

# City of Hallandale Beach Emergency Management Training Support & Standard Operating Procedures (SOPs)



June 14, 2022

# The City of Hallandale Beach

## Proposal for Emergency Management Training Support

---

### Company Background

Consult Optimum LLC, DBA Optimum Consulting (Optimum), is a local South Florida 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 throughout South Florida 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 across Florida and the Caribbean Islands and a proven record of customer service satisfaction. We are confident that our skills and services will not only provide the essential support to Hallandale Beach, but position Hallandale Beach to better respond to any disaster. 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 and Hurricane Dorian.**

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 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.

### Relevant Professional Qualifications

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

## Purpose

This proposal details recommendations for the enhancement of the City of Hallandale Beach's Emergency Management Program. These tasks were developed to expand plans, policies, procedures and personnel training in order to ensure the capacity to respond to and recovery from all hazards impacting the community.

Our training sessions are designed to not only cater to the organization that we are presenting to, but we do it with cost in mind! Optimum Consulting provides you not only with the tactical leadership tools and skills to get results from your team but combines those tools and skills with scenarios to help you achieve the right attitudes and tone that get results in any incident/disaster situation!

## Scope of Services

### **Develop a Comprehensive Training and Exercise Program**

The goal of this proposal is to introduce the City of Hallandale to the fundamentals of emergency management and disaster cost recovery. In addition, provide a basic understanding of the history, roles, and services of disaster relief agencies in providing disaster assistance as an integrated system with resources and capabilities networked together to address all-hazard responses. In addition, developing training that works with internal financial management and administrative oversight in the completion and approval of project worksheets, claim forms, invoicing, accounts payable, payroll, audits and inspections in compliance with state, federal and local laws, regulations and policies. Provides expert assistance on applicable grant project accounting and local compliance with state and federal uniform administrative requirements in 2 CFR Part 200. Other objectives include:

- Explain Basic Emergency/Disaster Management Principles
- Explain how the different partners contribute to emergency management in your community
- Explain how to plan, manage, and coordinate resources for an efficient and effective response
- Identify the roles and services that voluntary agencies provide throughout each phase of the emergency management cycle (i.e., mitigation, preparedness, response, and recovery)
- Understanding the management of disaster cost recovery and FEMA reimbursement process
- Will provide subject-matter expertise in a wide range of duties directly related to the FEMA Public Assistance program. The subject-matter expertise may include but not limited to debris monitoring, grant administrators, paralegals, GIS specialists and cost estimators
- City roles and responsibilities of disaster mitigation, response, and recovery
- Training city staff to correctly use/complete ICS forms such as ICS 213RRs, 214s, 218...etc.

## Cost of Services

The recommendations are based upon the Emergency Management Accreditation Program Standards (EMAP) ([www.EMPA.org](http://www.EMPA.org)) 1, which are the international standards for program accreditation as well as County, State, and Federal programmatic guidance.

The documents and procedures were prioritized based upon professional experience with a focus on life safety response and federal compliance for federal disaster assistance reimbursement. See attachment for a brief summary table.

**Cost for Services:**

**Estimated Hours: 89**

**Estimate Cost: \$13,350.00**

**Timeline: 1-3 Months (Post Contract Execution)**

Based on the needs of the City of Hallandale Beach, Optimum can provide the below training plan proposal cost estimate. Services rendered will be in support of the above scope of services, or as requested by the City of Hallandale Beach. In addition, Optimum will furnish all labor, materials, tools, transportation, and equipment necessary to provide services, to coordinate and assist the City for all services performed in accordance with the specifications listed in contract execution.

Hallandale Beach Training Plan Proposal Cost Estimate			
Task	Deliverables	Est. Hours	Est. Cost
<b>Develop a Comprehensive Training and Exercise Program (\$150/hour)</b>			
1	Internal Planning Meeting	5	\$ 750.00
2	Conduct Data Collection and Entry documenting current status	5	\$ 750.00
3	Develop Custom IMT/EOC sections Specific & Cost Recovery PPT Training: -Unified Command -Planning Section -Finance/Admin Section -Operations Section -Logistics Section -Information Management	25	\$ 3,750.00
4	Conduct Data Collection and Entry & Draft Exercise Table Top Scenario/1	25	\$ 3,750.00
	Draft Final Program/Share with City for Final Review	2	\$ 300.00
5	Deliver Custom classroom training, along with SOPs to City EOC specific positions/PPT for each section and 1 day table top -Unified Command -Planning Section -Finance/Admin Section -Operations Section -Logistics Section -Information Management	25	\$ 3,750.00
6	After Action with City Leadership/Manager	2	\$ 300.00
<b>Total</b>		<b>89</b>	<b>\$ 13,350.00</b>

*Note: Timeline is subject to city availability. City must provide Optimum notice of in-person vs. virtual training changes. City must give Optimum a minimum of 1 weeks' notice for any change of training schedule to make proper adjustments. This proposal is a cost estimate and est. hours maybe subject to change + or – based on the City's needs, however Optimum will provide proper notice before execution.*

# Proposal for Standard Operating Procedures (SOP) Support

---

## Purpose

This proposal details recommendations for the enhancement of the City of Hallandale Beach's Emergency Management Program by providing written standard operating procedures, along with training above with city staff to ensure understanding and compliance. These tasks were developed to expand plans, policies, procedures, and personnel training in order to ensure the capacity to respond to and recovery from all hazards impacting the community.

