

City of Hallandale Beach COOP & THIRA PROJECT PROPOSAL



June 30, 2023



TAB 1. TABLE OF CONTENTS

<i>TAB 1. TABLE OF CONTENTS</i>	<i>1</i>
<i>TAB 2. QUALIFICATIONS OF FIRM</i>	<i>2</i>
<i>TAB 3. PROJECT TEAM EXPERIENCE</i>	<i>3</i>
<i>TAB 4. PROPOSED APPROACH</i>	<i>11</i>
<i>TAB 5. COST OF SERVICES</i>	<i>24</i>



TAB 2. QUALIFICATIONS OF FIRM

Company Profile

Optimum Consulting is an emergency, disaster management and facility management consulting firm dedicated to helping our clients prepare, plan, and recover from disasters. Each of our consultants have over 15 years of expertise working in the field and understand the needs for contractor-supported recovery from all types of disasters and emergencies. With Optimum, you get a team with a wide range of disaster management skills and a proven record of customer service satisfaction. We are confident that our skills and services will not only provide the essential support to the City of Hallandale Beach but position the city to be the top priority for disaster cost recovery. Our team is eager and motivated to offer our credentials for this proposal.

Optimum also currently fulfills the requirements for **OMB 2 CFR 200.231(a) & (b)** by being **Veteran Owned, Veteran Disabled Owned, and Woman Owned**.

Qualifications

Optimum has 20+ years of experience in disaster and emergency management response and recovery. Having played direct roles in some of the world's priciest disasters, our Optimum consultants provided both disaster response and recovery efforts for Hurricane Katrina, Hurricane Harvey and the recovery efforts of Hurricane Maria, Hurricane Irma. Additionally, Optimum's team responded to Hurricane Dorian and has supported the local government of the Abaco Islands of the Bahamas in their recovery efforts. Most recently, Optimum's team provided response efforts for those effected by Hurricanes Ian and Nicole.

In executing our mission to help clients prepare for, respond to, and recover from disasters, Optimum has helped our principal organizations across the nation obtain and retain federal recovery grant funding for which they are eligible. In the past seven years, Optimum's consultants have supported more than 120+ projects at the local, state, and federal levels, with scopes that include long-term community recovery, evacuation planning, energy and resiliency measures, mitigation management, and disaster response training.





Unlike a large firm, Optimum is a small business, that can dedicate the hours to your City so you're not competing for time or dollars.

Many other firms may have other priorities in the State, and your City maybe put in a queue for service, particularly if they are providing services to another client in the State of Florida.

-Lauren Linville, President

Relevant Professional Certifications:

Level 1 Professional Continuity Practitioner

FEMA L-548 Continuity of Operations Program Manager Train the Trainer

FEMA IS-551 Devolution Planning

FEMA L-550 Continuity Planners Train-the-Trainer

Federal Emergency Management Agency

Recovery from Disaster: Local Community Role (G-205)	2020
Radiological Emergency Management (IS-3)	2020
An Introduction to Hazardous Materials (IS-5)	2020
Preparing for Federal Disaster Operations (IS-102c)	2020
National Disaster Recovery Framework (IS-2900a)	2020
The Role of Voluntary Agencies in Emergency Management (IS-288)	2020
Community Hurricane Preparedness (IS-324a)	2020
Introduction to Hazard Mitigation (IS-393b)	2020
Animals in Disaster – Module A Awareness and Preparedness (IS-10a)	2020
Animals in Disaster – Module B Community Planning (IS-11a)	2020
Anticipating Hazardous Weather & Community Risk (IS-271a)	2020
Developing and Managing Volunteers (IS-244b)	2019
Building Partnerships with Tribal Governments (IS-650.a)	2018
Mission Assignment Overview (IS-293)	2018
Emergency Preparedness for Federal Employees (IS-450)	2018
Introduction to Individual Assistance	2017
Emergency Manager Orientation (EMO)	2016
Intro to Continuity of Operations Planning for Pandemic Influenza (IS-520)	2014
Exercising Continuity Plans for Pandemics (IS-522)	2014
All Hazards Liaison Officer (L-956)	2014
Fundamentals of Risk Management (IS-454)	2014
Introduction to Debris Operations (IS-632a)	2014
Continuity of Operations (COOP) Program Manager Train-the-Trainer (L-548)	2014

Devolution Planning (IS-551)	2014
Continuity Planners Train-the-Trainer (E/L-550)	2014
Determined, Resilient & Guardian Accord Continuity of Operations Workshops	2014
All Hazards Safety Officer (L-954)	2013
ICS/EOC Interface	2013
Homeland Security Exercise and Evaluation Program Train-the-Trainer (L-147)	2012
Homeland Security Exercise and Evaluation Program Training	2011
Emergency Program Manager Orientation (IS-001)	2010
Emergency Operations Center Management and Operations (IS-775)	2010
Fundamentals of Emergency Management (IS-230.a)	2010
National Response Framework (IS-800.b)	2010
Information System (IS-702.a)	2010
Emergency Operations Center Incident Management Team Interface	2009/2020
Emergency Operations Center Management and Operations (G-775)	2009
All-Hazards Planning Section Chief Course	2009
COOP Awareness Course (IS-546.a)	2008/2010
Effective Communication (IS-242b)	2008/2020
Exercise Design and Evaluation (E-132)	2008
Exercise Development Course (B-136)	2008
Exercise Program Management & Control Simulation (E-133)	2008
Introduction to Continuity of Operations (IS-547.a)	2008/2010
Introduction to Exercises (IS-120.a)	2008
Decision Making and Problem Solving (IS-241b)	2007/2020
Emergency Planning (IS-235)	2007
Exercise Design (IS-139)	2007
Leadership and Influence (IS-240b)	2007/2020
State Disaster Management (IS-208.a)	2007
National Incident Management System (NIMS)	2005

