive, or change any other term or condition. No waiver by one party to this agreement of a default by the other party will imply, be construed as, or require waiver of future or other defaults.

8.18 Sovereign Immunity

By entering into this agreement with Contractor, MEMA does in no way waive its sovereign immunities or defenses as provided by law.

8.19 Recovery of Money

Whenever, under the contract, any sum of money shall be recoverable from or payable by Contractor to MEMA, the same amount may be deducted from any sum due to Contractor under the contract or under any other contract between Contractor and MEMA. The rights of MEMA are in addition and without prejudice to any other right the Agency may have to claim the amount of any loss or damage suffered by MEMA on account of the acts or omissions of Contractor.

8.20 Property Rights

Property rights do not inure to Contractor until such time as services have been provided under a legally executed contract. Contractor has no legitimate claim of entitlement to the provision of work hereunder and acknowledges that MEMA may terminate this contract at any time for its own convenience.

9.0 APPLICABLE FEDERAL PROCUREMENT CLAUSES AS THIS CONTRACT MAY BE FUNDED BY FEDERAL FUNDS

9.1 Byrd Anti-Lobbying Amendment

Contractors shall file the required certification within Appendix A of this contract through which it certifies that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Contractor and all authorized subcontractors shall also disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency (MEMA).

9.2 Clean Air and Water Acts Compliance

- (1) Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et. seq. and the Federal Water Pollution Control Act, as amended, 33 U.S.C. § 1251 et. seq.
- (2) Contractor agrees to report each violation to MEMA and understands and agrees that MEMA will, in turn, report each violation as required to assure notification to the State of Mississippi, the applicable federal agency, and the appropriate Environmental Protection Agency Regional Office as applicable to this contract.
- (3) Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with federal assistance if applicable.

9.3 Procurement of Recovered Materials

- (1) In the performance of this contract, Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:
 - i. competitively within a timeframe providing for compliance with the contract performance schedule;
 - ii. meeting contract performance requirement; or,
 - iii. at a reasonable price.
- (2) Information about this requirement, along with the list of EPA-designate items, is available at EPA's Comprehensive Procurement Guidelines website, <http://www.epa.gov/smm/comprehensiveprocurement-guideline-cpg-program>.
- (3) Contractor also agrees to comply with all other applicable requirements for Section 6002 of the Solid Waste Disposal Act.

9.4 Debarment and Suspension

- (1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. Pt. 3000. As such Contractor is required to verify that none of Contractor, its principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
- (2) Contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower-tier-covered transaction it enters into.
- (3) This certification is a material representation of fact relied upon by MEMA. If it is later determined that Contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to MEMA, the federal government may pursue available remedies, including by not limited to, suspension and/or debarment.
- (4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower-tier-covered transactions.

9.5 No Obligation by Federal Government

The federal government is not a party to this contract and is not subject to any obligations or liabilities to the non-federal entity, Contractor, or any other party pertaining to any matter resulting from the contract.

9.6 Program Fraud and False or Fraudulent Statements or Related Acts

Contractor acknowledges that 31 U.S.C Chap. 38 (Administrative Remedies for False Claims and Statements) applies to Contractor's actions pertaining to the contract.

9.7 Socioeconomic Affirmative Steps

If subcontracts are to be let, the prime contractor is required to take all necessary steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure that small and minority businesses, women's business enterprises, veteran-owned businesses, and labor surplus area firms are used when possible.

9.8 Compliance with the Copeland Anti-Kickback Act

- a. **Contractor.** Contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.
- b. **Subcontracts.** Contractor or Subcontractor shall insert in any subcontracts the clause above and such other clauses as FEMA may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.
- c. **Breach.** A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12.

10.0 APPLICABLE FEDERAL PROCUREMENT CLAUSES IF THIS CONTRACT IS ELIGIBLE FOR REIMBURSEMENT SPECIFICALLY WITH FEMA FUNDING

10.1 Access to and Retention of Records

- 1) Contractor agrees to provide MEMA, the subgrantees (counties and communities), FEMA, the Comptroller General of the United States, and any of their duly authorized representatives access to any books, documents, papers, and records of Contractor, which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- 2) Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- 3) Contractor agrees to provide the FEMA Administrator or his/her authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
- 4) In compliance with the Disaster Recovery Act of 2018, MEMA and Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.
- 5) Contractor agrees to retain all records associated with this contract for three (3) years after MEMA or the subgrantees (counties and communities) make final payment and all other pending matters are closed.

10.2 DHS Seal, Logo, and Flags

Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval.

10.3 Compliance with Federal Law, Regulations, and Executive Orders

This is an acknowledgment that should FEMA financial assistance be used to fund all or a portion of the contract. Contractor will comply with all applicable federal laws, regulations, executive orders, FEMA policies, procedures, and directives.

This contract for District 6 Hazard Mitigation Plan represents the entire contract. It constitutes the final expression of the parties' agreement and is a complete and exclusive statement of the terms of that agreement.

STEPHEN C. McCRAVEY, EXECUTIVE DIRECTOR DATE
MS EMERGENCY MANAGEMENT AGENCY

CHET DODRILL DATE
VICE-PRESIDENT, CONTRACT ADMINISTRATION
CHLOETA HOLDINGS LLC

APPENDIX A
44 C.F.R. PART 18- CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal Loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for such failure.

Contractor, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, Contractor understands and agrees that the provisions of 31 U.S.C Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Contractor's Authorized Official's Signature

Date

NOTICE OF INTENT TO AWARD

August 14, 2026

**District 6 Hazard Mitigation Plans Update
Invitation for Bids
RFx# 3160008070**

The Office of Statewide Strategic Sourcing (OSSS) issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA) for the purpose of soliciting sealed bids from qualified providers for the district 6 hazard mitigation plan update. A bid opening was held on Tuesday, July 21, 2026. MEMA received bids from six (6) vendors. All six (6) bids were evaluated in accordance with the criteria set forth in the IFB. As a result, three (3) vendors were deemed responsive and responsible, and three (3) vendors were deemed nonresponsive.

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

Rank	Bidder	Price
1	Chloeta	\$49,126.00
2	Witt O'Brien's LLC	\$51,018.00
3	Michael Baker International	\$225,000.00
Bids Deemed Non-Responsive/Rejected		
4	The Resiliency Initiative	\$38,051.00
5	DragonLady Defense, LLC	\$59,500.00
6	Apex Resilience Group, LLC	\$250,000.00

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

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

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

Notice of Cancellation

None at this time.

Notice of Award

None at this time.

Notice of Intent

- [RFx 3160008070 - Notice of Intent to Award District 6 Mitigation](#)

Agency Procurement File

- [RFx 3160008070 - District 6 Procurement File](#)

ADDITIONAL INFORMATION:

All vendors are required to be registered and cleared in both MAGIC and PAYMODE in order to be awarded Purchase Order and payment. Declaration must be completed at the time of proposal.

From: [OSSS](#)
To: "Andrea Davis"; [OSSS](#)
Subject: RE: <EXTERNAL>: SEALED BID – 1:00 PM CST, July 21, 2026 – IFB #3160008070 - The Resiliency Initiative - NOTICE OF REJECTION
Date: Friday, August 14, 2026 2:12:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[Notice of Rejection Resiliency.pdf](#)

Please see the attached Notice of Rejection. Thank you for your interest in doing business with MEMA and the State of Mississippi. Please consider responding to future procurement opportunities.

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Andrea Davis <andrea@theresiliencyinitiative.com>
Sent: Monday, July 20, 2026 1:28 PM
To: OSSS <OSSS@dfa.ms.gov>
Subject: <EXTERNAL>: SEALED BID – 1:00 PM CST, July 21, 2026 – IFB #3160008070 - The Resiliency Initiative

Attention: Ms. April Burns, Bid Coordinator

Please find attached The Resiliency Initiative's Bid Package, Cost Analysis and Breakdown Sheet, and the signed amendment for IFB #: 3160008070.

Have a great rest of your day.

Thanks,

Andrea

Andrea E. Davis, CEM, CBCP (she/her)
President and CEO

The Resiliency Initiative

andrea@theresiliencyinitiative.com

[Website](#) | [LinkedIn](#) | [Instagram](#)

+1-877-TRI-7191



This message may contain confidential information. If you are not the designated recipient, please notify the sender immediately and delete the original and any copies. Any use of the message by you is prohibited.

From: [OSSS](#)
To: ["Alayna Payne"; OSSS](#)
Subject: RE: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070- Apex Resilience Group - NOTICE OF REJECTION
Date: Friday, August 14, 2026 2:12:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[Notice of Rejection Apex.pdf](#)

Please see the attached Notice of Rejection. Thank you for your interest in doing business with MEMA and the State of Mississippi. Please consider responding to future procurement opportunities.

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Alayna Payne <Alayna.Payne@apexresiliencgroup.com>
Sent: Wednesday, July 15, 2026 12:38 PM
To: OSSS <OSSS@dfa.ms.gov>
Subject: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070- Apex Resilience Group
Importance: High

Good afternoon,

Attached please find Apex Resilience Group LLC's proposal for the District 6 Hazard Mitigation Plan.

We appreciate the opportunity to submit our qualifications for this important planning effort. If you have any questions or require any additional information, please do not hesitate to contact us.

Thank you for your time and consideration.

Best Regards,

Alayna

Alayna Payne, MPSA ([Pronounced: uh-lay-nuh pain](#))

Co-Founder | Chief Operations Officer

TIME ZONE: Central Standard Time

MOBILE: 817-343-9476

EMAIL: Alayna.payne@apexresiliencgroup.com

WEB: www.apexresiliencgroup.com [apexresiliencgroup.com]



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From: [OSSS](#)
To: [Bobbie Jackson; OSSS](#)
Subject: RE: <EXTERNAL>: SEALED BID-1:00 PM CDT, July 15, 2026 – IFB #3160008070 - DragonLady Defense - NOTICE OF REJECTION
Date: Friday, August 14, 2026 2:12:00 PM
Attachments: [image001.png](#)
[Notice of Rejection DragonLady.pdf](#)

Please see the attached Notice of Rejection. Thank you for your interest in doing business with MEMA and the State of Mississippi. Please consider responding to future procurement opportunities.

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Bobbie Jackson <bobbie@dragonladydefense.com>
Sent: Wednesday, July 15, 2026 1:02 PM
To: OSSS <OSSS@dfa.ms.gov>
Subject: <EXTERNAL>: SEALED BID-1:00 PM CDT, July 15, 2026 – IFB #3160008070 - DragonLady Defense

Dear Ms. Burns,

Please find attached DragonLady Defense, LLC's sealed bid submission for IFB RFx Number 3160008070, District 6 Hazard Mitigation Plan Update.

The attached bid package includes the required forms, cost proposal, references, technical response, and applicable acknowledgments.

Please confirm receipt of this submission.

Respectfully,

--

Bobbie J Jackson, CEM, CBCP

512.618.2425

bobbie@dragonladydefense.com

dragonladydefense.com [dragonladydefense.com]



From: [OSSS](#)
To: [Goodman-Weinbaum, Halle](#); [OSSS](#)
Cc: [Brown, Linda](#)
Subject: RE: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070 – Witt O'Brien's, LLC - NOTICE OF INTENT TO AWARD
Date: Friday, August 14, 2026 2:40:00 PM
Attachments: [image001.png](#)
[image002.png](#)

MEMA's Notice of Intent to Award for **IFB RFx #3160008070 – District 6 Hazard Mitigation Plans Update** is linked below.

[RFx 3160008070 - Notice of Intent to Award District 6 Mitigation](#)

Any vendor who submitted a response to this solicitation may file a written Request for Reconsideration in accordance with OPSCR Rule 5.6.3 within three (3) business days of this notice.

The complete procurement file for IFB RFx #3160008070 is available on MEMA's website at the link provided below.

[Procurement | Mississippi Emergency Management Agency](#)

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

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Goodman-Weinbaum, Halle <hgoodmanweinbaum@wittobriens.com>
Sent: Friday, July 17, 2026 10:47 AM
To: OSSS <OSSS@dfa.ms.gov>
Cc: Brown, Linda <librown@wittobriens.com>
Subject: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070 – Witt O'Brien's, LLC

Good afternoon,

Witt O'Brien's is pleased to submit our proposal in response to the IFB for District 6 Hazard Mitigation Plan (IFB RFx Number: 3160008070). Please respond to this email with acknowledgement of receipt of our proposal. We look forward to the opportunity to work with the Mississippi Emergency Management

Agency on this project.

Submitted to:

April Burns
Bid Coordinator
(601) 359-5286
Ossts@dfa.ms.gov

Prime Vendor:

Witt O'Brien's, LLC
818 Town & Country Blvd.
Suite 200, Houston, TX 77024
(281) 320-9796 | www.wittobriens.com [[wittobriens.com](http://www.wittobriens.com)]

Contact for Proposal Correspondence:

If you have any questions about our proposal, please contact our proposed Project Executive—Erin Buchanan, CFM—at (615) 972-1414 or ebuchanan@wittobriens.com [wittobriens.sharepoint.com] with a copy to contractrequests@wittobriens.com.

Submittal Deadline:

July 21, 2026

Regards,

WITT O'BRIEN'S
PART OF THE AMBIPAR GROUP

Halle Goodman-Weinbaum
Proposal Coordinator- Proposals
wittobriens.com
[wittobriens.com] | ambipar.com
[ambipar.com]

[Witt O'Brien's is now part of the Ambipar group](http://ambipar.com) [ambipar.com]

From: [OSSS](#)
To: ["Allen, Emily"; OSSS](#)
Cc: [May, Jeff](#)
Subject: RE: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 21, 2026 – IFB #3160008070 Michael Baker International - NOTICE OF INTENT TO AWARD
Date: Friday, August 14, 2026 2:41:00 PM
Attachments: [image002.png](#)
[image003.png](#)

MEMA's Notice of Intent to Award for **IFB RFx #3160008070 – District 6 Hazard Mitigation Plans Update** is linked below.

[RFx 3160008070 - Notice of Intent to Award District 6 Mitigation](#)

Any vendor who submitted a response to this solicitation may file a written Request for Reconsideration in accordance with OPSCR Rule 5.6.3 within three (3) business days of this notice.

The complete procurement file for IFB RFx #3160008070 is available on MEMA's website at the link provided below.

[Procurement | Mississippi Emergency Management Agency](#)

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

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Allen, Emily <Emily.Allen@mbakerintl.com>
Sent: Monday, July 20, 2026 2:28 PM
To: OSSS <OSSS@dfa.ms.gov>
Cc: May, Jeff <JMay@mbakerintl.com>
Subject: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 21, 2026 – IFB #3160008070 Michael Baker International

Good afternoon-

Please find the sealed bid for IFB #3160008070 on behalf of Michael Baker International. Please reach out with any questions.

Thank you for your consideration.

Emily Szeszycki Allen, CFM | Resilience Programs Team Lead

[M] 985-438-2604

Emily.Allen@mbakerintl.com | www.mbakerial.com [mbakerintl.com]

Michael Baker
INTERNATIONAL

We Make a Difference

From: [OSSS](#)
To: [OSSS; "Andrea Davis"](#)
Subject: RE: <EXTERNAL>: SEALED BID – 1:00 PM CST, July 21, 2026 – IFB #3160008070 - The Resiliency Initiative - NOTICE OF INTENT TO AWARD
Date: Friday, August 14, 2026 2:41:00 PM
Attachments: [image001.png](#)
[image002.png](#)

MEMA's Notice of Intent to Award for **IFB RFX #3160008070 – District 6 Hazard Mitigation Plans Update** is linked below.

[RFX 3160008070 - Notice of Intent to Award District 6 Mitigation](#)

Any vendor who submitted a response to this solicitation may file a written Request for Reconsideration in accordance with OPSCR Rule 5.6.3 within three (3) business days of this notice.

The complete procurement file for IFB RFX #3160008070 is available on MEMA's website at the link provided below.

[Procurement | Mississippi Emergency Management Agency](#)

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

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: OSSS
Sent: Friday, August 14, 2026 2:12 PM
To: 'Andrea Davis' <andrea@theresiliencyinitiative.com>; OSSS <OSSS@dfa.ms.gov>
Subject: RE: <EXTERNAL>: SEALED BID – 1:00 PM CST, July 21, 2026 – IFB #3160008070 - The Resiliency Initiative - NOTICE OF REJECTION

Please see the attached Notice of Rejection. Thank you for your interest in doing business with MEMA and the State of Mississippi. Please consider responding to future procurement opportunities.

Thank you,

April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)



501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Andrea Davis <andrea@theresiliencyinitiative.com>
Sent: Monday, July 20, 2026 1:28 PM
To: OSSS <OSSS@dfa.ms.gov>
Subject: <EXTERNAL>: SEALED BID – 1:00 PM CST, July 21, 2026 – IFB #3160008070 - The Resiliency Initiative

Attention: Ms. April Burns, Bid Coordinator

Please find attached The Resiliency Initiative's Bid Package, Cost Analysis and Breakdown Sheet, and the signed amendment for IFB #: 3160008070.

Have a great rest of your day.

Thanks,

Andrea

Andrea E. Davis, CEM, CBCP (she/her)

President and CEO

The Resiliency Initiative

andrea@theresiliencyinitiative.com

[Website](#) | [LinkedIn](#) | [Instagram](#)

+1-877-TRI-7191



This message may contain confidential information. If you are not the designated recipient, please notify the sender immediately and delete the original and any copies. Any use of the message by you is prohibited.

From: [OSSS](#)
To: [OSSS](#); [Alayna Payne](#)
Subject: RE: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070- Apex Resilience Group - NOTICE OF INTENT TO AWARD
Date: Friday, August 14, 2026 2:42:00 PM
Attachments: [image001.png](#)
[image002.png](#)

MEMA's Notice of Intent to Award for **IFB RFx #3160008070 – District 6 Hazard Mitigation Plans Update** is linked below.

[RFx 3160008070 - Notice of Intent to Award District 6 Mitigation](#)

Any vendor who submitted a response to this solicitation may file a written Request for Reconsideration in accordance with OPSCR Rule 5.6.3 within three (3) business days of this notice.

The complete procurement file for IFB RFx #3160008070 is available on MEMA's website at the link provided below.

[Procurement | Mississippi Emergency Management Agency](#)

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

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: OSSS
Sent: Friday, August 14, 2026 2:12 PM
To: 'Alayna Payne' <Alayna.Payne@apexresiliencgroup.com>; OSSS <OSSS@dfa.ms.gov>
Subject: RE: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070- Apex Resilience Group - NOTICE OF REJECTION

Please see the attached Notice of Rejection. Thank you for your interest in doing business with MEMA and the State of Mississippi. Please consider responding to future procurement opportunities.

Thank you,

April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)



501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Alayna Payne <Alayna.Payne@apexresiliencgroup.com>

Sent: Wednesday, July 15, 2026 12:38 PM

To: OSSS <OSSS@dfa.ms.gov>

Subject: <EXTERNAL>: SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070- Apex Resilience Group

Importance: High

Good afternoon,

Attached please find Apex Resilience Group LLC's proposal for the District 6 Hazard Mitigation Plan.

We appreciate the opportunity to submit our qualifications for this important planning effort. If you have any questions or require any additional information, please do not hesitate to contact us.

Thank you for your time and consideration.

Best Regards,

Alayna

Alayna Payne, MPSA (*Pronounced: uh-lay-nuh pain*)

Co-Founder | Chief Operations Officer

TIME ZONE: Central Standard Time

MOBILE: 817-343-9476

EMAIL: Alayna.payne@apexresiliencgroup.com

WEB: www.apexresiliencgroup.com [[apexresiliencgroup.com](http://www.apexresiliencgroup.com)]



This message, including any attachments, may include privileged, confidential and/or inside information. Any distribution or use of this communication by anyone other than the intended recipient is strictly prohibited and may be unlawful. If you are not the intended recipient, please notify the sender by replying to this message and then delete it from your system.

From: [OSSS](#)
To: [OSSS; Bobbie Jackson](#)
Subject: RE: <EXTERNAL>: SEALED BID-1:00 PM CDT, July 15, 2026 – IFB #3160008070 - DragonLady Defense - NOTICE OF INTENT TO AWARD
Date: Friday, August 14, 2026 2:42:00 PM
Attachments: [image001.png](#)

MEMA's Notice of Intent to Award for **IFB RFx #3160008070 – District 6 Hazard Mitigation Plans Update** is linked below.