## Scope of Services

### Develop Custom Department/IMT Position Specific Operational Procedures

The below tasks recommend drafting position specific operational procedures in support of the City's emergency operations; these tasks were designed through the organizational chart provided by the City of Hallandale. While the current CEMP/CEOP defines basic roles and responsibilities, it does not detail how individuals will implement their assigned tasks during a disaster operation. Many individuals will be assigned roles that greatly deviate from their daily work environment, or greatly expand their normal daily duties to meet the disaster demands. These job specific SOPs should uniquely address the specific tasks and resources required to be successful in the response and recovery environment. Hallandale Beach modified their organizational chart in recent years, and while individuals may know their assignment, many likely do not fully understand their disaster assignments, available resources, or associated policies. Furthermore, if mutual aid assistance is requested, these job specific SOPs will provide vital information on how to prepare, plan for, and to operate within Hallandale Beach's EOC environment. It is recommended to develop nine (9) drafts for each department to operate under different HURRCON statuses (to include flood mitigation planning). Initial drafts will be based on each department and defined HURRCON Status. In addition, it is recommended to develop (7) Incident Management Team (IMT) specific procedures, which was based on current IMT organizational chart. Optimum will schedule individual/small group meetings, in conjunction with the recommended training plan, to draft the SOPs with each section/branch/unit/team/individual, or on an as needed basis. If less meetings are desired, the cost can be significantly reduced, or hours can be rolled into other needed emergency management needs.

The SOPs will include at a minimum:

- Roles and responsibilities / Operational Checklist
- References for supporting policies, procedures, forms
- List of contacts, contracts, phone numbers, mutual aid agreements
- EOC operational instructions
- ICS / Finance / Operations Forms
- Others needed by position

## Cost of Services

Based on the needs of the City of Hallandale Beach, Optimum can provide the below SOP proposal cost estimate. Services rendered will be in support of the above scope of services, or as requested by the City of Hallandale Beach.

### Cost for Services:

**Estimated Hours: 70**

**Estimate Cost: \$10,500.00**

**Timeline: 1-3 Months (Post Contract Execution)**

In addition, Optimum will furnish all labor, materials, tools, transportation, and equipment necessary to provide services, to coordinate and assist the City for all services performed in accordance with the specifications listed in contract execution. It is recommended to have the SOP's reviewed annually and adjusted according to any organizational changes.

Hallandale Beach SOP/Checklist Plan Proposal Cost Estimate			
Task	Deliverables	Est. Hours	Est. Cost
<b>Draft Custom Department/IMT Position Specific SOP/ CEOP/ Annexes /Checklist (\$150/hour)</b>			
1	Develop 9 drafts of department HURRCON procedures (to include flood planning). Initial drafts will be based on below departments and I-V HURRCON status. -City Managers Office -Sustainable Development -Public Works Services -Human Resources & Risk Management -Finance -Procurement -Public Relations -Parks & Recreation & Ocean Rescue -IT Department	10	\$ 1,500.00
2	Develop 6 IMT Specific Procedures. Initial drafts will be based on current IMT organizational chart provided by Hallandale Beach. -Unified Command -Planning Section -Finance/Admin Section -Operations Section -Logistics Section -Information Management	35	\$ 5,250.00
3	Develop/Revise Comprehensive Emergency Operations Plan (CEOP) to include annexes.	25	\$ 3,750.00
<b>Total</b>		<b>70</b>	<b>\$ 10,500.00</b>
<b>Total Project Cost</b>		<b>159</b>	<b>\$ 23,850.00</b>

*Note: Timeline is subject to city availability. City must provide Optimum notice of in-person vs. virtual training changes. City must give Optimum a minimum of 1 weeks' notice for any change of training schedule to make proper adjustments. This proposal is a cost estimate and est. hours maybe subject to change + or – based on the City's needs, however Optimum will provide proper notice before execution.*

## Proposal Relevant, Current & Previous Experience

Please see below Optimum's relevant and current experience of projects similar in type and Hallandale Beach's Scope of Work. All these projects were completed by our Optimum Consultants within the past three (3) years.