Incident Command System

ICS 440 Advanced Planning Section Chief	2017
ICS 402 Liaison Officer	2014/2020
ICS 320 Intermediate Incident Management Team Training	2014
ICS 404 Safety Officer	2013
ICS 410 Advance Incident Commander	2013
ICS 310 Intermediate Incident Commander	2010
L-381 Incident Management Leadership Course	2010
ICS 300 Intermediate Incident Command System	2009/2014
ICS 339 Division Group Supervisor Course	2009/2014
ICS 341 Incident Response Planning Workshop	2009
ICS 346/7/8 Situation/Resource/Demobilization Unit Leader	2009
ICS 351 Logistics and Finance Section Chief	2004/2009
ICS 400 Advanced Incident Command System	2009/2013
ICS 430/440 Advanced Operations and Planning Section Chief	2009/2019

ICS 358 Communications Unit Leader	2008
ICS 620 Area Command	2008
ICS 420 Advanced Incident Management Team Course	2008
ICS 200 Basic Incident Command System for Initial Responders	2004/2019
ICS 100 Introduction to the Incident Command System	2004/2007

Memberships / Affiliations

International Association of Emergency Managers (IAEM)
 South Carolina Emergency Management Association (SCEMA)
 United States Coast Guard Auxiliary (USCG AUX)
 International Facility Management Association (IFMA)
 Society of Human Resource Management (SHRM)
 Florida Fire Chiefs Association (FFCA)
 Florida Fire Marshals and Inspectors Association (FFMIA)
 National Fire Protection Association (NFPA)
 The Institute of Fire Engineers (IFE)
 Center for Public Safety Excellence (CPSE) - Commission on Professional Credentialing (CPC)



TAB 3. PROJECT TEAM EXPERIENCE

Optimum's Team/Organizational Structure

Optimum as an entity was formed in 2019 as a Limited Liability Corporation (LLC), however our consultants have extensive professional principal experience. Optimum is armed with a combined 50 years of experience providing comprehensive emergency management services as a primary function for local/state/federal organizations. Our principal talents range from working with the DOD and Department of Homeland Security (DHS) to Florida Cities to the Caribbean Islands.

Homeland Security and Urban Area Security Initiative (UASI)

Both Team Leads, Lauren Linville and Ken Jones have a combined 30 years of experience working for the Federal Government as Emergency Management Specialists and working directly for DHS since 2001. Both have worked on COOP plans, hurricane instructions, emergency action plans, CEMPs and multi-agency exercises and tabletops.

This Urban Area Initiative (UASI) program provides funding to enhance regional preparedness and capabilities in designated high-threat, high-density areas. Our Principal Consultants, Efren Lopez and Glenn Joseph, have many years of experience working with the UASI program. Efren served in Savannah with the County Emergency Manager and is FEMA Grant Specialist and Glenn Joseph as the retired Fire Chief of Boynton Beach and former Deputy Fire Chief for the City of Boca Raton, developing and overseeing their emergency operations and plans. Optimum will ensure that all compliance to UASI is adhered too.

Emergency Operations Plans, Training and Exercise Services

As the deputy chief of Boca Raton Fire Rescue Services, Glenn managed the development and annual revisions of the THIRA, COOP and supporting annexes of CEMPs for the fire department and the City of Boca Raton. The Deputy Chief also had an integral role in developing and executing the annual hurricane drills in preparation for hurricane season.

While serving the Fire Chief of Boynton Beach Fire Rescue, the emergency manager for the City of Boynton Beach reported directly to Glenn. He was responsible for the annual THIRA and COOP update as well as planning and directing the annual hurricane drill for the City.

Glenn also has extensive knowledge and experience designing, developing, conducting training and evaluating education / training programs. At South Technical Educational Center, he was directly involved in the planning, development, and conducting and education training programs that addressed all aspects of fire and emergency response.

Glenn has also been an adjunct instructor at the National Fire Academy (NFA) at National Emergency Training Center (NETC) in Emmitsburg, Maryland. Glenn co-authored the revision of the Advanced Life support for Hazardous Materials Incidents for the NFA, in 2014. In 2016, he was also a member of the development team tasked with revising and updating the National Hazardous Materials curriculum for the U. S. Department of Transportation.