[RFx 3160008070 - Notice of Intent to Award District 6 Mitigation](#)

Any vendor who submitted a response to this solicitation may file a written Request for Reconsideration in accordance with OPSCR Rule 5.6.3 within three (3) business days of this notice.

The complete procurement file for IFB RFx #3160008070 is available on MEMA's website at the link provided below.

[Procurement | Mississippi Emergency Management Agency](#)

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

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)
601-359-5198
april.burns@dfa.ms.gov

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: OSSS
Sent: Friday, August 14, 2026 2:12 PM
To: Bobbie Jackson <bobbie@dragonladydefense.com>; OSSS <OSSS@dfa.ms.gov>
Subject: RE: <EXTERNAL>: SEALED BID-1:00 PM CDT, July 15, 2026 – IFB #3160008070 - DragonLady Defense - NOTICE OF REJECTION

Please see the attached Notice of Rejection. Thank you for your interest in doing business with MEMA and the State of Mississippi. Please consider responding to future procurement opportunities.

Thank you,

April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)



501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Bobbie Jackson <bobbie@dragonladydefense.com>
Sent: Wednesday, July 15, 2026 1:02 PM
To: OSSS <OSSS@dfa.ms.gov>
Subject: <EXTERNAL>: SEALED BID-1:00 PM CDT, July 15, 2026 – IFB #3160008070 - DragonLady Defense

Dear Ms. Burns,

Please find attached DragonLady Defense, LLC's sealed bid submission for IFB RFx Number 3160008070, District 6 Hazard Mitigation Plan Update.

The attached bid package includes the required forms, cost proposal, references, technical response, and applicable acknowledgments.

Please confirm receipt of this submission.

Respectfully,

--

Bobbie J Jackson, CEM, CBCP

512.618.2425

bobbie@dragonladydefense.com

dragonladydefense.com [dragonladydefense.com]



From: [OSSS](#)
To: ["Emily Cochran"; OSSS](#)
Cc: [Jo Kenhart](#); [Chet Dodrill](#); [Troy German](#); [Heath Tebow](#); [Aspen Spears](#)
Subject: RE: <EXTERNAL>; Re: IFB RFx #3160008070 District 6 Hazard Mitigation Plans Update - NOTICE OF INTENT TO AWARD
Date: Friday, August 14, 2026 2:45:00 PM
Attachments: [image001.png](#)

Congratulations. MEMA's Notice of Intent to Award for **IFB RFx #3160008070 – District 6 Hazard Mitigation Plans Update** is linked below.

[RFx 3160008070 - Notice of Intent to Award District 6 Mitigation](#)

The complete procurement file for IFB RFx #3160008070 is available on MEMA's website at the link provided below.

[Procurement | Mississippi Emergency Management Agency](#)

Contract negotiations have been completed and are subject to approval by the Public Procurement Review Board (PPRB). Upon oral approval by PPRB, MEMA will contact you regarding next steps for contract execution. In the event MEMA is unable to execute the contract, it reserves the right to proceed with the next lowest responsive and responsible bidder.

Pursuant to Section 12.2.4 of IFB RFx #3160008070 – District 6 Hazard Mitigation Plans Update, **please submit your Certificate of Insurance (COI), including the required coverage, within ten (10) days of this NOIA**, if you haven't already done so.

Please ensure all requirements are satisfied to facilitate timely contract execution.

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Emily Cochran <ecochran@chloeta.com>

Sent: Thursday, August 13, 2026 10:28 AM

To: OSSS <OSSS@dfa.ms.gov>

Cc: Jo Kephart <jo.kephart@chloeta.com>; Chet Dodrill <chet.dodrill@chloeta.com>; Troy German <troy.german@chloeta.com>; Heath Tebow <Heath.Tebow@chloeta.com>; Aspen Spears <aspen.spears@chloeta.com>

Subject: <EXTERNAL>: Re: IFB RFx #3160008070 District 6 Hazard Mitigation Plans Update—CONTRACT REVIEW/CONFIRMATION

April,

Thank you very much. Our signatory will be Chet Dodrill, VP of Contract Administration, 877-245-6382, chet.dodrill@chloeta.com.

We look forward to continuing our work with MEMA!

CHLOETA | Work That Matters

Emily Cochran

Vice President, Business Development and Strategy

701 Cedar Lake Blvd, Suite 320
Oklahoma City, OK 73114

P: +1 877 245 6382

E: ecochran@chloeta.com

This email and any attachments to it are intended only for the identified recipients. It may contain proprietary or otherwise legally protected information of Chloeta. Any unauthorized use or disclosure of this communication is strictly prohibited. If you have received this communication in error, please notify the sender and delete or otherwise destroy the email and all attachments immediately.

From: OSSS <OSSS@dfa.ms.gov>

Sent: Wednesday, August 12, 2026 3:48 PM

To: Aspen Spears <aspen.spears@chloeta.com>; OSSS <OSSS@dfa.ms.gov>

Cc: Emily Cochran <ecochran@chloeta.com>; Jo Kephart <jo.kephart@chloeta.com>

Subject: IFB RFx #3160008070 District 6 Hazard Mitigation Plans Update—CONTRACT REVIEW/CONFIRMATION

Good afternoon.

Based on bid results for IFB RFx #3160008070 District 6 Hazard Mitigation Plans Update, Chloeta has been identified as the lowest responsive and responsible bidder. Attached is a **DRAFT** copy of the proposed contract for your preliminary review. The Notice of Intent to Award (NOIA) will be issued separately.

This information is confidential and should not be shared or discussed outside your organization until MEMA issues the official NOIA.

Please note that MEMA generally does not accept exceptions to the terms of the agreement. If you anticipate being unable to accept any term, please notify me as soon as possible. Any questions or proposed revisions must be submitted in writing and are subject to MEMA approval. Unauthorized modifications to the agreement will render any executed contract null and void.

The final contract remains subject to review and approval by the Public Procurement Review Board (PPRB). In accordance with *Rule 5.6.4, Approval of PPRB*, **please do not sign or execute the draft contract**. The contract will be executed only after issuance of the NOIA and oral approval by the PPRB.

To facilitate contract execution, please provide the name, title, and contact information for your organization's authorized signatory.

If the terms are not acceptable, MEMA reserves all rights in accordance with the solicitation and the PPRB Rules and Regulations, including the right to proceed to the next eligible vendor.

Please provide any questions or written confirmation of your agreement with the contract at your earliest convenience, but no later than **3:00 PM on Friday, August 12, 2026**. Requests for additional time must be submitted prior to this deadline.

Thank you,



April S. Burns
Deputy Director
Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Aspen Spears <aspen.spears@chloeta.com>

Sent: Monday, July 20, 2026 3:49 PM

To: OSSS <OSSS@dfa.ms.gov>

Cc: Emily Cochran <ecochran@chloeta.com>; Jo Kephart <jo.kephart@chloeta.com>

Subject: Re: <EXTERNAL>: SEALED BID - 1:00 PM CDT, July 21, 2026 - IFB #3160008070 - Chloeta

Thank you for confirming, Ms. Burns. We appreciate the acknowledgment and look forward to the evaluation process.

Respectfully,

CHLOETA | Work That Matters

Aspen Howard

Proposal Development Center Coordinator II

701 Cedar Lake Blvd, Suite 320
Oklahoma City, OK 73114

P: +1 877 245 6382

E: aspen.howard@chloeta.com

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From: OSSS <OSSS@dfa.ms.gov>

Sent: Monday, July 20, 2026 3:28 PM

To: Aspen Spears <aspen.spears@chloeta.com>; OSSS <OSSS@dfa.ms.gov>

Cc: Emily Cochran <ecochran@chloeta.com>; Jo Kephart <jo.kephart@chloeta.com>

Subject: RE: <EXTERNAL>: SEALED BID - 1:00 PM CDT, July 21, 2026 - IFB #3160008070 - Chloeta

Thank you for your bid submission. We acknowledge receipt of your bid and appreciate your participation.



April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

501 North West Street, Suite 1301-C
Jackson, MS 39201

From: Aspen Spears <aspen.spears@chloeta.com>

Sent: Thursday, July 2, 2026 4:24 PM

To: OSSS <OSSS@dfa.ms.gov>

Cc: Emily Cochran <ecochran@chloeta.com>; Jo Kephart <jo.kephart@chloeta.com>

Subject: <EXTERNAL>: SEALED BID - 1:00 PM CDT, July 21, 2026 - IFB #3160008070 - Chloeta

To the Mississippi Department of Finance and Administration:

Please find attached Chloeta's response to the subject solicitation. Should you require any additional information, feel welcome to contact us. We appreciate your consideration and look forward to the opportunity to continue supporting the State of Mississippi in advancing its hazard mitigation and planning initiatives.

Respectfully,

CHLOETA | Work That Matters

Aspen Spears

Proposal Development Center Coordinator II

701 Cedar Lake Blvd, Suite 320
Oklahoma City, OK 73114

P: +1 877 245 6382

E: aspen.spears@chloeta.com

This email and any attachments to it are intended only for the identified recipients. It may contain proprietary or otherwise legally protected information of Chloeta. Any unauthorized use or disclosure of this communication is strictly prohibited. If you have received this communication in error, please notify the sender and delete or otherwise destroy the email and all attachments immediately.

NOTICE OF REJECTION OF BID

To: Apex Resilience Group, LLC

Date: August 14, 2026

IFB: District 6 Hazard Mitigation Plan Update RFx #3160008070

Re: Rule 5.7 Cancellation of Solicitation or Rejection of Individual Bids

The Office of Statewide Strategic Sourcing (OSSS) issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA) for the purpose of soliciting sealed bids from qualified providers for the district 6 hazard mitigation plan update. The bids were opened on July 21, 2026.

Apex Resilience Group, LLC's bid was determined to be non-responsive as it did not meet the minimum experience and bid submission requirements of the IFB. In accordance with Public Procurement Review Board Rules 5.7, *Cancellation of Solicitation or Rejection of Individual Bids* and 5.7.2 *Rejection of Individual Bids*, which provides that a bid may be rejected when it is non-responsive to the solicitation, this memorandum documents MEMA's determination.

MEMA will retain the bid as part of its procurement file. Thank you for your interest in doing business with MEMA and the State of Mississippi. We encourage you to respond to future MEMA solicitations.

Sallie Sones
Contract Officer
Mississippi Emergency Management Agency

NOTICE OF REJECTION OF BID

To: DragonLady Defense, LLC

Date: August 14, 2026

IFB: District 6 Hazard Mitigation Plan Update Rfx #3160008070

Re: Rule 5.7 Cancellation of Solicitation or Rejection of Individual Bids

The Office of Statewide Strategic Sourcing (OSSS) issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA) for the purpose of soliciting sealed bids from qualified providers for the district 6 hazard mitigation plan update. The bids were opened on July 21, 2026.

DragonLady Defense, LLC's bid was determined to be non-responsive as it did not meet the minimum experience and bid submission requirements of the IFB. In accordance with Public Procurement Review Board Rules 5.7, *Cancellation of Solicitation or Rejection of Individual Bids* and 5.7.2 *Rejection of Individual Bids*, which provides that a bid may be rejected when it is non-responsive to the solicitation, this memorandum documents MEMA's determination.

MEMA will retain the bid as part of its procurement file. Thank you for your interest in doing business with MEMA and the State of Mississippi. We encourage you to respond to future MEMA solicitations.

Sallie Sones
Contract Officer
Mississippi Emergency Management Agency

NOTICE OF REJECTION OF BID

To: The Resiliency Initiative, Inc.

Date: August 14, 2026

IFB: District 6 Hazard Mitigation Plan Update RFx #3160008070

Re: Rule 5.7 Cancellation of Solicitation or Rejection of Individual Bids

The Office of Statewide Strategic Sourcing (OSSS) issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA) for the purpose of soliciting sealed bids from qualified providers for the district 6 hazard mitigation plan update. The bids were opened on July 21, 2026.

The Resiliency Initiative, Inc.'s bid was determined to be non-responsive as it did not meet the minimum experience and bid submission requirements of the IFB. In accordance with Public Procurement Review Board Rules 5.7, *Cancellation of Solicitation or Rejection of Individual Bids* and 5.7.2 *Rejection of Individual Bids*, which provides that a bid may be rejected when it is non-responsive to the solicitation, this memorandum documents MEMA's determination.

MEMA will retain the bid as part of its procurement file. Thank you for your interest in doing business with MEMA and the State of Mississippi. We encourage you to respond to future MEMA solicitations.

Sallie Sones
Contract Officer
Mississippi Emergency Management Agency

Attachment A

BID COVER SHEET

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

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CST, July 21, 2026 – IFB 3160008070- [Bidding Company Name]

Name of Company: The Resiliency Initiative, Inc. (TRI)

Quoted By: Andrea Davis

Signature: Andrea E. Davis

Address: 1200 W. Walnut St., Suite 2309

City/State/Zip: Rogers, AR 72756

Telephone: 479-310-6475

Fax Number: N/A

E-Mail Address: Andrea@theresiliencyinitiative.com

Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB: Andrea Davis, cell: 818-239-2228

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

What year was your company started? 2019

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

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

Incorporation: 2055 Pine St. Redding, CA 96001

Physical Location: 1200 W. Walnut St., Suite 2309 Rogers, AR 72756

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

TRI supplies the necessary personnel and equipment through a combination of on-site deployment and coordinated remote support.

TRI assigns a dedicated project team responsible for in-person engagement, data collection, and stakeholder coordination, supported by subject-matter experts located throughout the United States. TRI utilizes standardized project management systems, secure collaboration platforms, and a corporate quality management process to ensure seamless integration between on-site and distributed staff.

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

No

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

Yes, TRI is a registered business within the State of Mississippi.

TRI is a registered S Corporation | Federal Tax ID: 84-1761208

TRI is registered in both the MAGIC and PAYMODE systems.

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

TRI is registered in both the MAGIC and PAYMODE systems required for Purchase Orders with MEMA.

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

In the past five years, TRI has supported 23 customers through hazard mitigation plan updates and related resilience planning projects, earning a

strong reputation for delivering thoughtful, technically sound, and community-centered planning. Specific related examples include: Karuk Tribe Housing Authority

FEMA-Approved Hazard Mitigation Plan, Lake County FEMA-Approved Multi-Jurisdiction Hazard Mitigation Plan, and Calaveras County EOP Base Plan and Annexes

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five (5) years?

TRI's largest hazard mitigation-related multi-jurisdictional public-sector client in the past five years is

Siskiyou County, California. TRI is developing a countywide Emergency Evacuation Plan covering more

than 6,200 square miles and 12 incorporated jurisdictions—Fort Jones, Happy Camp, Yreka, Mt. Shasta,

Dorris, Tulelake, Dunsmuir, Montague, Etna, Lake Shastina, Weed, and McCloud—along with

unincorporated areas.

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

TRI's boutique, white-glove approach ensures direct access to senior leadership throughout each project. Our team brings decades of experience from

FEMA, Fortune 500 corporations, the military, local governments, and the nonprofit sector, and includes multiple Certified Emergency Managers (CEM),

NEMEA graduates, ADAC certification, and advanced GIS education and enterprise-level geospatial expertise.

TRI delivers specialized resilience and emergency management services to communities, including hazard mitigation, evacuation

planning, continuity of operations, and practical training and exercises that build real-world readiness.

Attachment B

BID FORM

Company	Contact Person	Telephone Number
The Resiliency Initiative, Inc. (TRI)	Andrea Davis	cell: 818- 239-2228

The maximum contract price for the update of District 1 Hazard Mitigation Plans shall be all inclusive. The “all-inclusive” price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

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

Total all-inclusive Maximum Contract Price: \$ 38,051 /YEAR

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

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

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

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

☐ Along with a complete copy of its bid, bidder has submitted a second copy of the bid in which all information bidder deems to be confidential commercial and financial

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

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

Company Name: The Resiliency Initiative, Inc. (TRI)

Printed Name of Representative: Andrea Davis

Date: July 20, 2026

Signature: Andrea E. Davis

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

Attachment C

REFERENCES

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

REFERENCE 1

Name of Company: Lake County Sherriff's Office, Office of Emergnecy Services

Dates of Service: August 2024 - September 2025

Contact Person: Leah Sautelet

Telephone Number: _____

Cell Number: 707-413-8312

E-mail: leah.sautelet@lakecountyca.gov

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 2

Name of Company: City of Lakeport California

Dates of Service: August 2024 - September 2025

Contact Person: Ron Ladd

Telephone Number: _____

Cell Number: 707-263-5615

E-mail: rladd@cityoflakeport.com

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 3

Name of Company: City of Clearlake California

Dates of Service: August 2024 - September 2025

Contact Person: Adeline Leyba

Telephone Number: 707-994-8201 Ext 341

Cell Number: _____

E-mail: aleyba@clearlake.ca.us

Alternative Contact Person (optional): Mark Roberts

Telephone Number: 707-994-8201

Cell Number: _____

E-mail: mroberts@clearlake.ca.us

REFERENCE 4

Name of Company: Karuk Tribe Housing Authority, California

Dates of Service: September 2022 - June 2024

Contact Person: Sara Spence

Telephone Number: 530-493-1414 ext. 3117

Cell Number: _____

E-mail: sspence@karuk.us

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 5

Name of Company: Calveras County Sherrif's Office, Office of Emergency Services

Dates of Service: July 2023 - December 2024

Contact Person: Erik Holt

Telephone Number: _____

Cell Number: 719-675-0880

E-mail: erik.holt85@gmail.com

Alternative Contact Person (optional): Baljit Singh

Telephone Number: 209-754-6389

Cell Number: 209-419-6648

E-mail: BaljitSingh@calaverascounty.gov



District 6 Hazard Mitigation Plan Update IFB RFx #3160008070-DIRECT SOLICITATION

From OSSS <OSSS@dfa.ms.gov>

Date Tue 6/2/2026 9:58 AM

To ebuchanan@wittobriens.com <ebuchanan@wittobriens.com>

Cc OSSS <OSSS@dfa.ms.gov>

Good morning,

The Office of Statewide Strategic Sourcing (OSSS) has issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA). MEMA is seeking bids from qualified and experienced contractors to update the hazard mitigation plan for District 6. The IFB can be found on the MEMA website by following the link below (hold ctrl and click the link).

[RFx 3160008070 - District 6 Hazard Mitigation Plan Update](#)

Please download or print a copy of the attached file for your records, as it may eventually be removed from the website.

If you experience any issues accessing the documents through the provided link, feel free to reach out to me directly. **Updates related to this solicitation will be posted on the website**, so I encourage you to **check it periodically to ensure you have the most current information**.

Thank you,



April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

601-359-5198

501 North West Street, Suite 1301-C
Jackson, MS 39201



District 6 Hazard Mitigation Plan Update IFB RFx #3160008070-DIRECT SOLICITATION

From OSSS <OSSS@dfa.ms.gov>

Date Tue 6/2/2026 9:58 AM

To osp@lsu.edu <osp@lsu.edu>

Cc OSSS <OSSS@dfa.ms.gov>

Good morning,

The Office of Statewide Strategic Sourcing (OSSS) has issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA). MEMA is seeking bids from qualified and experienced contractors to update the hazard mitigation plan for District 6. The IFB can be found on the MEMA website by following the link below (hold ctrl and click the link).

[RFx 3160008070 - District 6 Hazard Mitigation Plan Update](#)

Please download or print a copy of the attached file for your records, as it may eventually be removed from the website.

If you experience any issues accessing the documents through the provided link, feel free to reach out to me directly. **Updates related to this solicitation will be posted on the website**, so I encourage you to **check it periodically to ensure you have the most current information**.

Thank you,



April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

601-359-5198

501 North West Street, Suite 1301-C

Jackson, MS 39201



Outlook

District 6 Hazard Mitigation Plan Update IFB RfX #3160008070-DIRECT SOLICITATION

From OSSS <OSSS@dfa.ms.gov>**Date** Tue 6/2/2026 9:59 AM**To** andrea@theresiliencyinitiative.com <andrea@theresiliencyinitiative.com>**Cc** OSSS <OSSS@dfa.ms.gov>

Good morning,

The Office of Statewide Strategic Sourcing (OSSS) has issued an Invitation for Bids (IFB) on behalf of the Mississippi Emergency Management Agency (MEMA). MEMA is seeking bids from qualified and experienced contractors to update the hazard mitigation plan for District 6. The IFB can be found on the MEMA website by following the link below (hold ctrl and click the link).