Project Reference 1			
Project Name	Comprehensive Emergency Management Plan / EOC Training / On Call Services		
Client	City of Deerfield Beach		
Project Team	Lauren Linville & Ken Jones		
Address	150 NE 2nd Avenue Deerfield Beach, FL 33441	Phone	(561) 513-2034
Contact Person	Rodney Brimlow	Title	Public Safety Director
Email	rbrimlow@deerfield-beach.com	Year Completed	2021-2022 - SOP/Training Present - On call Services
<b>Scope of Project</b> Emergency and Contingency Planner for City of Deerfield Beach. Project team managed the development & implantation of the all-hazards Incident Management Team (IMT) & Hurricane Conditions (HURRCON) Standard Operating Procedures (SOPs). In addition, developed and delivered the National Incident Management System (NIMS) Incident Command System (ICS) training in an EOC construct. In that timeframe, rewrote the existing SOPs (and subsequent update), planned/prepared implementation for IMT/ICS training for approximately 100 city employees.			

Project Reference 2			
Project Name	Broward County Mass Rescue Operations (MRO) Exercise		
Client	United States Coast Guard		
Project Manager	Lauren Linville & Ken Jones		
Address	909 SE 1st Ave, Miami, Florida, 33131	Phone	(305) 415-7138
Contact Person	Richard Lavigne	Title	Senior Planner & DRAT Supervisor
Email	richard.j.lavigne@uscg.mil	Year Completed	2022
<b>Scope of Project</b> Coordinated, developed, and facilitated Broward County MRO exercise. MRO exercise incorporates civil search and rescue activity characterized by the need for immediate assistance to a large number of persons in distress, such that the capabilities normally available to search and rescue authorities.			

Project Reference 3			
Project Name	Charleston County - Varies Tabletop (TTX) & Exercise Projects		
Client	Charleston County Emergency Management		
Project Manager	Ken Jones & Lauren Linville		
Address	8500 Palmetto Commerce Parkway North Charleston, SC 2945	Phone	(843) 826-8031
Contact Person	Will Rochester	Title	Emergency Management Division
Email	wrochester@charlestoncounty.org	Year Completed	2021 - 2022
<p><b>Scope of Project</b></p> <p>Most recently coordinated, developed, and facilitated Charleston County Mass Rescue Operations (MRO) exercise - MRO exercise incorporates civil search and rescue activity characterized by the need for immediate assistance to a large number of persons in distress, such that the capabilities normally available to search and rescue authorities. In addition, project team has developed HSEEP consistent exercises throughout 2021-2022 involving the Berkeley, Charleston, Dorchester areas including military partners. Ken Jones was instructor of the most recent HSEEP updated material in partnership with the South Carolina Emergency Management Division's training program.</p> <p><b>Various other exercise positions around the region:</b></p> <ul style="list-style-type: none"> <li>· Evaluator – 2021 Berkeley County Radiation Event EOC FSE (Part of the State Full Scale Exercise)</li> <li>· Exercise Director – 2021 Coast Guard PREP Exercise</li> <li>· Participant – 2021 Charleston County EOC Exercise</li> <li>· Planning Team – 2022 Tri County FSE Earthquake Event</li> </ul>			

Project Reference 4			
Project Name	Disaster / Incident Command System (ICS) Training / Tabletop Exercise (TTX)		
Client	SOL Relief Inc.		
Project Team	Lauren Linville & Ken Jones		
Address	107 8th Ave SE, St. Petersburg, FL	Phone	(727) 310-8270
Contact Person	Jennifer Lockwood	Title	President
Email	jen@solrelief.org	Year Completed	2021
<p><b>Scope of Project</b></p> <p>Project team developed a customized National Incident Management System (NIMS)/Incident Command System (ICS) training platform for aviation disaster response organization. In addition, developed &amp; delivered 3-day in person training for response employees/board members to include tabletop exercise.</p>			

Project Reference 5			
Project Name	Continuity of Operations Plan Rewrite and Update		
Client	United States Coast Guard		
Project Manager	Ken Jones & Lauren Linville		
Address	1050 Register Street, South Carolina, 29405	Phone	(843) 459-3352
Contact Person	Christie Connel	Title	Emergency Management and Force Readiness Chief
Email	tabitha.c.connell@uscg.mil	Year Completed	2020
<b>Scope of Project</b> Implements and manages Coast Guard Sector Charleston's Continuity Program through maintaining all government essential functions, orders of succession, delegation of authority, primary/alternate continuity facilities, human capital, testing-training-exercising plan, devolution, and reconstitution.			

Project Reference 6			
Project Name	Continuity of Operations Plan Creation and Management		
Client	City of Boynton Beach		
Project Manager	Glenn Joseph		
Address	100 E. Boynton Beach Blvd, Boynton Beach, FL 33435	Phone	(561) 742-6010
Contact Person	Lori LaVerriere	Title	City Manager
Email	laverrierel@bbfl.us	Year Completed	2019
<b>Scope of Project</b> Coordinated and managed emergency and administrative functions within the Fire Department, including emergency response, disaster preparedness, fire prevention, and code enforcement. Evaluated fire prevention and control policies. Consulted with officials and community groups related to public relations campaigns for applying necessary changes in laws and policies to encourage fire prevention.			