Multi-Jurisdictional Homeland Security Experience

Optimum meets the requirement for management of multi-jurisdictional/multi-discipline Homeland Security projects. Our owner, Lauren Linville has over 18-year experience working for DHS as an Emergency Management Specialist. Our Principal Consultant, Ken Jones retired from DHS with over 26 years of experience as a Certified Emergency Manager and Level 1 Continuity Practitioner. Each team member selected for the City of Hallandale Beach has worked on countless multi-jurisdictional projects, disasters, training and exercises. In addition, both team members still serve as principal planners for SOUTHCOMs Integrated Advanced Exercise; an exercise that occurs on a bi-annual basis with more than 10K agency partners. All training curriculum in full compliance with the Homeland Security Exercise and Evaluation Program (HSEEP), Federal Continuity Directive-1 (FCD-), Federal Continuity Directive-2 (FCD-2), Comprehensive Preparedness Guide (CPG) 101 (and V2), Continuity Guidance Circular 1 (CGC 1), National Security Presidential Directive (NSPD)-51/Homeland Security Presidential Directive (HSPD)-20 National Continuity Policy.

Past Experience

Optimum has over 30 years of experience in working in Emergency Management Services throughout the United States. We have worked on the Federal, State and Tribal levels of Disasters and the personal one on one Individual Assistance level as well. From Training individuals in FEMA NIMS/ICS courses throughout the United States to working hand and hand with local municipalities with their plans and annexes, Optimum has a history and knowledge in all levels of Emergency Management.

COOP/THIRA Experience

Optimum's COOP/THIRA experience extends to a broad range of Federal and local recovery programs, including:

- Yearly updating the COOPs/THIRAs of a local government to address the mitigation strategies needs supplied by all the stakeholders within the jurisdiction;
- Worked with all the local departments & divisions to ensure all COOP requirements are addressed in case of an area-wide Disaster;
- Met with all local stakeholders to address specific needed city-wide annexes have been addressed and approved by all members.
- Used the updated THIRA, COOP & Annexes to develop exercises, tabletops and trainings in emergency management areas the needed additional practice and focus;
- FEMA Public Assistance (PA), Individual Assistance (IA) and Hazard Mitigation Grant Programs (HMGP);
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT) Programs;
- U.S. Department of Commerce, Economic Development Assistance Disaster Supplemental Grants; and
- Other federal recovery and mitigation grant programs that may be leveraged to support the City of Hallandale Beach during an incident or event.



TAB 4. PROPOSED APPROACH

Methodology and Approach

Optimum prides itself on our ability to deliver a quality project. We believe that the quality of a project commences before we even execute a contract. Directly after the contract commences, we will review (and re-review) all Scope of Work documentation required by the City of Hallandale Beach, as well as, become familiar with all current continuity plans, resources, materials and key personnel expectations. This will assure all *quality control standards* are always being observed by all our personnel and allow for a series of checks and balances to be in place to capture all Federal, State, County and City requirements.

We will work with the City of Hallandale Beach to arrange project schedules to ensure timelines are being adhered to and will reconcile any work deemed outside of scope for budgetary considerations. Optimum will always inform the City of this prior to any additional work being conducted. The City should never have to question additional invoices from our firm. In addition, our consultants to the fullest extent and depending on the needs of the City of Hallandale Beach, our professionals will:

- **Comply with all the City of Hallandale Beach deadlines.** Each and every Project has varying deadlines associated with the work conducted. This includes the Scoping, Preparation, Work Process, Completion and Final Punch List requirements for Vendors to fulfill in order to meet the satisfaction of the City specific dates.
- **Reconcile all projects costs.** In order to close projects properly within the funding allocated, Optimum will review all associated costs throughout all phases of work. This ensures all costs are captured and addressed and sufficient documentation is provided to show all City funding has been accounted for.
- **Prepare project reports.** As often as needed, Optimum will prepare project status reports and financial reports. We will provide the City with regular updates and the current status of all projects throughout all phases of work.

Why a Threat & Hazard Identification and Risk Assessment (THIRA)?

Communities and the Federal government use the THIRA to set priorities for developing and maintaining preparedness resources. Communities prepare for disasters by investing in planning, personnel, equipment, training, and exercises. Completing the THIRA helps communities identify areas where they need to prioritize these investments, making them more effective.

- Identifying the worst disasters that they need to prepare for helps communities to focus their preparedness efforts on those kinds of scenarios, especially planning and exercises.
- Determining how to prepare for those disasters helps communities be more strategic. They can set goals for their preparedness, develop plans for achieving them, and prioritize activities and investments that support their goals.

- Measuring their preparedness helps communities track progress over time and change course as necessary. This also helps communities to identify and prioritize gaps between how prepared they are and how prepared they need to be.

Threat & Hazard Identification and Risk Assessment (THIRA) Process

At Optimum, we understand the importance of a comprehensive Threat & Hazard Identification and Risk Assessment (THIRA) in safeguarding the community and ensuring effective emergency management. Allow us to explain the purpose of a THIRA and outline the steps our expert consultants would undertake to complete this vital assessment. The THIRA is a three-step risk assessment completed every 3 years.

Purpose of a Threat and Hazard Identification and Risk Assessment (THIRA):

A THIRA is a systematic evaluation of potential threats and hazards faced by a community, providing a foundation for effective emergency planning, response, and mitigation efforts. The primary purpose of conducting a THIRA is to identify and understand the risks and vulnerabilities present within the City of Hallandale Beach. By doing so, we can develop strategies to mitigate, respond to, and recover from various emergencies and ensure the safety and resilience of the community.