[**RfX 3160008070 - District 6 Hazard Mitigation Plan Update**](#)

Please download or print a copy of the attached file for your records, as it may eventually be removed from the website.

If you experience any issues accessing the documents through the provided link, feel free to reach out to me directly. **Updates related to this solicitation will be posted on the website**, so I encourage you to **check it periodically to ensure you have the most current information**.

Thank you,



April S. Burns

Deputy Director

Office of Statewide Strategic Sourcing (OSSS)

601-359-5198

501 North West Street, Suite 1301-C
Jackson, MS 39201

ABOUT

About MEMA

Preparedness

Response

Emergency
Management
Assistance
Compact

SMAC
Agreement

Forms

Procurement

Amendments may be issued at any time. It is the responsibility of the supplier/offer to routinely check the MEMA website for procurement amendments. It is a requirement of each RFP that you include a signed amendment form with your response. If you have questions regarding an amendment/clarification, please refer to the specific RFP for contact information.

Contract Award Notices

- [Contract 8200085019 - Landstar Ranger, Inc. Contract Award](#)
- [Contract 8200085031 - LRT Solutions, Inc. Contract Award](#)
- [Contract 8200085803 - Chloeta Holding, LLC Contract Award](#)
- [Contract 8200085878 - Chloeta Holding, LLC Contract Award](#)

Request for Qualifications

None at the time.

Invitation for Bids (IFB)

[RFx 3160008070 - District 6 Hazard Mitigation Plan Update](#)

Procurement Opportunity And Public Notification Search

Search for Bid Opportunities and Public Notifications (Sole Source, Intent to Award, and Protective Order Request) using **Keyword** or **Advanced Search Options**. State Government Bid Opportunities will be posted to this page as defined by State Law. Sole Source, Intent to Award, and Protective Order Request notifications are not bid opportunities, but are posted in accordance with State Law to provide transparency to the public.

3160008070

SEARCH

ADVANCED SEARCH OPTIONS

Agency	Smart Number	RFx Number	Description
MS EMERGENCY MANAGEMENT AGENCY	1741-26-R-IFBD-00005	3160008070	Major Procurement PERSONNEL SERVICES NON-IT
This Invitation for Bids is for the update of Hazard Mitigat...			
Attachment - District 6 Hazard Mitigation Solicitation			

IFB RFx #3160008070 | July 21, 2026

A Proposal for the Mississippi Emergency Management Agency (MEMA)

District 6 Hazard Mitigation Plan Update

WITT ÓBRIEN'S
PART OF THE **AMBIPAR** GROUP

DUNS:
962763277

UEI:
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CAGE CODE:
61RD3

wittobriens.com

COVER PAGE

Proposal in Response to IFB RFx #3160008070

District 6 Hazard Mitigation Plan Update

Submitted to:

April Burns
Bid Coordinator
(601) 359-5286
osss@dfa.ms.gov

Prime Vendor:

Witt O'Brien's, LLC
818 Town & Country Blvd.
Suite 200, Houston, TX 77024
(281) 320-9796 | www.wittobriens.com

Contact for Proposal Correspondence:

If you have any questions about our proposal, please contact our proposed Project Executive—Erin Buchanan, CFM—at (615) 972-1414 or ebuchanan@wittobriens.com with a copy to contractrequests@wittobriens.com.

Submittal Deadline:

July 21, 2026

Witt O'Brien's reserves the right to negotiate terms and conditions applicable to any final agreement and, if selected, will negotiate in good faith with Mississippi Emergency Management Agency/Office of Statewide Strategic Sourcing to enter into a mutually agreeable formal written agreement.

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COVER LETTER

July 21, 2026

April Burns
Bid Coordinator
(601) 359-5286

RE: District 6 Hazard Mitigation Plan Update, IFB RFx #3160008070

Dear Ms. Burns and Members of the Selection Committee:

Witt O'Brien's, LLC is pleased to submit this proposal to the Mississippi Emergency Management Agency (MEMA) to update your current Hazard Mitigation Plan (HMP) for District 6. In partnership with MEMA and other jurisdictions, we will present a succinct, clear, and actionable HMP that will achieve the objectives defined by this IFB and fulfill Federal, state, and local requirements—thereby directly improving your community's resilience. To develop this plan, we will work alongside MEMA and all participating jurisdictions to gather and review key resources and data; facilitate a minimum of four public meetings; solicit valuable information from subject matter experts, officials, and community members; collaborate with jurisdictions to update their mitigation strategy and explore novel actions; and maintain all necessary documentation to ensure compliance as well as a smooth review process.

As natural, technological, and human-caused emergencies become more extreme and destructive, governments, businesses, and citizens worldwide need to find ways to be more resilient in the face of increasing impacts. Witt O'Brien's offers MEMA the needed expertise which includes:

- Key staff with decades of natural and human-caused hazard planning, grants management, project management, and technical experience under the full suite of FEMA grant programs.
- An established partnership, maintained through constructive collaboration, to achieve your desired outcomes. We set communities up to succeed from Day 1, our focus is on building your capabilities. We tailor our decades of experience and knowledge to effectively support your team.
- A close working relationship with Federal, State, and local agencies—necessary for successful project and program delivery with various funding sources used.

Building on our successful history of supporting MEMA with multiple hazard mitigation plan updates, we are excited to once again apply our proven efficiencies and expertise to the update of the District 6 plan. We commit to dedicating our core team to work hand-in-hand with MEMA staff to provide a nuanced and comprehensive mitigation process, drawing on our seasoned planning experts to enhance the final product. To that end, we are well-positioned to provide MEMA with a plan that not only meets, but exceeds, regulatory requirements.

We appreciate your time and consideration of our proposal. Witt O'Brien's reserves the right to negotiate terms and conditions applicable to any final agreement and, if selected, will negotiate in good faith with MEMA to enter into a mutually agreeable formal written agreement.

If you have any questions about our proposal, please contact our proposed Project Executive—Erin Buchanan, CFM—at (615) 972-1414 or ebuchanan@wittobriens.com with a copy to contractrequests@wittobriens.com.

Respectfully,
Witt O'Brien's, LLC



Matthew Erchull
Senior Managing Director

1. BID COVER SHEET (ATTACHMENT A)

Docusign Envelope ID: BC419C9B-1236-8EF3-80CA-E6A7D488243C

Attachment A

BID COVER SHEET

Bids must be received via email at OSSS@dfa.ms.gov as listed below on or before 1:00 PM CDT, July 15, 2026. Do **not** include pricing or any bid content in the body of the email.

PLEASE INCLUDE IN YOUR SUBJECT LINE:

SEALED BID – 1:00 PM CDT, July 15, 2026– IFB # 3160008070 – [Bidding Company Name]

Name of Company: Witt O'Brien's, LLC

Quoted By: Matthew Erchull

Signature: 

Address: 818 Town & Country Blvd., Suite 200

City/State/Zip: Houston, TX 77024-4564

Telephone: 281-320-9796

Fax Number: 281-320-9700

E-Mail Address: contractrequests@wittobriens.com

Name and phone number of Company Representative to be contacted by Agencies seeking to contract for services pursuant to this IFB: Matthew Erchull 281-320-9796

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

What year was your company started? 2009 (merger between Witt Associates (2001) and O'Brien's Response Management (1983))

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

Docusign Envelope ID: BC419C9B-1236-8EF3-80CA-E6A7D488243C

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

Home Office: 818 Town & Country Blvd., Suite 200, Houston, Texas, 77024-4564

Principal Place of Business: Houston, TX

Place of Incorporation: Delaware (Kent County)

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

Our virtual work model allows us to hire the best, most experience staff nationwide. We have team members located throughout the region and can be present for any on-site meetings at MEMA's discretion. We are able to provide mitigation planning coordination through a virtual environment with allows for greater flexibility with meeting schedules. We utilize secure online document-sharing capabilities.

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

Witt O'Brien's is not currently for sale or involved in any transation to expand or become acquired by another business entity.

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

Licenses and certifications are not required for this scope of work. Witt O'Brien's provides FEMA compliant HMPs as required by 44 CFR Part 201. Our proposed team includes Certified Floodplain Managers (CFMs) and our proposed GIS specialists are GIS certified.

Docusign Envelope ID: BC419C9B-1236-8EF3-80CA-E6A7D488243C

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

Witt O'Brien's has all software licenses necessary for plan completion, including Hazus and GIS software. Permits are not necessary for this SOW.

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

In the past 5 years, we have provided hazard mitigation services to 32 clients. 26 of these engagements included writing a new Hazard Mitigation Plan, updating a previous HMP, or acting as the state-level reviewer providing HMP development and compliance guidance.

What is the largest customer your company has provided hazard mitigation plan updates or related work for in the past five (5) years?

Our largest clients have been our support for the U.S. Virgin Islands (USVI) with mitigation planning and project assistance totalling more than \$5 billion in mitigation awards. Our largest plans have been the Colorado Enhanced State Hazard Mitigation Plan, California State University System's inaugural Hazard Vulnerability and Risk Assessment, and the numerous Mississippi District plans we've completed over the last 5 years. In terms of population, our work with Montgomery County (MD), Fresno County (CA), and Northampton and Lehigh Counties (PA) has been the largest.

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

Our company can provide the full lifecycle of emergency management and grants support services. Our Mitigation team includes two Certified Floodplain Managers (CFMs), a certified Geographic Information Systems Professional (GISP), a Certified Business Continuity Professional (CBCP), a Certified Emergency Manager (CEM), a Master of Urban and Regional Planning (MURP), and experienced Mitigation Planners.

2. BID FORM (ATTACHMENT B)

Our proposed price reflects a change in scale of our planning team and the efficiencies gained from both our last update of the District 6 plan as well as recent experience supporting the District 3 and District 5 plan updates. The identified staff are familiar with the state's preferred planning processes, MEMA expectations, and the work required to complete this scope. We will deliver the District 6 Hazard Mitigation Plan Update with a streamlined approach and limited senior-level support while maintaining a quality Hazard Mitigation Plan. This pricing also accounts for the contract's requirement to support four in-person meetings, including preparation of associated printed handouts and meeting materials.

Attachment B

BID FORM

Company	Contact Person	Telephone Number
Witt O'Brien's, LLC	Matthew Erchull	281-320-9796

The maximum contract price for the update of District 6 Hazard Mitigation Plans shall be all inclusive. The "all-inclusive" price shall include all associated costs with no additional or hidden fees. **Bidder shall also submit a Cost Analysis and Breakdown Sheet** detailing all professional fees and expenses in a manner that supports the total maximum contract price submitted. **The contract award will be based solely on the maximum contract price submitted below. The Cost Analysis and Breakdown Sheet will be considered Attachment A with the contract.**

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

Total all-inclusive Maximum Contract Price: \$ 51,018 /YEAR

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

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

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

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

Docusign Envelope ID: BC419C9B-1236-8EF3-80CA-E6A7D488243C

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

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

Company Name: Witt O'Brien's, LLC

Printed Name of Representative: Matthew Erchull

Date: 07/19/2026

Signature: 

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

3. REFERENCES (ATTACHMENT C)

Attachment C

REFERENCES

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

REFERENCE 1

Name of Company: University of Texas Medical Branch (UTMB) at Galveston

Dates of Service: 2008 - Present

Contact Person: Steven LeBlanc, PE, MBA, CHFM, VP Business Operations & Facilities

Telephone Number: 409-772-4040

Cell Number: _____

E-mail: sjleblanc@utmb.edu

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

REFERENCE 2

Name of Company: Mississippi Emergency Management Association

Dates of Service: District 7: 2022 - 2024; Districts 2 and 6: 2021 - 2022; Districts 4 and 8: 2019 - 2000

Contact Person: Frank Hill, Mitigation Plans Bureau Director

Telephone Number: 601-933-6613

Cell Number: 769-777-8233

E-mail: fhill@mema.ms.gov

Alternative Contact Person (optional): _____
Telephone Number: _____
Cell Number: _____
E-mail: _____

REFERENCE 3

Name of Company: Northampton County, PA - Northampton County Emergency Management Services
Dates of Service: 2023 - 2024
Contact Person: Thomas Guth, Hazard Mitigation/Disaster Recovery Manager
Telephone Number: 610-746-3194 x3228
Cell Number: _____
E-mail: tguth@ncem-pa.org

Alternative Contact Person (optional): _____
Telephone Number: _____
Cell Number: _____
E-mail: _____

REFERENCE 4

Name of Company: City of Carson, CA
Dates of Service: 2023 - Present
Contact Person: Nora A. Garcia, Emergency Services Manager
Telephone Number: 310-952-1786 x1603
Cell Number: _____
E-mail: ngarcia@carsonca.gov

Alternative Contact Person (optional): _____
Telephone Number: _____
Cell Number: _____
E-mail: _____

REFERENCE 5

Name of Company: The County of Fresno, CA

Dates of Service: 2023 - 2025

Contact Person: Terri Mejorado, Emergency Manager

Telephone Number: 559-600-4065

Cell Number: _____

E-mail: tmejorado@fresnocountyca.gov

Alternative Contact Person (optional): _____

Telephone Number: _____

Cell Number: _____

E-mail: _____

4. QUALIFICATIONS OF PROPOSED PERSONNEL

Witt O'Brien's is fully prepared to allocate the qualified personnel, technical expertise, and detail-oriented project management support required to complete all work required by MEMA for the District 6 Hazard Mitigation Plan Update. Our proposed team brings direct experience developing and updating multi-jurisdictional hazard mitigation plans, coordinating with state and Federal partners, facilitating stakeholder engagement, and preparing FEMA-compliant planning documentation. We understand that a successful plan update depends on more than technical proficiency; it requires organized communication, disciplined schedule management, clear documentation, and a public outreach strategy that reaches the full range of communities, jurisdictions, and stakeholders represented across District 6.

Our professionals will coordinate an inclusive public outreach strategy that reflects MEMA's diverse population, encourages meaningful participation, and supports transparent documentation of the planning process. As needed, our team will also represent MEMA in meetings with FEMA and other partners, helping ensure that comments, questions, and required revisions are addressed efficiently and consistently.

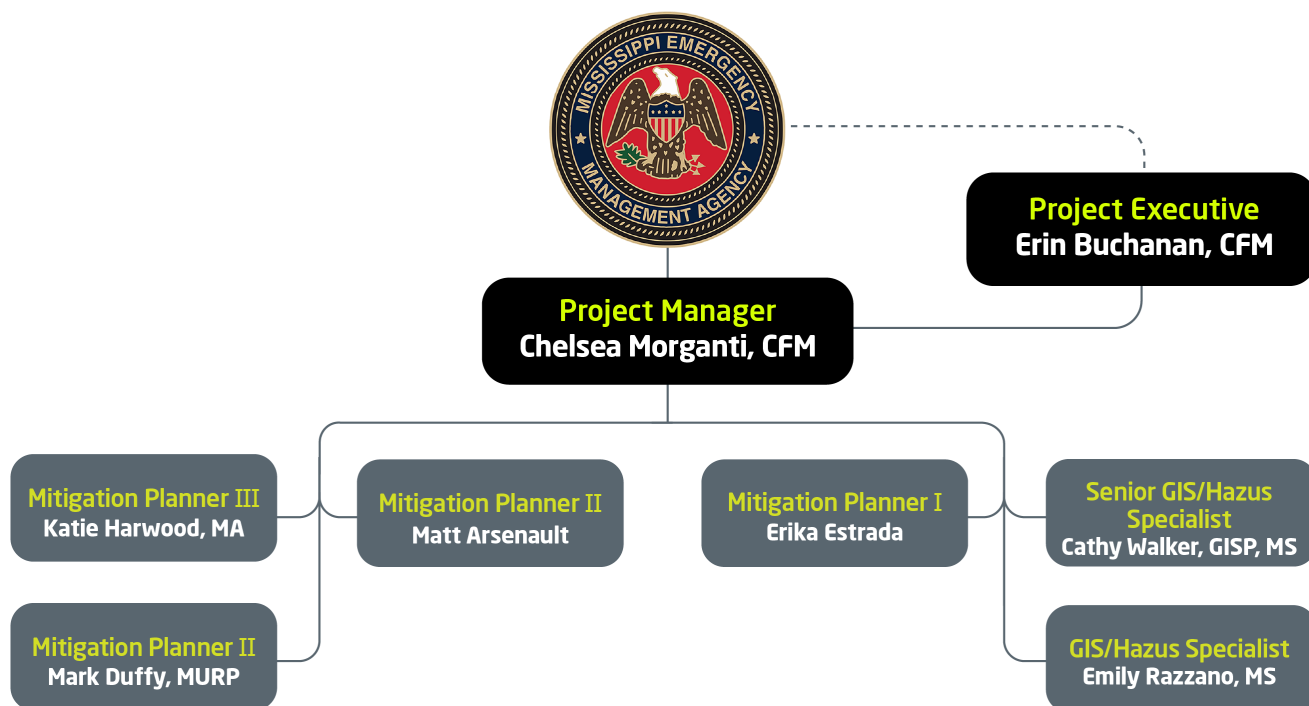
Our work will be guided by our proposed Project Manager—Chelsea Morganti, CFM—who will serve as MEMA's day-to-day point of contact and will be responsible for coordinating the work plan, maintaining schedule and budget discipline, managing assignments across the project team, and confirming that deliverables are complete, accurate, and responsive to MEMA's expectations. Chelsea's knowledge of mitigation planning, FEMA requirements, public engagement, and state-level coordination will help ensure that the updated plan is not only compliant, but also practical, useful, and tailored to District 6.

Chelsea will be supported by our proposed Project Executive—Erin Buchanan, CFM—who will provide senior oversight, quality assurance, and strategic guidance throughout the project. Erin will ensure Chelsea receives the staffing, technical expertise, and management support needed from her assigned team, and, when appropriate, will mobilize supplementary resources from across Witt O'Brien's mitigation, GIS, grants management, and emergency management practices. This layered management structure provides MEMA with both a dedicated project lead and access to firmwide depth, helping maintain continuity, responsiveness, and quality from project initiation through final approval.

Our proposed professionals have direct experience working with MEMA on previous HMP updates.

Our organizational structure is presented in **Exhibit 1** below.

Exhibit 1: Organizational Chart



Erin Buchanan, CFM – Project Executive



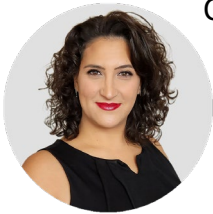
Erin is a Certified Floodplain Manager (CFM) with 21 years of experience supporting hazard mitigation and resilience initiatives across a wide range of jurisdictions. Her support of MEMA dates back to 2018.

Erin currently serves as the Managing Director for Witt O'Brien's Mitigation Services portfolio, where she provides strategic leadership and oversight for state-level program management, project management, and mitigation planning efforts.

Under Erin's direction, the mitigation portfolio has delivered comprehensive program management and technical support for more than \$6 billion in mitigation funding nationwide. This work has supported states and territories including Louisiana, Alabama, Virginia, Nevada, New Mexico, and the U.S. Virgin Islands, as well as numerous local jurisdictions. Her expertise includes mitigation grant strategy development, grant application support, and end-to-end grants management.

Erin specializes in supporting communities by effectively linking hazard mitigation planning with project identification, development, and application submission, helping ensure plans translate into actionable and fundable projects. She has played a key role in the development of nearly 60 state and local Hazard Mitigation Plans. In addition, Erin brings extensive proficiency in benefit-cost analysis, environmental and historic preservation compliance, mitigation policy and regulatory requirements, and complex client coordination across multiple stakeholders.

Chelsea Morganti, CFM – Project Manager



Chelsea has a BA in English with a Minor in Latin from the University of New Mexico. She is a Certified Floodplain Manager and member of the New Mexico chapter of the Association of State Floodplain Managers. She also has completed to certification more than 30 FEMA courses, including the FEMA Professional Development series. Additional training and certifications are included at the end of her resume including identification of her speaking engagements at local, regional, and national conferences.