Steps Optimum Consultant's would take to complete a THIRA:

1. Pre-Assessment Preparation:

- Familiarize ourselves with the requirements and objectives set by the City of Hallandale Beach.
- Conduct a thorough review of existing emergency management plans, community data, and relevant resources.
- Identify key stakeholders, including local government officials, emergency services personnel, community leaders, and subject matter experts, to form a collaborative approach.

2. Risk Context Analysis:

- Analyze historical data, past incidents, and regional characteristics to identify potential threats and hazards specific to the City of Hallandale Beach.
- Review geographical factors, such as proximity to the coastline, flood-prone areas, critical infrastructure, and population density, which influence vulnerability.

3. Stakeholder Engagement and Information Gathering:

- Conduct comprehensive interviews, workshops, and surveys to gather insights from key stakeholders and community members.
- Collaborate with local authorities, emergency responders, and subject matter experts to gather specialized knowledge and identify critical infrastructure and lifeline systems.

4. Risk Assessment and Modeling:

- Utilize advanced risk assessment tools and methodologies to evaluate the likelihood and potential impact of identified threats and hazards.
- Analyze interdependencies between various risks and their cascading effects to assess overall risk levels.
- Develop risk profiles and prioritize identified threats and hazards based on severity, frequency, and the community's capacity to respond.

5. Mitigation and Preparedness Strategies:

- Collaborate with stakeholders to develop comprehensive mitigation and preparedness strategies that address the identified risks.
- Recommend enhancements to existing emergency management plans, communication systems, infrastructure resilience, and public awareness campaigns.
- Foster community engagement and educate residents on preparedness measures and individual responsibilities during emergencies.

6. Reporting and Presentation:

- Prepare a detailed THIRA report, including an executive summary, methodology, findings, and actionable recommendations.
- Deliver a comprehensive presentation to key stakeholders, providing a clear understanding of the identified risks, vulnerabilities, and recommended strategies for a resilient future.

At Optimum we are dedicated to conducting thorough and meticulous THIRAs to empower communities like Hallandale Beach in proactively managing risks and effectively responding to emergencies. Our team of experienced consultants combines technical expertise with a collaborative approach to ensure the highest quality of service delivery.

Why a Continuity of Operations Plan (COOP)

Our team of experienced consultants is committed to assisting you in developing a comprehensive Continuity of Operations Plan (COOP) tailored to the unique needs of Hallandale Beach. Per FEMA, the Continuity of Operations (COOP), as defined in the National Continuity Policy Implementation Plan (NCP/IP) and the National Security Presidential Directive 51/Homeland Security Presidential Directive 20 (NSPD-51/HSPD-20), is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies.

Purpose of a Continuity of Operations Plan (COOP):

The purpose of a COOP is to ensure that critical functions and essential services can be maintained or rapidly restored in the event of an emergency or disruption. By establishing a robust COOP, the city of Hallandale Beach can effectively mitigate risks, minimize potential disruptions, and ensure the continuity of vital operations even during adverse circumstances.

Our Optimum consultants follow a systematic approach to develop a COOP that aligns with best practices and meets the specific requirements of the city. The steps we would take to complete the COOP are as follows:

1. Assessment and Analysis:

- Conduct a thorough review of existing emergency management plans, policies, and procedures.
- Identify critical functions, essential services, and dependencies within city departments.
- Evaluate potential threats and vulnerabilities specific to Hallandale Beach, including natural disasters, technological failures, and human-caused incidents.

2. Business Impact Analysis:

- Engage stakeholders and key personnel to determine the potential consequences of disruptions on critical operations.
- Assess the financial, operational, and reputational impacts of various scenarios.
- Prioritize functions and services based on their criticality and recovery time objectives.

3. Strategy Development:

- Collaborate with city officials and departments to establish clear objectives and recovery strategies for each critical function.
- Identify alternate facilities, resources, and personnel necessary for continuity during emergencies.
- Develop communication and coordination protocols to ensure effective response and decision-making.

4. Plan Development:

- Create a comprehensive COOP document that outlines roles, responsibilities, and procedures for each critical function.
- Incorporate a clear activation and decision-making process, including escalation paths and delegation of authority.
- Integrate plans for emergency notification, resource allocation, and situational awareness.

5. Training and Exercise:

- Provide training sessions to familiarize personnel with the COOP, their roles, and response procedures.
- Conduct tabletop exercises and simulations to validate the COOP's effectiveness and identify areas for improvement.
- Collaborate with emergency management agencies to ensure alignment with regional response plans.

6. Plan Maintenance and Review:

- Establish a schedule for regular plan maintenance, updating it as organizational structures, resources, or threats evolve.
- Conduct periodic reviews to ensure ongoing compliance with standards and best practices.
- Stay abreast of emerging trends, regulatory changes, and technological advancements to continuously enhance the COOP.

Our team is well-versed in the intricacies of developing COOPs and has a successful track record in helping organizations improve their emergency preparedness and response capabilities. We are confident in our ability to work closely with Hallandale Beach officials to deliver a comprehensive and tailored COOP that meets your requirements.