Chelsea is a wholistic mitigation practitioner with 12 years of experience in mitigation grants management, community assistance, and program implementation. Chelsea joined Witt O'Brien's after six years with the New Mexico Department of Homeland Security and Emergency Management, where she served as the SHMO and Earthquake Program Manager. In this role Chelsea also oversaw the State Floodplain Coordinator and managed the state's National Flood Insurance Program compliance. In addition to her Hazard Mitigation Planning work, she has developed SOPs states and Witt O'Briens teams; completed numerous updates Administrative Plans; and provided individually tailored technical assistance to state agencies, local jurisdictions, tribal nations, universities, and special district/quasi-governmental applicants under the HMA program. She has led the development and overseen the completion of over 135 mitigation plans and projects for state, local, and tribal governments as well as large universities, quasi-governmental entities, and special districts through FEMA closeout. This includes two updates of the NM SHMP and supporting the 2024 CO ESHMP update as a consultant.

Chelsea is currently managing the development of two regional updates for MEMA: District 3 and District 5. She has also supported updates for Districts 7 and 9.

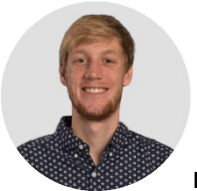
Katie Harwood, MA – Mitigation Planner III



Katie has 12 years of experience leading and developing state and multi-jurisdictional HMPs, disaster recovery programs, and grant funding initiatives. Prior to joining Witt O'Brien's, Katie led the South Carolina Emergency Management Division's over \$1.5 billion budget for disaster recovery and hazard mitigation and led the 2023 update of the State HMP. Throughout her career, she has coordinated the update and approval of more than 20 county and state HMPs. Additionally, Katie has extensive experience in policy analysis and guidance, helping secure over \$40 million in additional state funding.

Katie is supporting the HMP updates for MEMA Districts 3 and 5.

Mark Duffy, MURP – Mitigation Planner II



Mark received his Master of Urban and Regional Planning from the University of Denver, a BA in Political Science from Simpson College, and attended the International Studies program for Geography at the University of Adelaide in Australia. He has certificates of completion in 10 FEMA courses covering unified HMA, emergency management fundamentals, and hazard-specific practices (listed on his resume). Mark has five years of experience in developing and reviewing HMPs, grant applications, and compliance strategies for a diverse range of jurisdictions nationwide. Mark has also supported programs under the U.S. Treasury and the National Parks Service. Mark's expertise is further supported by an array of FEMA certifications covering unified hazard mitigation assistance, emergency management fundamentals, and hazard-specific practices.

Mark is supporting the HMP updates for MEMA Districts 3 and 5.

Matt Arsenault – Mitigation Planner II



Matt is an experienced Risk Assessment planner, cross-trained in THIRA/SPR and other EM planning efforts. Matt will be drafting sections of the plan and contribute to and support data and file management, analysis, writing, coordination with planning team members, and all documentation-related tasks.

Matt has a BS in Organizational Security and Management. He is a 20-year career veteran with emergency management, mitigation, and security expertise. While working for CO-DHSEM, as the Senior Hazard Mitigation Assistance (HMA) Program Manager, he led the HMGP, BRIC, FMA, and PDM programs. As an Anti-Terrorism Manager for the U.S. Air Force, his duties included conducting threat, risk, and vulnerability assessments for multiple organizations and recommending countermeasures to mitigate vulnerabilities and threats to assets. Matt coordinated with local, state, and Federal agencies in intelligence collecting, analyzing, and decision-making for daily/weekly threat assessments. Matt is also an experienced trainer, having led or supervised classes on anti-terrorism awareness, force protection, crime scene procedures, criminal investigations, contingency operations, emergency response and management, and active shooter response.

Matt is supporting the HMP updates for MEMA Districts 3 and 5.

Erika Estrada – Mitigation Planner I



Erika has a Bachelor's degree in Environmental Policy, and minor in Disaster Risk Reduction. With six years of experience as a mitigation planner and emergency management specialist, Erika is a thorough and detail-oriented planner. Prior to joining Witt O'Brien's, Erika worked for local emergency management in Ohio, as a hazard mitigation planning consultant updating FEMA flood risk maps, and more recently at the Washington State Department of Health Office of Resiliency supporting the COVID-19 pandemic response and their public health emergency preparedness programs. Erika supported her community preparedness and resilience programs, incorporating equity into public health emergency preparedness and planning. She also helped create a Public Health Disaster Risk Assessment Tool with the University of Washington. She has expertise in HMPs, EOPs, and economic impact analyses.

Erika is supporting the HMP updates for MEMA Districts 3 and 5.

Cathy Walker, GISP, MS – Senior GIS/Hazus Specialist



Cathy provides GIS data analytics and Hazus risk analysis for the majority of our HMPs. She will be responsible for data validation of assets, working hand-in-hand with Mark on the collection and analysis of local, regional, and national-level data sets. Cathy produces beautiful graphical representations of data, including base and hazard maps. Cathy's data will form the backbone of the quantitative data for the MJHMP. She typically works behind the scenes but is available to attend meetings for clarification and questions. She is also available to work directly with MEMA staff on your GIS data needs. Cathy has an MS in Geographic Information Science from the University of Denver, a BS in Chemistry from the University of Puget Sound, and a Baccalaureate Certificate in Geographic Information Systems & Spatial Modeling from the University of Washington-Tacoma. She has credentials as a Certified GIS Professional (GISP), FEMA Professional Development Series, FEMA Hazus-MH Practitioner, and FEMA Hazus-MH Trained Professional. More information is included on her resume.

Cathy brings 18 years of extensive experience in GIS support services. Her work spans multiple jurisdictions and agencies where she has consistently delivered high-quality customized and standard maps, shapefiles, graphics, and tables tailored to each project's unique needs. Cathy has developed and maintained user-friendly, interactive web-based GIS applications and dashboards using ArcGIS Online, Web AppBuilder, ArcGIS Dashboards, and Experience Builder, enhancing transparency and stakeholder engagement. She has converted data from non-GIS systems into GIS formats using custom ETL (extract-transfer-load) methods and conducted spatial data analysis to identify trends and support decision-making. Her technical expertise includes advanced geocoding, database design, and automation using Python, making her a valuable asset in providing GIS-related technical assistance. She has provided GIS analysis and support for over 70 HMPs for state, local, tribal, and special-purpose districts.

Cathy is supporting the HMP updates for MEMA Districts 3, and 5. She also supported the update for District 7.

Emily Razzano, MS – GIS/Hazus Specialist



Emily has an MS in Homeland Security with Intelligence and Geospatial Analysis, a Post-Baccalaureate Certificate in Geospatial Intelligence Applications, and a Post-Baccalaureate Certificate in GIS all from Pennsylvania State University. She also received her BS in Geospatial and Environmental Informatics from Auburn University.

Emily has four years of professional experience as a State-level GIS Manager and Analyst. Prior to joining Witt O'Brien's, Emily was the GIS Manager for the State of South Carolina Military Department, Emergency Management Division. She worked in the State Emergency Operations Center (EOC) providing GIS assistance during emergency activations and exercises. Emily also served as the Integrated Training Area Management (ITAM) and Environmental GIS Analyst supporting the Environmental Division and Sustainable Range Program for the South Carolina National Guard. She provided GIS expertise and authoritative standardized spatial information, products, and services for the execution of the conservation, compliance, training missions, and strategies on military ranges.

5. APPROACH TO THE SCOPE OF WORK

Mitigation planning is a core practice area for Witt O'Brien's—we provide mitigation planning services for cities, counties, schools, special districts/quasi-governmental entities, and tribal nations throughout the country. Our team's approach to supporting MEMA's planning needs is a time-tested framework for producing compliant, actionable plans. Our planning process is consistent with the four core phases of hazard mitigation planning (see **Exhibit 2** below) as promoted by FEMA. We will ensure full compliance with all requirements and recommendations of the Disaster Mitigation Act of 2000 (DMA2K); 44 CFR 201.6; the new Local Mitigation Planning Policy Guide; as well as applicable state regulations, policies, and practices. Our approach will ensure rapid FEMA approval, allowing MEMA to focus on implementation of the plan, rather than defending it.

Exhibit 2: Witt O'Brien's Core Phases of Hazard Mitigation Planning



In accordance with the new Local Mitigation Planning Policy Guide (FP-206-21-0002), we support a local mitigation planning process that will accomplish the stated goals of:

- Creating a shared vocabulary to communicate information regarding risks and find opportunities to build community-wide resilience.
- Coordinate investments in mitigation to reduce risk.
- Make mitigation investment standard practice.

1 **PHASE 1 – Establish Planning Processes & Resources**

The success of a plan update requires a clear and complete process and an aggressive initial engagement. To that end, we put a great deal of effort and forethought into the initial planning and management phase. This sets the stage for robust, transparent communication; mutually understood and agreed-to expectations; and a generally positive and personable relationship. We will also facilitate clear lines of communication and set reasonable expectations.

We will organize the required resources to ensure the final HMP is both responsive and tailored to MEMA's needs. Our methodology and project approach incorporates your feedback and other stakeholders while ensuring full regulatory compliance. The time we invest upfront—reviewing existing plans, standard operating procedures (SOPs or SOGs) and policies, your community's disaster history, and any applicable Statewide plans or regulations—enables us to develop a productive working strategy that maximizes the input of your staff while minimizing disruption to your day-to-day work. It also allows us to get to know the issues, vulnerabilities, and unique difficulties *you* face.

Project Management

Upon execution of the contract, our proposed Project Manager—Chelsea Morganti, CFM—will schedule a virtual kick-off meeting with MEMA staff to validate all terms and requirements related to scope, schedule, and budget; validate a common understanding of expectations for personnel and deliverables; and set forth communications protocols and expectations between MEMA and Witt O'Brien's. This ensures your staff and ours have a clear and common understanding of the steps in the mitigation planning process, including what documentation and information are needed to meet MEMA and FEMA requirements.

Following this kick-off meeting, Chelsea will conduct an internal kick-off meeting with assigned Witt O'Brien's project staff to ensure their full understanding of their project roles, responsibilities, reporting protocols, and objectives.

The outcomes of the kick-off meetings will be documented in our Project Management Plan (PMP) which will serve as the roadmap for our management of the project. The PMP will identify high-level activities, deliverables, schedules, key milestones, and the staffing plan. The plan will provide the basis for monitoring, controlling, and reporting on the work including the comparison of planned vs. actual schedule and costs, work accomplishment, and product delivery.

We know getting the right participants involved in the planning process is crucial to its success. To that end, we will assist MEMA staff in developing an initial list of entities and representatives that should be a part of the planning process. The formation of an HMP Team (HMPT) that includes relevant stakeholders helps build whole-community support and buy-in. The HMPT should also include representative members from other community agencies or departments; any quasi-governmental entities; Floodplain Managers; GIS Specialists; Building and Zoning Officials; neighboring universities and school districts; and possibly other Federal, state, and regional partners as identified. Coordination with these partners on key decision points in the process—where MEMA's or the HMPT's actions and/or approval will be needed—will be important to the project's success.

We build flexibility into every project to ensure we have the capability to fully achieve your objectives. We regularly provide high-quality support to numerous clients at once—addressing requests for PA program support, grants management support, and hazard mitigation services. We successfully support multiple clients concurrently with structured project management, expert staff, and excellent working relationships.

Develop Community Engagement Plan

We recognize the importance of soliciting public opinion and input, as well as educating the public on the planning process. In our experience, clear goals that are agreed upon by the HMPT, MEMA, and the public provide a strong foundation for establishing mitigation goals.

To support the development of an HMP that benefits the whole community, we focus on thoughtful planning from the start to ensure that this process incorporates input from all sectors of the community. We will tailor the outreach strategy to meet your community's needs, providing those who wish to contribute feedback an opportunity to do so.

Key Elements of Establishing the Planning Process

- ✓ Project management kick-off meeting
- ✓ Establishing the timeline
- ✓ Establishing the HMPT
- ✓ Conducting stakeholder outreach
- ✓ Conducting the planning kick-off meeting
- ✓ Providing ongoing coordination
- ✓ Developing the Community Engagement Plan
- ✓ Collecting and reviewing data

Public engagements during the planning process may include meetings; webinars; press releases; or surveys that can be distributed electronically, handed out during community events, or collected during public meetings. Whether utilizing social media campaigns, radio and/or print advertisements, prize or compensation incentives, or in-person meetings, we will ensure these engagements set the groundwork to facilitate meaningful discussions and gain community consensus. Workshops can be held either in-person, virtually, or via a hybrid model to review the plan and collect feedback.

All public and stakeholder participation activities will be documented throughout the plan in accordance with 44 CFR §201.6(b). We will illustrate how the HMP is compliant through deliverables and in the Plan Review Tool (PRT).

Hazard Mitigation Planning Team Meetings

Once the HMPT has been established, we will prepare for and conduct an initial kick-off meeting to discuss:

- Plan update overview – provide a clear understanding of the steps in the mitigation planning process.
- A draft work plan and project schedule, including the dates of all required meetings.
- Any additional resources and/or reference materials required for the process.
- Reporting and documentation requirements needed to meet FEMA Region 4 and MEMA requirements.
- Expectations for the team as a planning body and the required level of involvement from each team participant.

We will prepare all materials to facilitate plan development meetings—including agendas, sign-in sheets, meeting notes, and minutes—and any documents for discussion. We will establish review and distribution timeframes, so HMPT members and other interested parties will receive pre-reads prior to scheduled meetings. Attendees and other interested parties will also receive meeting notes following each meeting. These notes will be included in the final project plan. The plan development process will be thoroughly documented in accordance with 44 CFR §201.6(c)(1).

Data and Information Gathering

Reliable and well-sourced data is essential to an accurate HMP. We will utilize a comprehensive approach in reviewing existing relevant documents; data; and information provided by national-, state-, and regional-level datasets, and data from neighboring counties. As appropriate, we will also review other relevant County and District-wide documents and datasets for incorporation—including general plans, capital improvement plans, the EOP, land-use plans, historic structures and asset registries, Floodplain Management Plans (FMPs), ordinances, SOPs and policies, as well as your area's disaster history and any other relevant documents or studies identified by the HMPT.



"A successful planning effort includes active participation and buy-in from community leaders, stakeholders and the public".

– FEMA's Local Mitigation Planning Policy Guide, 4.1 Element A

We take a community-based approach to hazard mitigation planning. It is our goal to help integrate mitigation into the full spectrum of community planning, so that jurisdictions are able to assess other planning efforts and align them with mitigation concepts and principles. This methodology stems from our involvement in mitigation planning, from the inception of the HMP program through pilot programs and implementation. Although *we tailor our planning and research approach* to match each client's needs, our processes match FEMA's recommendations for how communities should both conceptualize and implement hazard mitigation planning.

Throughout the process of meeting with the HMPT, collecting data and gathering information, reviewing existing plans and policies, and soliciting feedback and ideas from the public, we will document the actions taken and how the plan was developed. This will include incorporating meeting materials (e.g., agendas, notes, minutes, sign-in sheets), stakeholder comments, and public comments into the final HMP.

Participant and Stakeholder Coordination

In alignment with the Local Mitigation Planning Policy Guide Element A2-a and 44 CFR §201.6(b)(2), we will make recommendations for stakeholder outreach to entities that support FEMA's Community Lifelines (see **Exhibit 3**) including representatives of local and regional agencies involved in hazard mitigation activities; agencies that have the authority to regulate development; neighboring communities; businesses, academia, and other private institutions; and nonprofit organizations that work directly with and/or provide support to underserved communities and socially vulnerable populations.

Exhibit 3: FEMA's Community Lifelines



As part of the new guidance from the Local Mitigation Planning Policy Guide Element A2-a, it may be helpful to reach out to private companies operating in your area for inclusion in the HMPT or as stakeholders, although not every entity that has data to contribute to the planning effort will want or need to be a fully participating entity. Stakeholder outreach is essential to collecting input, sharing resources, and establishing ties while respecting the needs and time of these contributors.

An integrated and holistic HMP that addresses issues faced by the whole community, while identifying differences where needed, creates a more actionable and easier-to-maintain document.

Throughout the planning, research, and draft phases of the project, we will meet consistently with stakeholders, technical experts, and department/organizational working groups. We will work in collaboration with MEMA to ensure proper documentation of this outreach and situational awareness of

their participation is maintained at all times. We will also ensure the narrative of plan development and stakeholder inclusion is in accordance with 44 CFR §201.6(c)(1).

Capability Assessment

We will develop data and information collection tools and worksheets needed to gather appropriate information from plan stakeholders to complete a thorough assessment of each entity and its participating jurisdictions' mitigation capabilities. Based on this input, we will assess the jurisdictions' capacity for pre- and post-disaster hazard mitigation programs. This process will include:

- Consideration of policies, any pre-existing programs related to hazard mitigation, and development in hazard-prone areas.
- A discussion of the entity's funding capabilities and staffing levels for hazard mitigation projects and programs.
- Evaluation of adopted and/or implemented ordinances that reduce risk and/or increase resilience.
- Any other criteria identified by the HMPT as relevant and necessary to this discussion, such as any infrastructure in place that positively or negatively impacts vulnerability to disasters and MEMA's floodplain management programs.

Asset Inventory

We will use existing data sources validated by the HMPT to inventory assets exposed or vulnerable to the hazards identified and profiled in the preceding task. District-owned or operated assets and buildings, critical facilities, infrastructure, cultural resources, and historic assets will be included, as will Repetitive Loss (RL) and Severe Repetitive Loss (SRL) properties (as applicable). The National Flood Insurance Program (NFIP) Community facilitation is required to request access to this data under the Federal Insurance and Mitigation Administration. We will gather and organize geospatial data for each asset—including location, structural data, and valuation.

We will produce a database as an appendix to the HMP that will outline the structure's details, categorization of the facility, and potential losses. We use ArcGIS software to produce cartographic products of these assets in the plan, which will include their location overlaid onto areas of hazard vulnerability. Identifying areas of potential losses will also show the community's development trends to help identify needs for future consideration.



PHASE 2 – Assess Risks & Vulnerabilities

We will conduct all necessary research on hazards; hazard risks; capabilities and gaps; community assets; funding resources; and mitigation best practices to create a data-driven Hazard, Risk and Vulnerability Assessment (HVRA) that meets FEMA and MEMA requirements. We will investigate the impact, historical occurrences, and probability of future occurrences of each of the profiled hazards, using a wide variety of sources.

Hazard Identification and Profiles

We will develop comprehensive, current, and accurate profiles of the hazards that could impact your community. Beginning with a review of the Mississippi Enhanced State HMP, other publicly available plans from surrounding jurisdictions, and other existing planning mechanisms and tools, we will collect information on each identified natural hazard for consideration by the HMPT. We will consult with the HMPT and the public to create an inclusive list of hazards that might affect the assets and resources.

Any hazard that is *excluded* from the plan will be omitted based on documented rationale and confirmed by the team.

We will then create detailed profiles that clearly define these hazards, identify the locations within the District where those hazards are possible, discuss their potential magnitude, and profile past occurrences—including any relevant Federally declared disasters.

This will include a thorough discussion of RL and SRL properties as part of the Flooding profile. The profiles will also discuss the probability of future occurrences, incorporating current climate change data wherever relevant, and discussing these hazards' potential environmental impacts.

Incorporating the vulnerability analysis tools, asset data, vulnerable population data, and impacts due to climate change, the updated hazard profiles will provide an enhanced overview of potential losses and vulnerabilities and will help inform mitigation strategies that enhance resiliency.

Hazard Mapping

We will work closely with the HMPT to generate Geographic Information System (GIS) products to visually represent hazard risk and ensure the locations of hazardous areas within the District are identified. Many natural hazards have geographic boundaries, including hazards identified in your last plan. Using FEMA's Risk MAP, ArcGIS software, and all available authoritative sources of geospatial data, these mappable hazards can be visualized with levels of probability for events of a specific magnitude or frequency. Updated data and maps are fundamental to ensure they are accessible and useful for implementing mitigation strategies and to determine the need for new or revised policies that regulate land-use and development.

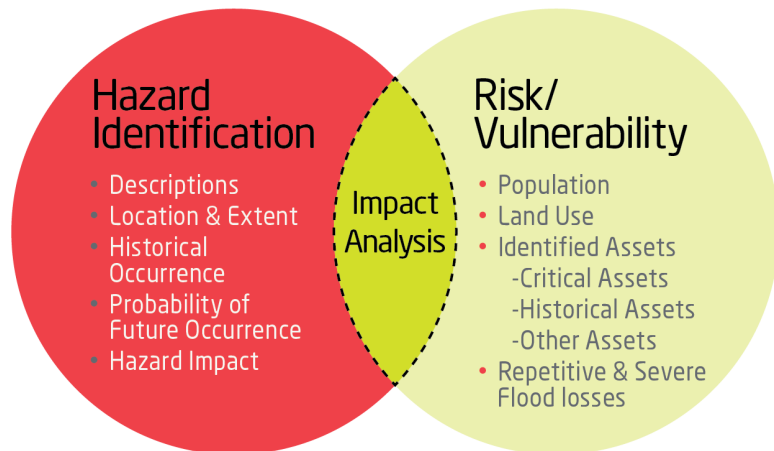
Vulnerability and Loss Estimation

Using the vulnerability analysis tools, asset data, vulnerable population data, and impacts due to climate change, the updated assessment will provide an overview and analysis of potential losses and vulnerabilities, which will be useful to help inform mitigation strategies that enhance resiliency.

The output will include data visualizations and calculations that show vulnerable structures and populations. Using ArcGIS, asset inventory data and population data will be overlaid onto areas of identified hazard vulnerability that will then identify the potential exposure. Identifying areas of vulnerability and potential losses will also show development trends and help identify needs for future land-use considerations.

There are many applications and toolkits we use to gather and synthesize data to assess the jurisdictions most threatened and most vulnerable to damage and loss associated with hazard events.

Exhibit 4: Components for Hazard Identification and Risk/Vulnerability Assessment



These include:

- **The National Risk Index** tool will assist with the identification of potential risks of natural hazards and gather data on annual losses, social vulnerability, and community resilience. We will use the geospatial data to identify the hazard vulnerability for each jurisdiction and help inform the mitigation strategy.
- **FEMA's Risk MAP** will identify flood risk vulnerability for the participating communities and help guide effective land-use mitigation strategies. We will utilize FEMA Risk MAPs, Digital Flood Insurance Rate Maps, Digital Elevation Model data, and spatial analysis utilizing GIS desktop software to determine flood risks throughout the region.
- **The U.S. Climate Resilience Toolkit** is used to explore hazard vulnerability and allows for interactive mapping of past and future conditions. The toolkit also includes case studies that will help guide mitigation strategies.
- **Hazus-MH** was designed, developed, and is managed by FEMA's Natural Hazards Risk Assessment Program to estimate building and infrastructure loss in the event of a disaster. As described in detail above, we will calculate exposure for the area; characterize the level or intensity; and calculate the potential economic losses and structural damage due to hurricanes, floods, or earthquakes.
- **ESRI's ArcGIS software and tools** will be used to develop maps and other visualizations to depict hazard information, assess these hazards in respect to population and jurisdictional assets, and to depict geographic boundaries. We will provide an overview and analysis of each participating jurisdiction's vulnerability level to the identified hazards.

Risk Assessment

Next, we will describe the impact each hazard would have on the assets identified by MEMA and the HMPT, also taking into consideration population growth in hazard areas and changes in risk profile due to factors such as climate change. The assessment of vulnerability will include the most threatened or vulnerable areas. Using FEMA's National Risk Index tool and U.S. Census data, the assessment will also include an overview of potential exposure to the District's most vulnerable populations.

This section will include land-use maps and discussions on development trends, which will assist with advisement on future land-use decisions. NFIP-insured structures that have been repetitively damaged by floods will be identified and analyzed, but property addresses will be redacted in keeping with the Privacy Act of 1974. We will develop a hazard mapping geodatabase to help inform mitigation strategies. Any data limitations will be noted and identified as part of the mitigation strategy.



PHASE 3 – Develop Mitigation Strategy

We take a community-based approach to hazard mitigation planning. It is our goal to help you integrate mitigation into the full spectrum of community planning. Once the foundations of the Hazard Identification, Risk Assessment, Vulnerabilities, and Capabilities sections are complete, the team will have the tools to update MEMA's mitigation strategies. This will form the basis for the development of the updated HMP.

Develop Hazard Mitigation Goals and Strategy

Based on input from the HMPT, and in consideration of the results of our risk assessment, we will work with the team to update and/or develop new mitigation goals and prepare a draft listing for review and validation. The HMPT—and the public, if identified in the outreach strategy—will have the opportunity to provide input on and approve the goals outlined in the updated HMP. These goals will guide the

selection of activities to mitigate and reduce potential losses to MEMA. In our experience, clear goals that are agreed upon by the HMPT and the public provide a strong foundation for prioritizing mitigation actions and developing a long-term HMP. This “buy-in” also makes prioritizing mitigation actions simpler. We will use the following procedures to validate and develop mitigation goals:

- **Outreach findings.** Evaluate themes that emerged during planning meetings and/or outreach activities. These themes might include the need for improved public awareness regarding hazards or the need for a better public notification system during emergencies. For every theme identified, a corresponding ability or authority to expand and/or improve MEMA’s capability will also be identified.
- **Jurisdictional consistency.** Correlate existing plans and other policy documents to ensure hazard mitigation goals are consistent with the goals of surrounding community plans and objectives. Mitigation goals should complement and leverage existing plans and policies to enhance positive outcomes.

In addition, we will work with the individual participating agencies during HMPT meetings to identify and address issues of importance to their communities, by setting goals and—if appropriate—mitigation measures. This includes identifying opportunities to improve upon existing capabilities for pre- and post-disaster mitigation management.

Develop Actions

We will conduct public workshops, surveys, and other outreach efforts as identified in the Community Outreach Plan to solicit the public’s input on the mitigation strategy, including identifying potential actions. Our team will then prepare an updated mitigation strategy and action matrix that includes a comprehensive range of community-identified and community-endorsed mitigation actions that can reduce the potential impacts of all profiled hazards. We will then work with the HMPT to identify the mitigation measures that best achieve each entity’s goals. To support the HMPT in selecting mitigation actions, we will consider the traditional “STAPLEE” criteria (evaluating a potential action’s Social, Technical, Administrative, Political, Legal, Economic, and Environmental impacts), but also the actions’ cost-reasonableness, alignment with other community goals, and level of support.

Based on the results of the risk assessment and additional evaluation criteria, we will identify mitigation actions and ensure each is properly prioritized. Each activity in the strategy will include an explanation for how the activity contributes to the overall mitigation strategy (i.e., how risk or vulnerability is reduced or eliminated). We will then strengthen the linkage of mitigation actions to funding opportunities and include an implementation plan/timeframe to help keep the plan actionable.

It is important to establish a schedule for implementing the mitigation actions prescribed in the HMP. The plan deliverable will include a method for measuring implementation. This includes a recommended timeline for implementing each mitigation measure over the next five years, a summarization of each action, its level of priority, which party or agency is responsible for the action, how the action will be funded, a benefit-cost analysis (BCA), and the action’s level of feasibility.

Develop Monitoring and Maintenance Plan

The HMP will include a clear and detailed written description of the planning process, including any data limitations we encountered during the plan update. The final steps are the mechanisms to keep the HMP actionable throughout the five-year planning cycle. It is important to consider how the community will engage with and maintain the HMP over time. This encourages progress toward implementation of the established mitigation strategies. We will develop a maintenance process that identifies how; when; and by whom the HMP will be monitored, evaluated, and updated.

It is also important to establish a process for how the HMP will be integrated into other planning mechanisms and vice versa. We will help validate this section with input from the HMPT, based on best practices and lessons learned since the last plan update.



PHASE 4 – Adopt & Implement the Plan

We will support MEMA through the process of State and FEMA approval and formal plan adoption, making required changes as needed.

Draft Assembly

Once all plan sections have been drafted, we will compile a single plan document with consistent and accessible branding and formatting, inclusive of all chapters, annexes, and graphics. We will ensure that all community and stakeholder input received throughout the planning process is incorporated into this final document, which will include a completed FEMA PRT validating that all requirements have been met. We will provide an editable digital copy of this document to the HMPT.

Review and Finalization

We will submit a preliminary draft for review by the HMPT. We will also complete the Region 4 Local Mitigation PRT to illustrate how the HMP is compliant with 44 CFR § 201.6. Any comments received during the HMPT's review will be consolidated and edits will be tracked noting how the revisions were addressed.

After initial edits, we will work with the participating jurisdictions to make the plan available for public comment. Feedback received during the public comment period will be reviewed and consolidated. Edits made by our planners will be tracked and we will note how the comments were addressed in the final version of the plan. When the draft is finalized, we will submit the plan for State review.

State and FEMA Review

State review of the HMP must be completed before the plan can be submitted for FEMA review. Once the State is satisfied and has approved the plan, they will submit the draft for FEMA Region 4 review. We will incorporate any changes recommended by FEMA in a timely manner until FEMA deems the plan to have Approval Pending Adoption (APA) status.

Preparation of Final Drafts and Plan Adoption

Once MEMA receives confirmation of APA status from FEMA, we will assist with any questions during the adoption process. The FEMA APA draft will receive a final "cleanup" where redlines, highlights, and final documents are incorporated. Once the plan is adopted by the jurisdictions, proof of adoption will be forwarded to MEMA and FEMA Region 4. We will retain all data, records, and documentation for the preparation of the required items.

Closeout

Final documents, including a Word and PDF version of the completed HMP—along with all materials used to complete the update and copies of all feedback and survey results—will be submitted to MEMA along with the final invoice for reconciliation.

6. ACKNOWLEDGEMENT OF AMENDMENT

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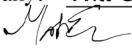
Invitation for Bids
District 6 Hazard Mitigation Plan Update
IFB RFx# 3160008070

Amendment #1
Questions and Answers

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

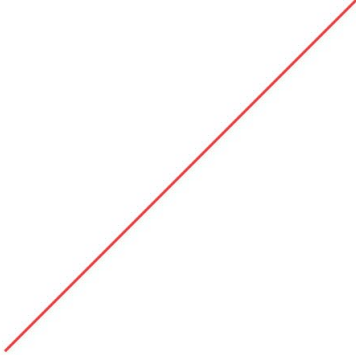
Receipt of Amendment #1 Acknowledged:

Company: Witt O'Brien's, LLC

By: 

Printed Name: Matthew Erchull

Title: Senior Managing Director- Government Solutions



Appendix A:

Resumes of Proposed Personnel



WITT O'BRIEN'S
PART OF THE **AMBIPAR** GROUP

The following resumes are included in this section:

- Erin Buchanan, CFM – Project Executive
- Chelsea Morganti, CFM – Project Manager
- Katie Harwood, MA – Mitigation Planner III
- Mark Duffy, MURP – Mitigation Planner II
- Matt Arsenault - Mitigation Planner II
- Erika Estrada – Mitigation Planner I
- Cathy Walker, GISP, MS – Senior GIS/Hazus Specialist
- Emily Razzano, MS – GIS/Hazus Specialist

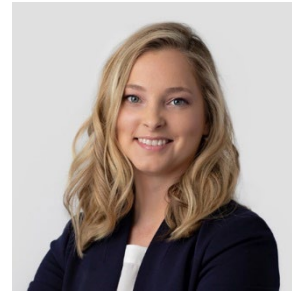
Erin is a Certified Floodplain Manager (CFM) with 21 years of experience supporting hazard mitigation and resilience initiatives across a wide range of jurisdictions. Her support of MEMA dates back to 2018.

Erin currently serves as the Managing Director for Witt O'Brien's Mitigation Services portfolio, where she provides strategic leadership and oversight for state-level program management, project management, and mitigation planning efforts.

Under Erin's direction, the mitigation portfolio has delivered comprehensive program management and technical support for more than \$6 billion in mitigation funding nationwide. This work has supported states and territories including Louisiana, Alabama, Virginia, Nevada, New Mexico, and the U.S. Virgin Islands, as well as numerous local jurisdictions. Her expertise includes mitigation grant strategy development, grant application support, and end-to-end grants management.

Erin specializes in supporting communities by effectively linking hazard mitigation planning with project identification, development, and application submission, helping ensure plans translate into actionable and fundable projects. She has played a key role in the development of nearly 60 state and local Hazard Mitigation Plans. In addition, Erin brings extensive proficiency in benefit-cost analysis, environmental and historic preservation compliance, mitigation policy and regulatory requirements, and complex client coordination across multiple stakeholders.

ERIN BUCHANAN, CFM
PROJECT EXECUTIVE



YEARS OF EXPERIENCE

21 Years

EDUCATION

BA, International Relations and Affairs, Minor – French, Marshall University

CERTIFICATIONS / TRAINING

National Certified Floodplain Manager (CFM), #US-07-02519, Association of State Floodplain Managers, first earned in 2007

Project Manager, Nevada Department of Emergency Management, Carson City, NV (2024 – Present)

Erin provides support and staff augmentation services for multiple HMA funding opportunities.

SME, New Mexico Department of Homeland Security and Emergency Management, Santa Fe, NM (2023 – Present)

Erin provides support and staff augmentation services for multiple HMA funding opportunities.

Project Manager/Senior Advisor, Charlotte County, FL (2023 – 2025)

Erin served as Project Manager/Senior Advisor. Charlotte County received \$166 million in HMGP allocations from Hurricanes Ian and Idalia. Erin lead a team providing project scoping and application development services for the County.

Project Manager, Alabama Emergency Management Agency (AEMA) (2022 – Present)

Erin provides support and staff augmentation services to AEMA for multiple HMA funding opportunities. Our mitigation team supports application reviews, application rankings, technical assistance, and staff augmentation services.

Project Manager, Gloucester County, VA (2022 – 2024)

Gloucester County received residential flood mitigation grant funding through HMGP and Flood Mitigation Assistance (FMA). We provided project implementation services to include property owner

coordination, engineering coordination, procurement assistance, financial allocation, reimbursement assistance, and overall grants management services.

Project Executive, Montgomery County, MD (2022 – 2024)

Erin served as Project Executive for updating the County's HMP while another team from Witt O'Brien's updated the County's Emergency Operations Plan. This allowed for enhanced collaboration and plan integration. Montgomery County includes 20 jurisdictions. The plan is pending FEMA review.

Project Executive, Mississippi Emergency Management Agency (MEMA) District 7 (2022 – 2023)

Erin served as Project Executive for updating the regional hazard mitigation plan for MEMA District 7, which consists of nine counties: Jefferson, Adams, Franklin, Lincoln, Lawrence, Wilkinson, Amite, Pike, and Walthall. The area of the participating counties includes 4,781 square miles and a population of 174,795 citizens.

Lead Mitigation Specialist, USVI Office of Disaster Recovery (lead agency), St. Croix, USVI (2021 – Present)

Erin provides support to the Territory Hazard Mitigation Officer and other sub-applicants for mitigation program management in response to back-to-back Category 5 Hurricanes (Irma and Maria) in 2017. Our team supported HMGP application development, including BCAs for an HMGP ceiling lock-in of ~\$1.2 billion. In addition, we continue to provide grant management and implementation support for over 135 approved HMGP projects.

Technical Assistance Advisor, State of West Virginia, WV (2021 – 2022)

Erin served as technical assistance advisor for updates to Region 4's HMP consisting of five counties and 30 underlying jurisdictions. Witt O'Brien's was a sub to E.L. Robinson. This mitigation plan was approved in 2022.

Project Manager/Senior Mitigation Planner, MEMA District 2 (2021 – 2022)

Erin served as Project Manager/Senior Mitigation Planner for updating District 2's regional HMP consisting of 11 counties and 48 underlying jurisdictions. The areas of the participating counties range from 401 square miles to 710 square miles. This mitigation plan was approved in 2022.

Project Manager/Senior Mitigation Planner, MEMA District 6 (2021 – 2022)

Erin served as Project Manager/Senior Mitigation Planner for updating District 6's regional HMP consisting of nine counties and 30 incorporated municipalities. This district had eight recorded dam failures and there are 37 high-hazard dams. The areas of the participating counties range from 572 square miles to 767 square miles. This mitigation plan was approved in 2022.

Mitigation Specialist, Town of Morehead City, NC (2021)

Erin provided application development and technical assistance to the Town for their Hazard Mitigation Assistance application, which they were submitting to FEMA as part of their recovery efforts related to the impacts of Hurricane Florence (2018).

Project Manager/Sr. Mitigation Planner, St. Charles Parish, LA (2019 – 2020)

Witt O'Brien's updated the Parish's HMP. Our scope included a detailed repetitive loss strategy that the Parish is using to implement the residential mitigation program.

Project Manager/Senior Mitigation Planner, MEMA District 4 (2019 – 2020)

Erin served as Project Manager/Senior Mitigation Planner for updating District 4's regional HMP consisting of 10 counties and 36 underlying jurisdictions. The areas of participating counties range from 416 square miles to 772 square miles. This mitigation plan was approved in 2020.

Project Manager/Senior Mitigation Planner, MEMA District 8 (2019 – 2020)

Erin served as Project Manager/Senior Mitigation Planner for updating District 8's regional HMP consisting of seven counties and 17 incorporated municipalities. The areas of the participating counties range from 415 square miles to 814 square miles. This mitigation plan was approved in 2020.

Hazard Mitigation Specialist/Project Manager, Sienna Parks & Levee Improvement District, Sugar Land, TX (2018 – 2019)

Erin served as Hazard Mitigation Specialist/Project Manager tasked with identifying and developing hazard mitigation projects. She has submitted multiple grant applications to TDEM totaling approximately \$70 million. Erin was also Project Manager/Senior Mitigation Planner assisting the Sienna Parks & Levee Improvement District with the development of its inaugural HMP.

Project Manager/Mitigation Planner, MEMA (2018)

Erin served as Project Manager/Mitigation Planner who led updates to the State of Mississippi's HMP, which included an extensive file conversion and updates to include climate change.

Mitigation Specialist, City of Fernandina Beach, FL (2017 – 2024)

Erin is responsible for the development and grants management of the City's drainage project.

Mitigation Specialist, Town of Toms River, NJ (2017 – 2020)

Erin served as a mitigation specialist responsible for the development and grants management of the Township's FMA Elevation projects.

Mitigation Specialist, City of Savannah, GA (2017 – 2019)

Erin served as a mitigation specialist responsible for the development and grants management of the City of Savannah's generator project, which was submitted for HMGP funding under Hurricane Matthew.

Project Manager/Senior Mitigation Planner, Virginia Department of Emergency Management (2017 – 2018)

Erin served as Project Manager and Senior Mitigation Planner responsible for the update of the Commonwealth's Statewide HMP as well as adding applicable enhanced plan elements. The plan also included a loss-avoidance study using previously implemented mitigation projects throughout the Commonwealth.

Project Manager, Ward County, ND (2017 – 2018)

Erin served as Project Manager responsible for the update of the Ward County HMP, which included 13 jurisdictions. She was also responsible for contract management and client reporting.

Project Manager/Hazard Mitigation Specialist, University of Texas Medical Branch (UTMB), Galveston, TX (2016 – Present)

Erin is responsible for updates to UTMB's HMP and mitigation grants management, as well as advising UTMB leadership, staff, and contractors. She is responsible for identifying and developing mitigation projects as funding becomes available. She has submitted multiple grant applications to the Texas Division of Emergency Management totaling approximately \$75 million.

Multi-Jurisdictional Hazard Mitigation Planning, Multiple Clients, VA (2016 – 2017)

As Senior Mitigation Planner, Erin worked with the Northern Virginia counties of Arlington, Fairfax, Loudoun, and Prince William; the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park; and the towns of Clifton, Dumfries, Haymarket, Herndon, Leesburg, Lovettsville, Middleburg, Purcellville, Occoquan, Round Hill, and Vienna to update the Hazard Identification and Risk Assessment (HIRA) for the Northern Virginia Hazard Mitigation Plan. Erin provided technical assistance, document and data management, research, and quality assurance/quality control (QA/QC).

Mitigation Planner, Jefferson County, AR (2015 – 2017)

Erin was responsible for the QA/QC of updated plan documents for Jefferson County's Multi-Jurisdictional HMP.