Value Added Services

Emergency Response Team

Optimum Consulting is based in South Florida and most of our four (4) member project team members also reside in the immediate area. Our goal is to establish a dynamic and responsive association between our local experts and our clients to develop an agile and professional support system.

Optimum will assign an Emergency Response Project Manager (ERPM) for each incident. The ERPM will guide the client through all phases of the response:

- Develop and disseminate a documentation package for each recovery project per location and address;
- Conduct a procedural and technical quality assurance review to capture all qualified costs eligible for funding through the FEMA Public Assistance (PA) Program and comply with all deadlines;
- Log all submission in the Ready Op platform/WebEOC;
- Submit completed documentation packages directly into the FEMA Program Delivery Manager via the Grants Portal; and
- Monitor and measure closeout with tracking tools to keep the focus progress towards closeout. We will help the City of Hallandale Beach focus at the same level of intensity at the end of the recovery as is focused at the beginning thereby expediting closeout.

Cost Recovery & FEMA Experience

Having played direct roles in some of the world's priciest disasters, our Optimum consultants understand that when disaster strikes a construction project it can be a costly endeavor to the City of Hallandale Beach. Optimum's consultants can provide the City with the knowledge, guidance and direct skills towards completing any FEMA disaster cost recovery service during an ongoing construction.

Optimum's cost recovery experience extends to a broad range of federal recovery programs, including:

- FEMA Public Assistance (PA) and Hazard Mitigation Grant Programs (HMGP);
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT) Programs;
- U.S. Department of Commerce, Economic Development Assistance Disaster Supplemental Grants; and
- Other federal recovery and mitigation grant programs that may be leveraged to support the City of Hallandale Beach.

This understanding reinforces our ability to administer recovery programs under the new FEMA Delivery Model and our expertise in the Section 428 PAAP Pilot Program. Unlike many of our competitors, Optimum specializes exclusively in assisting public, private and non-profit organizations prepare for and recover from disasters. Specifically, we have extensive experience performing recovery services for clients in South Florida and those outlines in FEMA Region IV. We offer highly qualified, South Florida-based emergency management experts. We also complement our staff with a broad range of professionals with experience in disaster waste and debris removal, Leadership in Energy and Environmental Design (LEED) certified and energy efficiency engineering, and facility management. These services are all critical to understanding the funding associated with cost recovery. Additionally, Optimum has strong relationships with FEMA Region IV and Florida Division of Emergency Management (FDEM) and will leverage that experience to the City's best interest.

Keeping up with ever changing FEMA and other Federal Regulations is a mission that Optimum takes very seriously. For example, knowing the rules that apply to specific individual Disasters and those that have been superseded by new interpretations is crucial. We have experience in working with prior Florida Department of Transportation (FDOT) and Federal Highway Administration (FHWA) roadway debris delineation. As well as with the current Department of Agriculture, Natural Resources Conservation Services - Emergency Watershed Protection Program in relation to your debris within your drainage ways and canals. Optimum's goal is to constantly keep the City of Hallandale Beach informed with these regulations and updates.

Exercise Plans and Training Curriculum

Optimum has years of experience creating exercise plans and training in full compliance with Homeland Security Exercise and Evaluation (HSEEP). Each year, our consultants have planned and participated in multiple Hurricane Exercises (HURREX), up and down the East Coast to include the Caribbean Islands and Bahamas, while managing the organization's Incident Management Team (IMT); the NIMS and ICS training and qualification program. Some of these exercise plans and training curriculum include:

- Annual Large-Scale Hurricane Exercises and Activations - Military, State/Local governments, Florida Department of Law Enforcement (FDLE) and Local Law Enforcement and Fire.
- Integrated Advanced Mass Migration Exercises - SOUTHCOM Partners, Military, GITMO, State/Local governments and FDLE.
- Deputy Director for mass rescue "Black Swan" series exercise in the U.S./Virgin Islands.
- Severe Weather Plan Pandemic Plan, COOP, and Mass Rescue Plan - Military, State/Local governments
- National Level Incident Management Team with response experience to oil spills hurricanes, earthquake and tsunami disasters, mass migration, National Special Security Events, and floods. Designed, controlled, evaluated or coached over 13 table-top Annual PREP with Norfolk Southern, and 13 Defense Logistics Agency and full-scale exercises throughout the United States.
- Emergency management services and training for various intermediate and Advanced ICS training courses.
- National Preparedness for Response Exercise Program (PREP); Facility Response Plans and inspected OSRO equipment training.
- Training on providing detailed after-action reports for consideration and improvement planning processes, training manuals, incident handbooks, field operating guides, and job-aids for response management activities.

Training & Certifications

All of Optimum's Staff will adhere to the most up to date industry standards and guidelines. As our qualifications and certifications show, Optimum prides itself on professional development, training and providing the best qualified staff for our projects.

All of Optimum's Staff will adhere and deliver a contract performance that garners the utmost professional standards and will adhere to any additional guidelines set forth by the City of Hallandale Beach.

Training & Certifications of our Principal Project Team

Optimum's key objective is to always provide our clients with the most skilled and educated consultants. Training is truly always at the forefront of our projects and we believe in not only providing our clients with that up-front training but leaving them with the tools needed to be successful with future projects or contractors. For that reason, Optimum keeps a certified trainer on staff at all times.