Deputy Project Manager/Senior Mitigation Planner, the University of Minnesota, MN (2015 – 2016)

As Deputy Project Manager/Senior Mitigation Planner, Erin worked closely with the five campuses of the University of Minnesota to collect data and documents necessary to create the university's inaugural HMP and update their existing threat/hazard identification and risk assessment (THIRA). Erin was responsible for documenting the development process for the plans, managing data and documents provided by the participating campuses and departments, researching information for the plans, and formatting and updating the plan documents. She worked closely with both the university and its representatives involved in the plan development/update process, providing technical assistance at each stage of the plan and document development/updates, including in the development of the mitigation strategy for each campus and the public participation process.

QA/QC Reviewer, Auburn University, AL (2015 – 2016)

Erin was responsible for the QA/QC of plan documents for the Auburn University Disaster-Resistant University HMP, which included a preliminary Business Impact Analysis (BIA) for multiple departments.

Hazard Mitigation Specialist, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), LA (2007 – 2016)

Erin served as Hazard Mitigation Specialist supporting GOHSEP during the rebuilding efforts from Hurricanes Katrina, Rita, Gustav, Ike, Isaac, and several other unnamed disasters. She assisted in the development and implementation of strategic plans for mitigation programs. Erin provided expert guidance regarding mitigation, assisted in identifying and developing HMGP projects and applications, ensured guidance and legislative criteria were met, performed QA/QC reviews, assisted with problem resolution, developed BCAs, assisted in training GOHSEP staff and local subrecipients, and developed funding strategies and financial management tracking tools to manage over \$2.7 billion.

Disaster Assistance Employee, FEMA- Region 4, Atlanta, GA (2004 – 2007)

Erin supported mitigation and was assigned to disaster work related to community education and outreach as well as hazard mitigation grants.

FEMA TRAINING

FEMA; DF-100, DF-105, DF-106, DF-109, DF-120, DF-128, DF-219, DF-228, DF-304, DF-305, DF-308, DF-310, DF-319, DF-416, DF-418, DF-420, DF-421, DF-434, DF-435, DF-437, DF-500, DF-505, DF-506, DF-507, E-253, E-273, E-276, E-842, L-273, L-386, L-701, IS-001, IS-003, IS-005, IS-007, IS-008, IS-010, IS-011, IS-015, IS-022, IS-036, IS-055, IS-100, IS-111, IS-120, IS-139, IS-200, IS-208, IS-212, IS-230, IS-235, IS-240, IS-241, IS-242, IS-244, IS-253, IS-271, IS-275, IS-288, IS-279, IS-292, IS-318, IS-324, IS-362.A, IS-393, IS-394, IS-395, IS-546, IS-547, IS-630, IS-632, IS-650, IS-700, IS-775, IS-800, IS-814, IS-870

Chelsea is a Certified Floodplain Manager (CFM) with 12 years of experience in mitigation grants management, community assistance, and program management and implementation. She is currently managing the development of these two regional Updates: District 3 and District 5. She has also supported updates for Districts 7 and 9.

Chelsea joined Witt O'Brien's after six years with the New Mexico Department of Homeland Security and Emergency Management, where she served as the State Hazard Mitigation Officer (SHMO) for three years. Chelsea has led the development and overseen the completion of nearly 120 hazard mitigation plans (HMPs) and projects for state, local, and tribal governments as well as large universities, quasi-governmental entities, and special districts through FEMA closeout. She is proficient in project planning, coordination, and timeline management.

Project Manager, City of Rancho Palos Verdes, CA (2026-Present)

Chelsea is involved with the management of several awarded Mitigation Projects for the landslide events.

Project Manager, City of San José, CA (2026 – Present)

Chelsea is responsible for managing many complex elements as she updates the MYTEP and EOP – called the Emergency Management Organization Guide – for the city.

Project Manager, City of Ontario, CA (2026 – Present)

Chelsea is responsible for developing three critical emergency preparedness plans for the City—the Continuity of Operations Plan (COOP), the Continuity of Government Plan (COG), and the Disaster Recovery (DR) Plan—as well as continuity exercises to socialize the plans.

Project Manager, Sonoma County, CA (2026)

Chelsea managed the final stages of developing the Drought Resiliency Plan (DRP) under SB 552. This work also included the creation of a Drought and Water Shortage Annex to the Emergency Operations Plan, and creation of public outreach material on the three drought stages.

Project Manager, District 3 and District 5, Mississippi Emergency Management Agency (2025-Present)

Chelsea is managing the development of these two regional Updates. District 3 includes 9 counties and 62 total jurisdictions. District 5 includes 5 counties and 23 total jurisdictions.

Project Manager, City of Bell, CA (2025-Present)

Chelsea is leading the development of the City's first Hazard Mitigation Plan.

CHELSEA MORGANTI, CFM

PROJECT MANAGER



YEARS OF EXPERIENCE

12 Years

EDUCATION

BA, English, Minor - Latin, University of New Mexico

CERTIFICATION

CFM since 2019, Association of State Floodplain Managers – New Mexico Chapter

TRAINING

FEMA: L-273, G-318, G-557, IS-100, IS-120, IS-200, IS-230, IS-235, IS-240, IS-241, IS-242, IS-244, IS-276, IS-280, IS-319, IS-321, IS-329, IS-922, IS-546, IS-547, IS-700, IS-702, IS-703, IS-706, IS-800, IS-1100, IS-1102, IS-1103, IS-1113, IS-2900

Floodplain SME, North Carolina League of Municipalities (2025-Present)

Chelsea is providing advisory services related to interpretation of FEMA flood maps, the 44 CFR, and other NFIP and insurance related questions related to the impacts of Hurricane Helene.

FEMA Mitigation SME, City of Tampa, FL (2024 - Present)

Chelsea is providing Mitigation technical support to the City following Hurricanes Ian, Idalia, Helene, and Milton, including project development and formulation, development of NOI's, and coordination across multiple city departments.

FEMA Mitigation SME, City of Newberry, SC (2025 – Present)

Chelsea is providing Mitigation technical support to the City as they work through recovery from the impacts of Hurricane Helene, which included damage to electrical and fiber infrastructure.

BRIC Project Manager, City of Bend, OR (2025)

Chelsea managed the development and wrote two of the City's BRIC sub-grant applications for the 2024 cycle, totaling \$50 million. This included an innovative "Project Guide" that would have helped reviewers better understand the complicated water treatment process and proposed mitigation.

Deputy Project Manager, Nevada Department of Emergency Management, NV (2024 – Present)

Chelsea provides technical assistance on hazard mitigation project application development to jurisdictions across the State of Nevada. She assists in the review and development of HMPs and Sub-grant applications for annual and disaster-related mitigation grants, including HMGP post-fire grants. She is also developing and delivering statewide training for state staff and Sub-grantees to increase capabilities at all levels.

Project Manager, Fresno County, CA (2023 – 2025)

Chelsea provided administrative support in the development of the multi-jurisdictional HMP through a community-informed, bilingual public outreach process, and facilitating activity support and compliance with the National Flood Insurance Program's (NFIP) Community Rating System (CRS). The Fresno County Plan includes 17 jurisdictions.

Project Manager, Union, Dickinson, and Polk Counties, IA (2023 – 2024)

Chelsea provided administrative support in the development of the three separate multi-jurisdictional HMPs, one that included NFIP CRS Activity 510 compliance. The counties include Union County (12 jurisdictions), Dickinson County (10 jurisdictions), and Polk County (34 jurisdictions). Two of these counties – Dickinson and Union – are highly rural in character, while Polk is more urban and home to Des Moines, the capital of the State of Iowa. Each of the plans were approved by FEMA.

Project Manager, City of Carson, CA (2023 – 2025)

Chelsea led the city's first HMP update since 2013. Originally profiling only three hazards – Earthquake, Flood, and Windstorm – the plan included significant updates and received FEMA APA in January 2025.

Plan Update Project Manager, Counties of Lehigh Valley and Northampton, PA (2023 – 2024)

Chelsea served as Project Manager for this HMP Update covering 67 jurisdictions - 2 counties, 3 regional authorities, and 62 municipalities. Multi-jurisdictional collaboration was of utmost importance.

In total, Chelsea delivered two virtual kickoffs, four hybrid capability workshops, two in-person Threat and Hazard Identification and Risk Assessment (THIRA) /Stakeholder Preparedness Review workshops, two four-hour long in-person participation "office hours," two in-person THIRA meetings, a hybrid Mitigation Strategy meeting, three 2-hour Action Development workshops, 12 one-on-one coaching sessions, and a virtual town-hall.

Subject Matter Expert, National League of Cities (NLC) (2022 – 2025)

Chelsea led the development and delivery of content and provided one-on-one municipal technical assistance through the NLC's Local Infrastructure Hub. She has presented FEMA's Building Resilient Infrastructure & Communities (BRIC) and Flood Mitigation Assistance grant programs, Clean Buildings, and the U.S. Environmental Protection Agency's Climate Pollution Reduction Grant. She provided support to FEMA Region VI in Denton, TX and additional cities throughout Texas.

Plan Update Project Manager, Montgomery County, MD (2022 – 2024)

Chelsea served as Project Manager for the Local HMP update, while other staff from Witt O'Brien's update the County's Emergency Operations Plan. This allows for enhanced collaboration and plan integration. This HMP will be Emergency Management Accreditation Program compliant. Montgomery County includes 20 jurisdictions.

Project Manager / Lead Planner, City of Carnation, King County, WA (2022 – 2023)

Chelsea served as Project Manager and Lead Planner in the development of the city's inaugural annex to the County's HMP. Witt O'Brien's was tasked with supporting the utilization of expiring grants funds and facilitating plan development after another jurisdiction declined to fulfill their agreement.

Grants Development Specialist, Cochise County, AZ (2022)

Chelsea wrote the County's BRIC sub-grant application for the 2022 cycle. The project was ranked #2 and awarded under the State of Arizona's allocation.

Plan Update Project Manager, District 7, Mississippi Emergency Management Agency (2022 – 2024)

Chelsea served as Project Manager/Mitigation Planner updating the Mississippi Regional HMP, which included an extensive file conversion and updates to include climate change. District 7 includes 9 counties and 32 total jurisdictions. This plan was approved in January 2024.

Deputy Planner, Colorado Department of Homeland Security and Emergency Management, Denver, CO (2022 – 2023)

Chelsea served as Deputy Planner updating the Colorado Enhanced State HMP. She facilitated meetings with all 28 state agencies, presented access and functional need and underserved population considerations, and profiled state agency mitigation activities. Witt O'Brien's was a sub-consultant on this project.

Hazard Mitigation Subject Matter Expert (SME), Alabama Emergency Management Agency (2022)

As a Hazard Mitigation SME, Chelsea was tasked with providing technical assistance on hazard mitigation project applications to jurisdictions across the State of Alabama. She assisted in the review and development of 528 sub-grant applications across four disaster grants, totaling \$147 million in project funds. Chelsea also delivered Benefit-Cost Analysis training to state staff to increase their capabilities.

SHMO, New Mexico Department of Homeland Security and Emergency Management, Santa Fe, NM (2019 – 2022)

As SHMO, Chelsea managed 17 disaster and non-disaster Hazard Mitigation Assistance (HMA) grants and facilitated 113 mitigation plans and projects through all sub-grant stages, from application through closeout. She supervised the Mitigation Unit, which included three Mitigation Specialists and the State Floodplain Coordinator who oversaw the state's NFIP compliance. She contributed to the 2018 NM SHMP and overhauled the state's Administrative Plan in 2017 and 2021, updating the Mitigation Standard Operating Guidelines, Sub-Grant Orientation Packet, and funding methodology. During the 2021 funding application cycle she processed 48 project Notices of Interest totaling more than \$100 million in requested funds. She regularly represented the agency at local, state, and national conferences.

Mitigation Specialist, New Mexico Department of Homeland Security and Emergency Management, Santa Fe, NM (2016 – 2019)

As a Mitigation Specialist, Chelsea provided individually tailored technical assistance to state agencies, local jurisdictions, tribal nations, and special district/quasi-governmental applicants under the HMA program. She reviewed and approved all procurement, contracts, and invoicing associated with sub-grant agreements. She drafted Scopes of Work, budgets, and schedules for New Mexico HMA grants and sub-grants. She has firsthand experience preparing wildfire applications for award under the HMGP, HMGP-Post Fire, BRIC, and Pre-Disaster Mitigation and managing and monitoring all awarded projects through to closeout, ensuring completion occurred in compliance with all federal, state, and local requirements. Chelsea also served in the State's Emergency Operations Center during activations, deployed to post-fire jurisdictions to provide mitigation technical assistance, and conducted numerous site visits for all project types.

Disaster Recovery Analyst, City Of New Orleans, LA (2015)

For the City's Code Enforcement, Chelsea facilitated 383 FEMA conditionally approved demolition properties through the code enforcement, local historic, and FEMA Environmental and Historic Preservation processes. She advocated for legal judgments of 'blight' at hearings; in city council meetings; and at local, state, and federal coordination meetings. She created and managed databases to track over \$16 million in grants. She inspected damaged properties, identified historic elements for preservation, and oversaw safe remediation and salvage of residential and commercial demolitions.

Site Supervisor, St. Bernard Project/Americorps, LA (2013 – 2014)

Chelsea managed and trained up to 40 staff and volunteers per site, per day, in the construction and renovation of Hurricane Katrina-damaged homes. She executed all construction phases, enforced quality control, and maintained a safe, OSHA-compliant worksite. Chelsea was responsible for accurately projecting Scope of Work timelines, budgets, and workforce needs.

Katie has 13 years of experience leading and developing state and multi-jurisdictional hazard mitigation plans (HMPs), disaster recovery programs, and grant funding initiatives. Katie is supporting the HMP updates for MEMA Districts 3 and 5.

Throughout her career, she has managed state-level pursuits and management of infrastructure, housing, and disaster grants, and coordinated the update and approval of more than 25 county and state HMPs. Additionally, she has extensive experience in policy analysis and guidance, having helped secure over \$40 million in state funding. Since joining the firm, Katie has supported both the development of local HMPs and FEMA PA disaster recovery grants management.

Before joining Witt O'Brien's, Katie was Deputy Chief of Recovery and Mitigation for the South Carolina Emergency Management Division's over \$2 billion budget for disaster recovery and hazard mitigation and led the State's 2023 HMP update. Prior to that role, she was South Carolina's State Hazard Mitigation Officer (SHMO) for two years leading the mitigation team through rapid change and growth following the State's most significant disaster in more than 20 years. In this role, she managed the team responsible for administering a \$65 million portfolio of all Pre-Disaster Mitigation (PDM) and Hazard Mitigation Grant Program (HMGP) grants—including development of procedures for grant application, procurement compliance, phased projects, Request for Information (RFI) management, grant administration, disbursement, and closeout.

Hazard Mitigation Specialist, City of Bend, OR (2025)

Katie participated in the development, drafting, and finalization of two FEMA BRIC sub-grant applications for the FY2024 cycle, totaling \$50 million. Although the Federal government has cancelled all BRIC grants, the State considered the team's approach to be "innovative."

FEMA PA Project Manager, multiple clients (2024 – Present)

Katie has been supporting local governments in Florida, Maryland, and South Carolina in pursuing FEMA PA reimbursement for damages resulting from Federally declared disasters. For the Florida cities of Venice and Tampa, she provides project development and formulation support for recovery from Hurricanes Helene, Idalia, and Ian; she is also assisting Newberry (SC) with recovery from Hurricane Helene. She has assisted Coral Springs (FL) in closeout from Hurricanes Matthew, Irma, and Dorian. For the Montgomery County (Maryland) Office of Emergency Management and Homeland Security (OEMHS), Katie manages the team pursuing FEMA PA reimbursement for more than \$180 million in costs related to the COVID-19 pandemic, including non-congregate sheltering,

Deputy Project Manager for HMP Development, Fresno County, CA (2023 – 2024)

Katie is supporting the development of the multi-jurisdictional HMP through a community-informed, bilingual public outreach process, and facilitating activity support and compliance with the National Flood Insurance Program's (NFIP) Community Rating System (CRS). Fresno County includes 17 jurisdictions. She has directed staff in the review of relevant planning documents, hazards, capabilities,

KATIE HARWOOD, MA MITIGATION PLANNER III



YEARS OF EXPERIENCE

13 Years

EDUCATION

MA, Homeland Security, Naval Postgraduate School

BA, Healthcare Logistics and Emergency Management, New York University

TRAINING

FEMA IS-003, 100, 120, 200, 230, 235, 240, 241, 242, 244, 393, 700, 800, 1000

and resources and synthesis of this data into a complete and thorough HMP that also meets CRS compliance for a Floodplain Management Plan. This plan has been approved by the State of California and is awaiting Federal approval per the new administration.

Deputy Project Manager for HMP Development, multiple counties, IA (2023 – 2024)

Katie lead the development of the three separate Multi-Jurisdictional HMPs (MJHMPs) and facilitated compliance under the NFIP's CRS. The counties include Union County (13 jurisdictions), Dickinson County (10 jurisdictions), and Polk County (34 jurisdictions). Two of these counties – Dickinson and Union – are highly rural in character, while Polk is more urban and home to Des Moines, the capital of the State of Iowa. The Polk County HMP includes the synthesis of data into a complete and thorough HMP that also meets CRS compliance for a Floodplain Management Plan. All three plans are completed.

Deputy Project Manager for HMP Development, Counties of Lehigh Valley and Northampton, PA (2023 – 2024)

Katie is assisting in the development of the MJHMP update and is responsible for overall content adherence with the Pennsylvania Emergency Management Agency's HMP Standard Operating Guide, FEMA High Hazard Potential Dam requirements, and FEMA *Local Mitigation Planning Policy Guide* guidance. This plan has been approved by FEMA.

HMP Planner, City of Carson, CA (2023 – 2024)

Katie is supporting the development of the update of the City's 2013 HMP through research, meeting delivery, and staff coordination. This plan has been approved by FEMA.

HMP Planner, Montgomery County, MD (2023 - 2024)

Katie assisted in developing the MJHMP update, including Mitigation Action development, alignment with the County's 2021 Climate Resiliency Plan, and providing a crosswalk to show how the plan complies with the requirements of the Emergency Management Standard (EMAP).

Deputy Chief of Recovery and Mitigation, South Carolina Emergency Management Division, Columbia, SC (2018 – 2023)

Katie led a diverse 52-member team responsible for over \$2 billion in disaster recovery, mitigation programs, and grants. She developed reporting tools for executive and legislative audiences to inform state-level policy decisions, resulting in \$40 million in state funding for disaster recovery. Katie led systems and processes that control these grants, including modernization of the team's reimbursement, risk assessment, audit monitoring, and internal financial control systems. She also led the South Carolina Recovery Task Force, a group of dozens of agencies and nonprofit organizations that led the state's ongoing recovery from ten Federally declared disasters in six years, which she restructured to reflect industry-wide best practices. Katie supported the update and FEMA approval of the 2023 South Carolina State HMP and the State's pursuit of Enhanced Status. She increased funding equity by developing processes to provide the highest support to the most marginalized communities. She monitored and modernized grant management systems and processes, including reimbursement, risk assessment, audit monitoring, and internal financial controls.

PA Specialist, FEMA Region II, New York, NY (2017 – 2018)

Katie assisted in monitoring compliance with Federal law, regulation, and policy related to funding for recovery from Hurricane Sandy.

Post-Emergency Canvassing Operations (PECO) Planning Lead, New York City Department of Health and Mental Hygiene, NY (2016 – 2017)

Katie coordinated and monitored agency compliance with the settlement terms of BCID v. De Blasio, a landmark case creating an aggressive agenda for citywide emergency planning for people with disabilities. She led the development of a plan for PECO, a multi-agency post-disaster effort to identify vulnerable and newly vulnerable New Yorkers and connect them to City services. She managed agency compliance with the terms of the BCID v. De Blasio settlement and coordinated reporting to the Plaintiffs and the Court. She managed the program's successful relationships with 34 City agencies responsible for providing staff to support PECO.

SHMO, South Carolina Emergency Management Division, Columbia, SC (2014 – 2016)

Katie provided hazard mitigation planning and grant management leadership for the State of South Carolina. She led the mitigation team through rapid change and growth following South Carolina's most significant disaster in more than 20 years. She managed the team responsible for administering a \$65 million portfolio of all PDM and HMGP grants in the State, including application, administration, disbursement, and closeout. She assisted more than 20 counties, municipalities, and other stakeholders with maintaining and updating their HMPs and ensured continuity of planning, review, submission, and adoption. Katie staffed the State's Emergency Operation Center during emergencies to support Individual Assistance and PA operations.