All staff proposed under this contract are a consortium of consultants. Resumes for all proposed principal staff are provided at the end of this section.

Delivering a Quality Project

Optimum plans outline essential functions that must be performed during an incident that disrupts normal operations and the methods by which these functions will be performed. They also describe the process for timely resumption of normal operations once the emergency has ended. THIRA plans address the continued performance of core capabilities and critical operations during any potential incident. Our plans address the preservation and/or reconstitution of the City of Hallandale Beach to ensure that operational, administrative and logistical responsibilities are maintained.

Optimum will bring our extensive experience and knowledge to support the City. Our approach is hands on and personal. Once selected, we will be able to begin the contract on day one. We will work with the City to schedule a series of kick-off meetings, whereby our team members, and your city officials will discuss scope, expectations, timelines and most importantly the City's priorities. Following these discussions, Optimum will implement and provide any necessary changes to enhance our staff to better support the project by providing only the most qualified staff. In addition, quality control processes in collaboration with the City and develop a Project Management Plan (PMP) will guide Optimum's support efforts.

Upon the execution of the contract, our team will begin developing a plan of action to expedite and maximize financial recovery after a disaster. As part of this strategy, our team will support and train the City staff in the documentation process to better position the City and our team to maximize reimbursements. In coordination with the City, our experts will be ready to provide full cycle disaster recovery including but not limited to the submission of a Request for Public Assistance (RPA) to the FDEM, representing the City at County EOC planning meetings, developing FEMA required Damage Inventory, representing the City at the initial FEMA Recovery Scoping Meeting, working with the Program Delivery Manager (PDMG), developing project worksheets and scope of work, submitting supporting documentation, managing state and federal grant portals, accounting for financial transactions, audit and closeout.

Optimum is dedicated to ensuring our clients receive the best service. Optimum has the ability to provide a wide range of services that address all aspects of disaster recovery. Preparing and developing the City of Hallandale Beach emergency management plans such as: COOP/THIRA, or any future emergency management training or EOC facilitation is also a specialty of our firm. Optimum is unique, as we provide facility and energy management solutions to our clients, focusing on making your organization more resilient. Assist all facility owners and tenants realize the potential of increased profitability though reduce utility and maintenance expenses, as well as encouraging environmental stewardship through reduced energy consumption.

Customer Service Focus

Customer service focused means putting your customers' needs first. At Optimum, we pride ourselves on our personal service, commitment and flexibility to produce a product we are all proud of. We consider our firm and consultants to be **customer service centric**. Optimum is an agile company that will meet your needs and requirements at any request. Not only will we ensure to meet those needs, but we can assure you that **as residents of the State of Florida**, we have a stake in delivering a great result. Our company is local to the City of Hallandale Beach and is currently located 10 miles from our main office. Thus, we understand the profound responsibility of a product like the THIRA not only to its staff but the residents they serve.

In short, Optimum will always be there for you ... **our customer!**

Proposed Solution/Scope of Work Solution

Optimum would oversee all phases of the pre and post disaster damage assessment and recovery. Our goal is to build partnership with the City of Hallandale Beach personnel and systems through training and exercise, increase the resilience of the City's infrastructure through pre/post disaster training, and make sure the City fully understands the official protocols and policy during a disaster. Our team of highly skilled and experienced personnel will work for our client by matching experience, proven processes, tailored systems, and training operations to prepare the City for potential disaster and support the recovery operations.

Optimum will:

- Assign qualified personnel who have successfully managed similar projects in the past.
- Initiate our support using processes that have worked for similar disasters.
- Train personnel when applicable in the documentation and response/planning process.

Optimum believes in establishing expectations early with City staff to implement a regular communication workflow so that the City has a clear understanding of project status allowing issues to be identified early and addressed as quickly as possible. Manage with the highest degree of professionalism and ensure quality. We plan to implement a project management approach while working side by side with City staff that is scalable and executable, promoting efficiency and effectiveness. Our approach will allow us to closely monitor performance and ensure that all work is documented and completed in a timely manner as per procurement contracts.

Methodology - Task Management and Coordination

Services to be included as part of **the City of Hallandale Beach Project scope** can include, but are not limited to an:

Initial project kick-off meeting. A project kickoff meeting with all relevant parties to align across the different the City of Hallandale Beach departments is critical to ensuring all wants and needs of the project are collected up front before design. If Owner Representative services are requested for a construction project, an initial meeting will still be conducted but with the purpose of aligning on the City's expectations with the general contractor.

Optimum consultants will ensure:

- Coordination of meetings with outlined key personnel/departments to gather necessary information, questions or concerns.
- Although our staff is very well versed in THIRA/COOP writing, we want to deliver a product that makes sense to the City; we will do all the necessary research and inquiries to ensure a product that is well written first draft.
- Attend all meetings (before, during and after) to clarify any outstanding issues the City may have and respond to any comments.
- Prepare progress reports and invoices that reflect the professional services provided and summarize the anticipated and completed tasks on a monthly basis and will update project schedule as required.



Attend / Host public input sessions. If required by the City of Hallandale Beach, and does not pose a security threat, Optimum will attend or lead any public input hearings and help the public to understand the City's public safety initiatives and compliance.

Bi-Weekly/Monthly project alignment and progress meetings. Bi-Weekly, or at the frequency interval of the City's choosing, project review and updates will be given.

- Optimum's team will arrive fully prepared with any meeting agendas, minutes, or requested documentation from the City.

If selected for **Project Management services**, Optimum can provide full Project Management services which can include, but are not limited to:

- **Organizing and retaining detailed documentation** of tasks performed, hours worked per consultant, to include any additional contracted resources for accurate hours and assigned tasks. Equipment usage time and date, location, operation and equipment rates as well as contract purchase orders.
- **Project timeline with scheduling.** Using the latest project management software, a critical path focused schedule can be created to detail the necessary trades and their timelines for a successful, on time, project.
- Additionally, Optimum prides ourselves on being available to turnover comments at a rapid pace; and we can guarantee that you **will never wait 24 hours** or more without answers to your comments/questions. Customer service is a cornerstone to who we are; you will always receive notifications on schedule updates and potential delays.

- **All checklists will be delivered in static and electronic formats** to facilitate the export of the data to a Microsoft Excel or a computer database. That would allow the City of Hallandale Beach to archive, analyze the data or submit documentation electronically.

Creation of COOP/THIRAs

As stated, multiple times throughout this response, Optimum Consultants have vast knowledge executing continuity and emergency plans. Our objective is always to make the process as stress-free as possible, as we deliver the best customer service experience. Additionally, we pride our successes on not over-complicating plans. **Practicality and easy to use** is the best model. If your department feels intimidated by the size or content of the material, that may suggest an update to streamline the plan is necessary. A plan that sits on shelves is not helpful to any organization.

Optimum consultants will ensure:

Optimum will work with the City of Hallandale Beach to review all the practical requirements and work to develop a design model that works for the department. Optimum pulls from different federal and state guidelines, references and personal/professional experience to help guide the City of Hallandale Beach to deliver a quality product. Some of those resources include: Federal Continuity Directive-1 (FCD-1), Federal Continuity Directive-2 (FCD-2), Comprehensive Preparedness Guide (CPG) 101 (and V2), Continuity Guidance Circular 1 (CGC 1), NSPD-51/HSPD-20 National Continuity Policy.

Managing Partners - County & State

Once selected Optimum will work with the County Emergency Management Division to make sure the updated THIRA continues to supply all needed Law Enforcement requirements for the overall County THIRA. In addition, we will work with the County to create a synergy with the updated City plan to also meet the County's needs. We will work with the County's Local Mitigation Strategy, to make sure all needed Law Enforcement requirements are met and responded to in the updated THIRA.

Review & Closeout of Project

After all final revisions and updates have been implemented into the THIRA and the Reunification Plan Annex, the City of Hallandale Beach will have a product that matches all current Federal and State requirements. This improved THIRA and newly added Reunification Plan Annex will adhere directly to the City's needs and produce all required Federal guidelines for Emergency Management Planning. Optimum will follow all of the City's timelines and deliverables to make sure all requirements followed are properly met on time.

Our project management success is achieved by focusing on planning, controlling, and managing risks. Our project managers' foundational approach rests on the four pillars of project management, Scope, Time, Cost, and Quality. Our approach to effective project management includes adaptability, engaging others, a compelling voice, and integrity. We cope with unexpected events by combining the traditional and agile project management approaches. These are multifaceted to incorporate intention-driven and event-driven perspectives and include developing enhanced collaboration performed early on during the project, methodically

integrating planning and review, preventing major disruptions, and focus thus maintaining forward momentum.



TAB 5. COST OF SERVICES

Cost for Services:

Optimum's price proposal for services rendered based on the scope of work provided by the City of Hallandale Beach is detailed below. Optimum will furnish all labor, materials, tools, transportation and equipment necessary to provide services, to coordinate and assist the City for all services performed.