Planning Aide, Research Foundation at the City University of New York, NY (2013)

In this emergency planning and response consulting role, Katie developed a preliminary Antemortem Operations Field Guide for medical examiners and coroners based on the FEMA Region II Mass Fatality Management Plan.

Program Assistant, Regional Catastrophic Planning Team (RCPT) of NY/NJ/CT/PA (2011 – 2012)

Katie supported projects related to the Coastal Storm, Housing, Sheltering, and Family Assistance Center plans. She contributed to the design, detailed review, and finalization of plans for catastrophic emergencies in the greater New York region, emphasizing cross-jurisdictional coordination and integration of local, state, and Federal operations, particularly the Federal Integration portions of all RCPT plans. She also created informational graphics for plans and publications.

Mark has five years of experience in disaster recovery grants program planning, design, management, and implementation. He helped update the HMPs for MEMA District 3 and District 5.

Since joining the firm, Mark has supported the development of FEMA Hazard Mitigation Plans (HMPs) for local governments in California, Iowa, Mississippi, Maryland, Nevada, and Pennsylvania. He has also led state-level reviews of all local HMPs in New Mexico, evaluating plans for compliance with applicable requirements on behalf of the State. In addition, Mark assisted clients in Alabama, Kansas, Maryland, Minnesota, Nevada, and Texas in managing grants funded under various programs including FEMA's Public Assistance (PA) grant program, Hazard Mitigation Grant Program (HMGP), the National Park Service's Historic Preservation Fund, and the Coronavirus Aid, Relief, and Economic Security Act (CARES Act).

Mitigation Planner, Wright County, IA (2025 – Present)

Mark is currently leading the multijurisdictional update of the Wright County, Iowa HMP, coordinating with Wright County, eight municipalities, and three school districts. In addition to the suite of hazards commonly profiled in the region, Wright County's HMP includes an in-depth assessment of agricultural hazards. As one of the nation's top agriculture and livestock producers, identifying risk exposure and mitigation strategies around agricultural hazards is important for strengthening community resilience in Wright County.

Mitigation Planner, New Mexico (2025 – Present)

Since June 2025, Mark has been responsible for completing all state-level reviews of Local Hazard Mitigation Plans in New Mexico. Plans are reviewed for compliance with all requirements established in FEMA's Local Mitigation Planning Policy Guide (FP-206-21-0002) effective April 11, 2025. If requirements are met, the plans are routed to FEMA Region VI for final review. If requirements are not met, plans are returned to local jurisdictions with guidance on what requirements are not met and how they can be remedied. This work has also included reviews involving tribal entities, which follow a similar but district approval pathway. To date, Mark has reviewed and supported double-digit plans through final FEMA approval.

Planning Consultant, City of Ontario, CA (2025 – Present)

Mark helped coordinate with various City departments and agencies to collect key information regarding capabilities, personnel, operations, and resources. This information was used to develop department and agency annexes to the City's Continuity of Operations Plan. The annexes provide City officials with a comprehensive picture of how each department or agency will respond immediately following a disaster. The annexes also function as guides for departments and agencies to act independently when communication with other departments, agencies, and staff is disrupted.

Mitigation Planner, City of Bell, CA (2025 – Present)

Mark led the development of the HMP for the City of Bell. Because this was the City's first HMP, development was done from the ground up beginning with an overall assessment of the City's current demographic, geographic, and political characteristics. Once a thorough community profile was

MARK DUFFY, MURP
MITIGATION PLANNER II



YEARS OF EXPERIENCE

5 Years

EDUCATION

Master of Urban and Regional Planning, University of Denver

BA, Political Science, Simpson College

International Studies, Geography, University of Adelaide

TRAINING

FEMA: IS-393.B; IS-328.B; IS-0230.D; IS-00042; IS-00005.A; IS-212.B; IS-319.A; IS-320; IS-321

National Disaster Preparedness Training Center: Community Planning and Community Resilience AWR-228

established, Mark proceeded to develop a detailed evaluation of the City's hazard exposure by evaluating hazard conditions, property data, vulnerable populations, and additional factors. This information was then used to assist City officials with the formulation of goals and actions which could be pursued to improve hazard mitigation efforts. Throughout this work, Mark ensured that all requirements established by FEMA for HMPs were met, allowing for formal approval of the plan by FEMA.

Mitigation Planner, Mississippi Emergency Management Agency (MEMA), MS (2025 – Present)

Mark helped update the HMPs for Mississippi MEMA District 3 and District 5. Both plans were multi-jurisdictional efforts, as each district encompassed multiple counties and municipalities. Mark conducted an in-depth assessment of the districts' hazard profile and response capabilities by drawing on local data, hazard analyses, and planning records. This work informed targeted updates to the HMP by identifying changes in hazards since the last plan update, priority risks, and available resources. Additionally, Mark examined how the different counties and communities within each district interacted with each other under established governance frameworks, providing insight into the districts' operational context. This work supported the selection of actions and goals which were targeted and achievable, thereby strengthening overall hazard mitigation in both districts.

Mitigation Specialist, State of Nevada (2025)

Mark conducted the state-level review of LHMPs in support of the State of Nevada's Enhanced Status. During this work, Mark assessed whether the draft LHMPs were consistent with guidance from NDEM, FEMA Region 9, and the requirements of FEMA's Local Mitigation Planning Policy Guide. Mark returned detailed notes to local communities regarding the review of their draft LHMP; these notes included descriptions of any elements found to be insufficient, as well as recommendations for refining the LHMP to ensure it meets all established requirements from NDEM and FEMA in order to be approved.

During his work for the State of Nevada, Mark also supported the development of five HMGP-PF applications for Nevada entities totaling more than \$5 million. These applications were developed on behalf of communities, special districts, and a university and the projects connected to these applications included slope stabilization work, culvert and bridge remediation, wildfire monitoring technology, emergency generators for critical infrastructure, and wildfire fuel-reduction efforts.

Compliance Specialist, Montgomery County, MD (2024 – 2025)

Mark helped facilitate FEMA PA recovery efforts for Montgomery County, to support reimbursement for costs incurred by the County in response to COVID-19. He reviewed and organized the proper documentation for complete, audit-ready submissions to support funding determinations. His careful consideration of eligibility policies, cost reasonableness, and procurement standards helped Montgomery County avoid de-obligation risks.

Mitigation Planner, City of Carson, CA (2023 – 2025)

Mark formulated a robust understanding of the existing hazard and capability conditions for the City. This included reviewing relevant planning documents, hazards, and resources which shaped the LHMP. Mark also reviewed the political structures of Los Angeles County to strengthen his understanding of the City's unique position within one of the largest U.S. metropolitan areas.

Mitigation Planner, Counties of Lehigh and Northampton, PA (2023 – 2024)

Mark supported the development of a multi-jurisdictional HMP for the Lehigh Valley area by reviewing the various plans, hazards, capabilities, and resources present across Northampton and Lehigh

Counties. These two counties are also unique as they represent two of the seven counties in Pennsylvania that have adopted home rule charters. Mark provided succinct community profiles detailing the impact on the communities' future development for the multi-jurisdictional HMP.

Mitigation Planner, Counties of Dickinson, Polk, and Union, IA (2023 – 2024)

Mark developed LHMPs for the three Iowa counties of Dickinson, Polk, and Union. This included reviewing relevant planning documents, hazards, capabilities, and resources which shaped the LHMPs. Two of these counties—Dickinson and Union—are highly rural in character while Polk is more urban and home to Des Moines, the State capital. In supporting the simultaneous development of LHMPs for these counties, Mark demonstrated an ability to maintain a clear understanding of the nuances of each county and create final deliverables that were appropriately tailored to each county's circumstances.

Mitigation Planner, Historic Preservation Grant, City of Opelika, AL (2023)

Mark assisted with the development of a historic preservation grant application to preserve the historic G.W. Carver Hall. Erected in 1912, G.W. Carver Hall was the town's first Black public school. Development of the grant application required a review of historical documentation and formation of a narrative which adequately conveyed the historic value of the structure. Additionally, it was also important to properly explain why funding was necessary to preserve the historic structure.

Mitigation Planner, Montgomery County, MD (2023)

Mark contributed to the development of the latest HMP for Montgomery County. This effort included profiling the multiple communities within Montgomery County; assessing the hazards that could impact the County and its communities; assisting with the establishment of mitigation strategies, goals, and actions; and ensuring the final plan was compliant with the requirements of the Maryland Department of Emergency Management and FEMA Region 3.

Associate Consultant, RentHelpMinnesota Emergency Rental Assistance Program, St. Paul, MN (2022)

Mark assisted by leading the program's recoupment team. This team tracked ineligible payments as required by the U.S. Treasury, conducted outreach to payees who received ineligible funds, and documented resolutions in recovering approximately \$1 million in ineligible funds. Mark's work enabled RentHelpMinnesota to recover funds that had been distributed to ineligible recipients and ensure that the recovered funds were then used to support those with legitimate housing assistance needs due to the impact of COVID-19.

Associate Consultant, Texas Emergency Rental Assistance Program, Houston, TX (2021)

Mark supported the review of applications for emergency rental assistance provided through the Texas ERA Program in Harris County. Mark reviewed applications to determine the eligibility of the applicant, the recipient, and the reasonableness of the funding requested. Through his work, Mark assisted the program with distributing millions of dollars to eligible applicants and helped ensure that funds were used to support those in legitimate need of housing assistance due to the impact of COVID-19.

Associate Consultant, CARES Act Compliance, Kingman County, KS (2020 – 2021)

Kingman County received and used approximately \$1.3 million in Federal funds via the CARES Act. Mark was responsible for ensuring the County remained in compliance with CARES Act rules and regulations regarding eligible uses and monitoring of funds.

Matt has 26 years of emergency management and security experience, with nearly 10 years specifically supporting FEMA's Hazard Mitigation Grant Program (HMGP), Flood Mitigation Assistance (FMA), Building Resilient Infrastructure and Communities (BRIC), and Pre-Disaster Mitigation (PDM) programs. He brings directly relevant experience as he supported the update of multi-jurisdictional Hazard Mitigation Plans for MEMA Districts 3 and 5.

He has a deep understanding of assisting local governments and state agencies with developing FEMA grant applications for hazard mitigation planning, construction, and non-construction activities. He is also an expert in identifying state and local hazards and potential impacts and issues with project management, schedules, budgets, procurement, and reimbursements. Matt has in-depth Benefit-Cost Analysis (BCA) project experience ranging from wildfire mitigation projects to complex critical infrastructure protection projects.

As an Anti-Terrorism Manager for the U.S. Air Force, his duties included conducting threat, risk, and vulnerability assessments for multiple organizations and recommending countermeasures to mitigate vulnerabilities and threats to assets. Matt coordinated with local, state, and Federal agencies in intelligence collecting, analyzing, and decision making for daily/weekly threat assessments. Matt is also an experienced trainer, having led or supervised classes on anti-terrorism awareness, force protection, crime scene procedures, criminal investigations, contingency operations, emergency response and management, and active shooter response.

Mitigation Planner, Mississippi Emergency Management Agency (MEMA), MS (2025 – Present)

Matt supported the update of multi-jurisdictional Hazard Mitigation Plans for Mississippi MEMA Districts 3 and 5, which included coordination across multiple counties and municipalities. He conducted comprehensive assessments of hazard risks, response capabilities, and governance structures using local datasets, hazard analyses, and existing planning documentation. This analysis identified evolving hazard conditions, priority risks, and available resources, informing targeted and feasible mitigation actions. His work strengthened plan alignment with district operational realities and enhanced the effectiveness and execution of mitigation strategies.

Planning Consultant, City of Ontario, CA (2025 – Present)

Matt helped coordinate with various City departments and agencies to collect key information regarding capabilities, personnel, operations, and resources. This information was used to develop the City's first ever Continuity of Operations Plan (COOP). The plan and associated annexes provide City officials with a comprehensive picture of how each department or agency will respond immediately following a disaster. The annexes also function as guides for departments and agencies to act independently when communication with other departments, agencies, and staff is disrupted.

MATT ARSENAULT MITIGATION PLANNER II



YEARS OF EXPERIENCE

26 Years

EDUCATION

BS, Organizational Security and Management, University of Phoenix

TRAINING

FEMA National Emergency Management Advanced Academy (NEMAA)

MGT-310 Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review

Additional FEMA Training: E-0705, ICS-100, ICS-200, ICS-300, ICS-400, IS-700, IS-775, IS-800, IS-454, IS-913, IS-915, IS-916, IS-821

U.S. Department of Defense (DoD) Courses: U.S. Army Intelligence in Combating Terrorism, Antiterrorism Level I and II

Hazard Mitigation Specialist, Puerto Rico Department of Public Safety, San Juan, PR (2023 – Present)

Matt is currently supporting the department with hazard mitigation assistance and capability with the development of an island-wide Integrated Public Alert & Warning System-compatible siren system for nationwide emergency notifications.

Hazard Mitigation Specialist, City of San José, CA (2023 – Present)

Matt is assisting the City in applying for HMGP funding for seismic reconstructions following the 2022 and 2023 severe storms, flooding, landslides, and mudslides (DR-4683 and DR-4699).

Mitigation Planner, City of Bell, CA (2025)

Matt assisted in the development of the HMP for the City of Bell. Because this was the City's first HMP, development was done from the ground up beginning with an overall assessment of the City's current demographic, geographic, and political characteristics. Once a thorough community profile was established, Matt proceeded to develop a detailed evaluation of the City's hazard exposure by evaluating hazard conditions, property data, vulnerable populations, and additional factors. This information was then used to assist City officials with the formulation of goals and actions which could be pursued to improve hazard mitigation efforts.

Deputy Project Manager, Virginia Department of Emergency Management (VDEM), VA (2023 – 2025)

Matt served as Deputy Project Manager for Witt O'Brien's direct technical assistance and overall program support for VDEM's BRIC and FMA programs. Our team provided technical assistance to sub-applicants with application development tasks, including scoping, project scheduling, cost estimating, and BCAs. We also assisted VDEM with application reviews, technical and qualitative analysis, and submitting 22 projects into FEMA GO totaling more than \$300 million.

Hazard Mitigation Specialist, Charlotte County, FL (2023 – 2025)

Charlotte County received an \$80+ HMGP million allocation following Hurricane Ida. Matt provided application development, project scoping, and request-for-information (RFI) assistance to the County. His projects included multiple hurricane saferooms, generators for critical facilities, flood control, and utility protection projects.

Mitigation SME, Bloomberg e311/National League of Cities (NLC), Nationwide Support (2023 – 2025)

Matt was part of the team assisting the NLC and the Local Infrastructure Hub in organizing bootcamps for local governments with 150,000 or fewer residents. His expertise led to the successful delivery of numerous BRIC and FMA bootcamp presentations.

Subject Matter Expert, Puerto Rico Electric Power Authority, San Juan, PR (2023 – 2024)

Matt provided support and expertise for multiple HMGP funding opportunities totaling more than \$500 million. His projects include retrofits for vulnerable dams, hydroelectric power generation, and flooding early warning systems.

Deputy State Hazard Mitigation Officer, Colorado DHSEM, Centennial, CO (2015 – 2023)

Matt served as senior HMA project manager for the FEMA post-disaster HMGP, PDM, BRIC, and FMA programs. He was the State's Hazard Mitigation Branch Director following a Presidentially declared disaster. Matt maintained continuity in program delivery among state departments and agencies and with local and tribal entities and other involved parties, to ensure follow-through of hazard mitigation efforts. He managed budgets, scopes of work, schedules, and reporting requirements for Federally funded mitigation projects valued at more than \$190 million. He provided detailed evaluation and analysis of project documents and financial data including quarterly forecasting, requests for reimbursements, and bid proposals.

Situational Unit Leader, SEOC, Colorado DHSEM, Centennial, CO (2015 – 2023)

During emergency incidents, Matt led the Situation Unit to collect, process, and disseminate incident data and intelligence from field reports, sensors, and partner systems. He prepared situation summaries, maps, charts, and dashboards to support operational decision-making. Using GIS tools and predictive analytics, he generated graphical and numerical projections to track incident movement, growth, and mitigation activities, maintaining a Common Operating Picture (COP). Matt also supported planning meetings by providing real-time situational awareness and status updates.

Also in the role, Matt assisted in the development of the Division's Continuity of Operations Plan (COOP). He contributed to the identification of essential functions, designation of alternate operational sites, implementation of secure and resilient communication systems, preservation of critical records, and assurance that designated personnel can fulfill their responsibilities under emergency conditions.

Anti-Terrorism Manager, Military Police Supervisor, U.S. Air Force, Various Locations (1999 – 2012)

Matt assisted in the administration, direction, evaluation, and instruction of the U.S. Department of Defense Anti-Terrorism/Force Protection program. He conducted threat assessments of organizational practices, policies, procedures, and responsive actions to ensure compliance with Federal directives. He completed threat, risk, and vulnerability assessments for multiple organizations and recommended the best countermeasures to either deter, detect, deny, delay, or defeat identified threats. Matt coordinated with local; state; and Federal agencies in intelligence collecting, analyzing, and decision-making for daily/weekly threat assessments. He introduced defensive countermeasures to mitigate vulnerabilities and threats to Federal assets. He shaped decision-makers toward policy development utilizing specialized skillsets for the installation of physical security practices and procedures. He also identified, characterized, and prioritized organizational critical assets.

Matt contributed his physical security skills for major events at multiple U.S. Air Force Academy graduations, maintaining safety for dignitaries and 20,000+ attendees. Matt planned and executed physical security measures to protect the North American Aerospace Defense Command, United States Northern Command, and United States Air Force Space Command and associated resources valued at over \$31 billion. He monitored physical security and antiterrorism programs for the \$21 billion DoD, and private industry contracted space launch resources throughout a 99,100-acre installation.

Matt also led 50+ classes on anti-terrorism awareness, force protection procedures, hostage-taking and survival, bomb threat procedures, emergency management, and active shooter response. He developed an annual training plan for a 500-member organization and updated over 200 critical task certifications in ten specialized duty positions. Matt provided law enforcement, security, and anti-terrorism services for over 8,000 Peterson Air Force Base (CO) staff, residents, and customers. He

delivered operational support and training oversight to Iraqi Police in Baghdad while engaging in the Global War on Terror.

Erika has eight years of experience as a mitigation planner, public health, and emergency management specialist. She is currently serving as a Mitigation Planner, supporting the development of the Base Plan for MEMA District 3 and 5.

Her background includes working for FEMA as a hazard mitigation planner. In this role, Erika updated Flood Risk Maps for communities across the United States, led regional studies for a number of FEMA regions, analyzed engineering data, created GIS maps and layers, and conducted community outreach.

Prior to joining Witt O'Brien's, Erika was supporting the Washington State Department of Health's Executive Office of Resiliency and Health Security through public health community preparedness and community resilience programs. Erika support the Department of Health during the COVID-19 Response and incorporated equity into public health emergency preparedness, response, and planning. She also supported the creation and development of a Public Health Disaster Risk Assessment Tool for the Washington State Department of Health with the University of Washington.

Hazard Mitigation Planner, MEMA District 5, MS (2025 – Present)

Erika is serving as a Mitigation Planner, supporting the development of the Base Plan for MEMA District 5 and the 9 County Annexes. Erika's role included finalizing the base plan and the annexes. She also prepared the District's Plan Review Tool in anticipation of submission to the state for review, confirming every aspect of the Local Mitigation Planning Policy Guide requirements had been met.

Hazard Mitigation Planner, Wright County, IA (2025 – Present)

Erika is serving as a Mitigation Planner, supporting the writing and update of the Wright County HMP. Erika's role includes reviewing relevant planning documents, capabilities, and resources from neighboring jurisdictions, gathering national, regional, and local data to develop a thorough, accurate, and detailed Hazard Identification and Risk Assessment and Mitigation Strategy. Additionally, she is tasked to ensure that all other aspects of the plan meets the Local Mitigation Planning Policy Guide Requirements.

Hazard Mitigation Planner, MEMA District 3, MI (2025 – Present)

Erika is serving as a Mitigation Planner, supporting the development of the Base Plan for MEMA District 3 and the 9 County Annexes. Erika's role included finalizing the base plan and the annexes. She also prepared the District's Plan Review Tool in anticipation of submission to the state for review, confirming every aspect of the Local Mitigation Planning Policy Guide requirements had been met.