Hallandale Beach THIRA Proposal Cost Estimate			
Task	Deliverables	Est. Hours	Est. Cost
Develop a Threat & Hazard Identification and Risk Assessment (\$150/hour)			
1	Pre-Assessment Preparation: <ul style="list-style-type: none"> • Familiarize ourselves with the requirements and objectives set by the City of Hallandale Beach. • Conduct a thorough review of existing emergency management plans, community data, and relevant resources. • Identify key stakeholders, including local government officials, emergency services personnel, community leaders, and subject matter experts, to form a collaborative approach. 	16	\$ 2,400.00
2	Risk Context Analysis: <ul style="list-style-type: none"> • Analyze historical data, past incidents, and regional characteristics to identify potential threats and hazards specific to the City of Hallandale Beach. • Review geographical factors, such as proximity to the coastline, flood-prone areas, critical infrastructure, and population density, which influence vulnerability. 	32	\$ 4,800.00
3	Stakeholder Engagement and Information Gathering: <ul style="list-style-type: none"> • Conduct comprehensive interviews, workshops, and surveys to gather insights from key stakeholders and community members. • Collaborate with local authorities, emergency responders, and subject matter experts to gather specialized knowledge and identify critical infrastructure and lifeline systems. 	32	\$ 4,800.00
4	Risk Assessment and Modeling: <ul style="list-style-type: none"> • Utilize advanced risk assessment tools and methodologies to evaluate the likelihood and potential impact of identified threats and hazards. • Analyze interdependencies between various risks and their cascading effects to assess overall risk levels. • Develop risk profiles and prioritize identified threats and hazards based on severity, frequency, and the community's capacity to respond. 	32	\$ 4,800.00
5	Mitigation and Preparedness Strategies: <ul style="list-style-type: none"> • Collaborate with stakeholders to develop comprehensive mitigation and preparedness strategies that address the identified risks. • Recommend enhancements to existing emergency management plans, communication systems, infrastructure resilience, and public awareness campaigns. • Foster community engagement and educate residents on preparedness measures and individual responsibilities during emergencies. 	9	\$ 1,350.00
6	Reporting and Presentation: <ul style="list-style-type: none"> • Prepare a detailed THIRA report, including an executive summary, methodology, findings, and actionable recommendations. • Deliver a comprehensive presentation to key stakeholders, providing a clear understanding of the identified risks, vulnerabilities, and recommended strategies for a resilient future. 	35	\$ 5,250.00
7	After Action with City Leadership/Manager	10	\$ 1,500.00
Total		166	\$ 24,900.00

Hallandale Beach COOP Proposal Cost Estimate			
Task	Deliverables	Est. Hours	Est. Cost
Develop a Continuity of Operations Plan (\$150/hour)			
1	Assessment and Analysis: <ul style="list-style-type: none"> • Conduct a thorough review of existing emergency management plans, policies, and procedures. • Identify critical functions, essential services, and dependencies within city departments. • Evaluate potential threats and vulnerabilities specific to Hallandale Beach, including natural disasters, technological failures, and human-caused incidents. 	16	\$ 2,400.00
2	Business Impact Analysis: <ul style="list-style-type: none"> • Engage stakeholders and key personnel to determine the potential consequences of disruptions on critical operations. • Assess the financial, operational, and reputational impacts of various scenarios. • Prioritize functions and services based on their criticality and recovery time objectives. 	32	\$ 4,800.00
3	Strategy Development: <ul style="list-style-type: none"> • Collaborate with city officials and departments to establish clear objectives and recovery strategies for each critical function. • Identify alternate facilities, resources, and personnel necessary for continuity during emergencies. • Develop communication and coordination protocols to ensure effective response and decision-making. 	32	\$ 4,800.00
4	Plan Development: <ul style="list-style-type: none"> • Create a comprehensive COOP document that outlines roles, responsibilities, and procedures for each critical function. • Incorporate a clear activation and decision-making process, including escalation paths and delegation of authority. • Integrate plans for emergency notification, resource allocation, and situational awareness. 	60	\$ 9,000.00
5	Training and Exercise: <ul style="list-style-type: none"> • Provide training sessions to familiarize personnel with the COOP, their roles, and response procedures. • Conduct tabletop exercises and simulations to validate the COOP's effectiveness and identify areas for improvement. • Collaborate with emergency management agencies to ensure alignment with regional response plans. 	8	\$ 1,200.00
6	Plan Maintenance and Review: <ul style="list-style-type: none"> • Establish a schedule for regular plan maintenance, updating it as organizational structures, resources, or threats evolve. • Conduct periodic reviews to ensure ongoing compliance with standards and best practices. • Stay abreast of emerging trends, regulatory changes, and technological advancements to continuously enhance the COOP. 	8	\$ 1,200.00
7	After Action Report with City Leadership/Manager	10	\$ 1,500.00
Total		166	\$ 24,900.00

The cost of services is based on estimated hours and will be based on time lotted per task orders. The City reserves the right to negotiate with the Awarded Vendors for additional services/items similar in nature not known at time of bid closing.

Optimum is proud to have served the City of Hallandale Beach and look forward to continuing our work with you. Thank you!

Additional Optimum Services Price Proposal:

Based on the needs of the City of Hallandale Beach, Optimum can provide Emergency Management Consultant Services to round out the City's Emergency Management Program:

Hallandale Beach Training Plan Proposal Cost Estimate			
Task	Deliverables	Est. Hours	Est. Cost
Develop a Comprehensive Emergency Management Program (\$150/hour)			
1	Additional Hours Developing Comprehensive Emergency Management Plan (CEMP)	40	\$ 6,000.00
2	Additional Hours Developing Standard Operating Procedures (SOP)s	10	\$ 1,500.00
3	Develop/Revise Continuity of Operations Plan (COOP)	166	\$ 24,900.00
4	Develop/Revise Threat and Hazard Identification and Risk Assessment (THIRA)	166	\$ 24,900.00
5	2-Day ICS 300 Course - Up to 20 People	Flat	\$ 5,000.00
6	2-Day ICS 400 Course - Up to 20 People	Flat	\$ 5,000.00
7	2 Day Full Scale Table Top Exercise	Flat	\$ 7,000.00
		Total	\$ 74,300.00

Optimum is proud to serve the City of Hallandale Beach and look forward to working with you. Thank you for the opportunity!