ERIKA ESTRADA MITIGATION PLANNER I



YEARS OF EXPERIENCE

8 Years

EDUCATION

BA, Environmental Policy, Western Washington University

Minor, Disaster Risk Reduction

CERTIFICATION

FEMA ICS 300 and 400

TRAINING

FEMA Professional Development Series

FEMA Advanced Professional Series

FEMA Community Emergency Response Team

FEMA Homeland Security Exercise and Evaluation Program

DHS Intelligence Liaison Officer

Trauma-Informed Facilitation

Hazard Mitigation Planner, City of Bell, CA (2025 – Present)

Erika is serving as a Mitigation Planner. Erika's role includes finalizing the content of the City of Bell Hazard Mitigation Plan which includes the risk assessment, capability assessment, and mitigation strategy. She also prepared the City's Plan Review Tool in anticipation of submission to the state for review, confirming every aspect of the Local Mitigation Planning Policy Guide requirements had been met.

Planner, Sonoma County, CA (2025 – Present)

Erika is serving as the Lead planner for the Sonoma County Drought and Water Shortage Annex for the Sonoma County Department of Emergency Management. The annex is an extension of the DRP on how Sonoma County plans to respond to drought and water shortage emergencies. Erika's role included identifying the roles and responsibilities during each of the Drought and Water Shortage Response Stages to mitigate impacts and damages for Sonoma County departments, agencies, and organizations.

Planner, Sonoma County, CA (2025 – Present)

Erika is serving as the Lead planner for the Sonoma County Drought Resiliency Plan (DRP). SB 552 was passed during the last California Drought from 2020-2022. Under SB 552, all counties in California must prepare a County Drought Resilience Plan (County DRP) to support long-term water reliability and resilience. Erika led the authorship and development of the DRP. Additionally, Erika developed short-term actions and long-term strategies to respond to drought and water shortage emergencies and mitigate risk in the future for Sonoma County.

Planner, City of Malibu, CA (2024 – 2025)

Erika served as a planner for the City of Malibu After Action Review (AAR) for the Franklin and Palisades Fires that occurred in December 2024 and January 2025. The AAR identified the strengths, findings, and recommendations to improve the City of Malibu response for future wildfire events. Erika's role included developing the Executive Summary and finalizing the AAR. This plan is finalized as of December 2025.

Mitigation Planner, Fresno County, CA (2023 – 2024)

Erika is serving as a Mitigation Planner, writing the majority of the multi-jurisdictional HMP through a community-informed, bilingual public outreach process and compliance with the National Flood Insurance Program's Community Rating System. Erika conducted the national, regional, and local data-gathering research to develop a thorough, accurate, and detailed Hazard Identification and Risk Assessment. The plan was approved in April, 2025.

Mitigation Planner, City of Carson, CA (2023 – 2024)

Erika served as a Mitigation Planner, writing the majority of the City of Carson's 2024 local Hazard Mitigation Plan (HMP) update. To do this, she formulated a robust understanding of the hazard conditions for the City including reviewing relevant planning documents, capabilities, and resources from neighboring jurisdictions. Erika conducted the national, regional, and local data-gathering research to develop a thorough, accurate, and detailed Hazard Identification and Risk Assessment. She also prepared the City's Plan Review Tool in anticipation of submission to the state for review, confirming every aspect of the Local Mitigation Planning Policy Guide requirements had been met. This plan has been approved by FEMA.

Mitigation Planner, Northampton and Lehigh Counties, PA (2023 – 2024)

Erika serves as a Mitigation Planner in support of the multi-jurisdictional HMP update for Northampton and Lehigh Counties. Erika created and updated all 65 annexes for each of the townships, boroughs, cities, and associations, covering every aspect of the Local Mitigation Planning Policy Guide requirements.

Mitigation Planner, Montgomery County, MD (2022 – 2024)

Erika serves as a Mitigation Planner in support of the local HMP Update for the Montgomery County Office of Emergency Management & Homeland Security. Erika's role included final formatting, technical review, and editing before submission to the state. The plan is approved by FEMA and the project is complete.

Equity and Social Justice Manager, Washington State Department of Health, Tumwater, WA (2022 – 2023)

Erika supported the Washington State Department of Health's Office of Resiliency and Health Security to incorporate equity within the Office's programs and at the agency level. She identified and led policy, system, environmental, planning, and process changes within the Office to advance equity and social justice. She supported the agency's mission by ensuring that equity, diversity, inclusion, and social justice were integrated into policies, processes, programs, plans, and decisions that protect and improve the health of the people in Washington State—especially those disproportionately impacted and historically marginalized. Key projects Erika worked on included education and training, conducting equity reviews, support in improving the hiring process at the agency level, and providing technical assistance to public health emergency planners to engage with disproportionately impacted communities to inform their decision-making and planning processes.

Community Preparedness and Recovery Coordinator, Washington State Department of Health, Tumwater, WA (2021 – 2022)

Erika supported the Washington State Department of Health's Office of Resiliency and Health Security's public health community preparedness and community resilience programs at the state and local level to equitably prepare the state for public health emergencies and disasters. She coordinated and collaborated with various internal and external stakeholders and partners including state emergency management, local public health agencies, the Federal government, tribal governments and organizations, and community-based organizations to support public health emergency preparedness and planning. She also incorporated equity into the public health emergency management program, community engagement, grant reporting, contract management, hazard risk assessment and analysis, presentations and public speaking, conference planning, leading public health capabilities, climate change impacts and planning, supported the development or updates of emergency plans, and provided technical assistance to local public health agencies and other partners.

Erika worked on a key project with the University of Washington to develop a Public Health Disaster Risk Assessment Tool. She was part of the emergency response team activated for public health emergencies and served as a Duty Officer on a rotating basis to respond to public health emergencies. During the COVID-19 pandemic, Erika supported the vaccine response by using data-driven strategies to improve the equitable distribution and allocation of vaccines to disproportionately impacted communities.

Community Recovery Planner, Washington Department of Health, Tumwater, WA (2021)

This position supported the Washington State Department of Health's Office of Resiliency and Health Security's public health community recovery and community resilience program at the state and local level to prepare the state for public health emergencies and disasters. Work activities involved coordinating and collaborating with various state, local, and community-based organizations, stakeholders and partners to support public health emergency recovery planning. Additional work activities included community outreach, contract management, training and exercises, grant reporting and focusing on supporting disproportionately impacted communities to foster an equitable emergency management program. This position participated as part of the emergency response team to be activated for public health emergencies and served as Duty Officer on a rotating basis to respond to public health emergencies. During the COVID-19 pandemic, this role also supported the COVID-19 vaccine response by using data driven strategies to improve the equitable distribution and allocation of COVID-19 vaccines to disproportionately impacted communities.

Resource Management Volunteer, Franklin County Emergency Management and Homeland Security, Columbus, OH (2020)

The volunteer position supported Franklin County during the COVID-19 response. The position supported the agency's documentation, tracking, and distribution of PPE supplies to local partners, agencies, and organizations.

Hazard Mitigation Planner, FEMA, Columbus, OH (2020)

Erika supported hazard mitigation planning, emergency planning, GIS, the FEMA Floodplain Insurance Map Program, and community outreach. To support FEMA in updating Flood Risk Maps for communities across the United States, Erika led regional studies for several FEMA regions, analyzed engineering data, created GIS maps and layers, as well as conducted community outreach. Community outreach consisted of communicating updates on the flood risk maps through workshops, meetings, and outreach materials. Additionally, Erika supported jurisdictions in updating their HMPs to reduce the risk of hazards and increase resilience in their communities using tools such as HAZUS.

Emergency Management Specialist, Franklin County Emergency Management and Homeland Security, Columbus, OH (2019-2020)

This position supported the agency and its partners in preparing for, responding to, and recovering from hazards, emergencies, and disasters. Work activities involved supporting emergency response planning, facilitating training and participating in exercises, and improved GIS functionality through the update of maps, hazard layers, and applications to increase situational awareness to hazards and threats within the jurisdiction.

Household Preparedness Survey Volunteer, Whatcom Unified Emergency Coordination Center, Bellingham, WA (2019)

The volunteer position supported the Whatcom Unified Emergency Coordination Center on the Household Disaster Preparedness Survey. Work activities included coordinating and organizing disaster education events, canvassed neighborhoods in Whatcom County and conducted data analysis of the survey results.

Cathy is a GIS expert with 18 years of experience using GIS systems and tools (including Hazus and ArcGIS). Cathy is supporting the HMP updates for MEMA Districts 3, and 5. She also supported the update for District 7.

Cathy provides GIS analysis, mapping, and risk analysis products for emergency management and performs Enhanced (Level 2) Hazus modeling for earthquakes, floods, and hurricanes. She has worked for state and local governments and has experience in managing projects including grant-funded projects.

GIS Data Specialist, City of Carson, CA (2023 – 2024)

As a GIS Data Specialist, Cathy is mapped all of the county features, critical facilities, hazards, and overlays. This data includes everything visually required for a Hazard Mitigation Plan (HMP) and the supporting data tables that form the analysis needs for the City of Carson's local HMP update.

GIS Specialist, Washington State Department of Health and Human Services, Research and Data Analysis Division (2023 – Present)

Serve as a SME in geospatial data and geospatial services. Provides customer support for enterprise GIS services, special project requests, and service delivery points-of-access for users. Applies specialized knowledge and experience in geospatial database design and geospatial data management for the acquisition, storage, and delivery of enterprise geospatial data and geospatial services.

GIS Data Specialist, Montgomery County, MD (2023 – 2024)

As a GIS Data Specialist Cathy is mapping and providing analysis needs for Montgomery County to update their Local HMP. This plan has been approved by FEMA and the project is complete.

GIS Data Specialist, Northampton and Lehigh Counties, PA (2023 – 2024)

Cathy served as a GIS Data Specialist for the Multi-Jurisdictional HMP Update. She provided mapping and analysis to Northampton and Lehigh Counties.

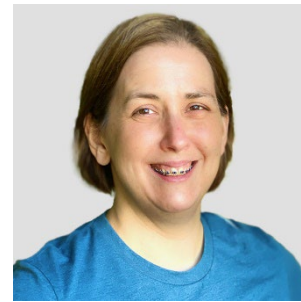
GIS Data Specialist, Colorado Department of Homeland Security and Emergency Management (2022 – Present)

Cathy is serving as a GIS Data Specialist for the Enhanced State HMP Update. She provides mapping and analysis to the State of Colorado. Witt O'Brien's is a subconsultant to E.L. Robinson.

GIS Data Specialist, City of Carnation, King County, WA (2022)

Cathy provided mapping and analysis to the City of Carnation for their HMP Annex.

CATHY WALKER, GISP, MS SENIOR GIS/HAZUS SPECIALIST



YEARS OF EXPERIENCE

18 Years

EDUCATION

MS, Geographic Information Science, University of Denver

BS, Chemistry, University of Puget Sound

Baccalaureate Certificate, Geographic Information Systems & Spatial Modelling, University of Washington-Tacoma

CERTIFICATIONS

GIS Professional (GISP) Certification, GIS Certification Institute; Cert #60523 (Issued 2012)

FEMA Professional Development Series Certificate

FEMA Hazus-MH Practitioner Certificate

FEMA Hazus-MH Trained Professional Certificate

TRAINING

FEMA Emergency Management Institute: IS -139; IS-200.FW; ICS-200; IS -230; IS -235; IS -240; IS -241; IS -242; IS -244; IS -340; IS -700; IS -701; IS -702; IS -800.A; IS -800.B; E172; E174; E296; E313; E317; Additional Training and Skills Provided at End of Resume

GIS Data Specialist, Washington State Department of Revenue, WA (2021 – 2023)

Cathy maintains and configures GIS-related databases, data models, applications, and software within the agency and provides escalated system support to both internal users and the public. She works within other state agencies, city, county, and tribal partners to collaborate on data quality and integration. She creates and maintains custom scripts, web applications, spatial data and layers using COTS, multiple development languages and scripting languages, providing graphics, maps and other property-related information to both internal customers and the public. She provides technical advice and expert interpretations in relation to data quality and integrity for high-level data sets utilized by the agency and for state projects.

GIS Manager, City of Maple Valley, WA (2018 – 2021)

Cathy was responsible for creating and maintaining all geospatial data for the city including parcels, addresses, storm water system, zoning, land use, etc. Cathy completed mapping and analysis needs for the city's inclusion in King County's 2020 HMP. She provided new maps for the city's Critical Facilities & Infrastructure, Flood Hazard Areas, Landslide Hazard Areas, Liquefaction Susceptibility, Wildfire Susceptibility, and NEHRP Soils. She collected all new features installed and maintained by the city using Trimble GPS/TerraSync and Pathfinder Office. Maintained ArcSDE/SQL Server databases for both day-to-day mapping and analysis needs & for mapping applications & services that relied on ArcGIS Enterprise/Portal for ArcGIS services. Served as the Project Manager and GIS Lead on the implementation of the City's new asset management system, Cityworks and SeeClickFix.

GIS Analyst / Planner, Pickens County, SC (2017)

Cathy was contracted by All Clear Management to provide GIS support in the completion of the Hazard Mitigation Plan for Pickens County, South Carolina.

GIS Analyst / Planner, City of Greer, SC (2016)

Cathy was contracted by All Clear Management to provide GIS support in the completion of the Hazard Mitigation Plan for the City of Greer, South Carolina.

GIS Analyst / Planner, Washington State, Tumwater, WA (2012 – Present)

Cathy provides GIS analysis, mapping, and risk analysis products to engineering, emergency management, and legal professionals as an independent contractor. She utilizes commercial, private, and open-source sources of geospatial data for inclusion in GIS analysis, reports, and cartographic products. Cathy performs data analysis/data mining of client data to produce spatial analysis products and results and provides QA/QC support for client provided data to validate accuracy prior to inclusion in overall analysis products. She has performed Enhanced (Level 2) Hazus-MH modeling for earthquakes, floods, and hurricanes. Cathy has made CDMS updates of local data for inclusion in hazard modeling using Hazus-MH. She has advanced-level geocoding skills and knows how to clean of large quantities of data used in analysis. Her past projects include:

- HMPs for Local, County, Tribal, and State jurisdictions.
- Comprehensive Wildfire Protection Plan update for a local county.
- Demographic and Population analysis to determine suitability for future development of a community-based center.
- Farmland and Zoning analysis
- Database template design and python scripts for the automation of county jurisdiction data for use in mitigation planning and analysis.

- Hot Spot Analysis of Student Population within a School District
- Student Generation Analysis for school districts within Pierce County to determine which students resided in newly constructed residences within the district.
- Geocoding Student Addresses Analysis to determine students that reside within & outside Pierce County's Urban Growth Area
- New attendance boundaries maps for elementary, middle, and high schools in support of student transportation planning.
- Student Population Analysis to Determine Population of Students Affected by local wildfire.
- Wildfire support to school district in Pierce County to determine those students living within the evacuation area of the fire so further support could be given to these students and their families.

GIS Data Services Manager / Analyst, Washington State Office of the Superintendent of Public Instruction (OSPI), Olympia, WA (2010 – 2018)

Responsible for the development of geospatial data and geodatabases for use in the development of GIS based solutions for internal and external OSPI customers. Served as the primary GIS personnel for all GIS products and solutions within this state agency.

GIS/Risk Analyst, State of Washington, Olympia, WA (2010)

Cathy served as the sole GIS/Risk Analyst on this project, which involved the development of risk maps for each of Washington's hazards, the completion of a risk and vulnerability analysis of state-owned and leased facilities, and a loss avoidance study to determine the effectiveness of past mitigation-funded projects within the State.

GIS Analyst, Washington State Military Department, Camp Murray, WA (2007 – 2010)

Cathy provided GIS products and solutions to the Military Department's Emergency Management Division and was responsible for coordinating with local, county, and Federal GIS professionals to acquire GIS data to maintain data currency for the Department. She provided geospatial analysis of the impacts of high potential dams within a specific discharge area.

Lead GIS Analyst, State Emergency Operations Center, WA (2007 – 2010)

Cathy served as the Lead GIS Analyst during activations and exercises, including 3 Federal disaster declarations for flooding. This required working independently and as a team to provide maps and analysis products for use in determining the course of action needed with respect to response activities.

Project Manager, State of Washington, Olympia, WA (2007 – 2010)

Served as Project Manager and Technical Advisor on this \$150K FEMA Federal grant project to enhance statewide essential facilities data within Hazus-MH MR4. Worked with and supervised contractors, designed the project SOW and budget, approved work invoices, and solved technical issues presented during the project.

Emily has four years of professional experience as a state-level GIS Manager and Analyst.

Prior to joining Witt O'Brien's, Emily was the GIS Manager for the State of South Carolina Military Department, Emergency Management Division. She worked in the State Emergency Operation Center providing GIS assistance during emergency activations and exercises. Emily also served as the ITAM and Environmental GIS Analyst supporting the Environmental Division and Sustainable Range Program for the South Carolina National Guard. She provided GIS expertise and authoritative standardized spatial information, products, and services for the execution of the conservation, compliance, training missions, and strategies on military ranges.

GIS Specialist, Alameda County Superior Court, CA (2025)

Over the course of this project Emily developed different mapping products to include digital PDFs and images for the Alameda County Superior Court system for evacuation routes. These products were imported into the evacuation plan created for the Alameda County Superior Courts. This project included 7 court locations with about 3-4 maps showing various evacuation routes for leaving the courthouses in an emergency, ranging from employees to visitors.

GIS Specialist, Glendale Farms, AL (2024)

Emily developed digital mapping products to include PDFs for a grant project at Glendale Farms in Trussville, Alabama. These finished products showed the project area of the grant and the proposed project to be completed if the grant was assigned.

GIS Specialist, Counties of Dickinson and Union, IA (2024)

Emily developed all of the mapping products for the two Iowa counties of Dickinson and Union to include reviewing relevant hazards, resources, and impacts which will shape the LHMPs. Dickinson and Union – are highly rural in character.

GIS Manager, South Carolina Emergency Management Division (SCEMD), Columbia, SC (2021 – 2024)

Emily updated current data and maintained a comprehensive geodatabase/SDE composed of emergency management-related areas such as infrastructure, demographics, hydrology, etc. She provided imagery products to the Division. She managed SCEMD's ArcGIS Online account. She developed and maintained GIS applications using the ESRI product suite.

Emily served as SCEMD's technical lead for geographic information and cartographic visualizations for new projects and contractual agreements. During emergency responses, she coordinated the acquisition of new imagery, managed imagery analysis, and the production of imagery products. She served in the State Emergency Operations Center during emergencies and disasters as assigned. She managed GIS Augmentees, contractors, and federal GIS support to ensure data is captured, analyzed,

EMILY RAZZANO, MS
GIS/HAZUS SPECIALIST



YEARS OF EXPERIENCE
4 Years

EDUCATION

MS, Homeland Security with Intelligence and Geospatial Analysis, Pennsylvania State University

Post-Baccalaureate Certificate, Geospatial Intelligence Applications, Pennsylvania State University

Post-Baccalaureate Certificate, GIS, Pennsylvania State University

BS, Geospatial and Environmental Informatics, Auburn University

CERTIFICATIONS

GEOINT Collegiate Certificate, USGIF (Issued 2023)

and distributed as required. Emily provided GIS assistance to the ESFs during emergency activations and exercises.

Environmental and ITAM GIS Analyst, South Carolina Military Department, Columbia, SC (2021)

Emily supported the Environmental Division and Sustainable Range Program for the South Carolina National Guard, providing GIS expertise and authoritative standardized spatial information, products, and services for the execution of the conservation, compliance, training missions, and strategies on military ranges. She met with military and other personnel to discuss mapping and database needs. Creates specialized products including environmental review (NEPA) maps, spill plan maps, asbestos maps, military training maps, and other products as determined by the Environmental GIS Manager. She operated and maintained GIS system hardware, software, and peripherals, including GPS equipment.

GIS Manager and Land Steward, Georgia-Alabama Land Trust, Inc., Columbus, GA (2020)

Emily was responsible for maintaining the master database for ArcMap, reviewing existing boundary files, creating boundary files for new projects, and any GIS needs for the Land trust. In addition to monitoring protected property easements by aerial or ground, create reports of the properties.



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