

Official Bid

Town of East Montpelier, Vermont Local Hazard Mitigation Planning Services

March 14, 2024

To: Gina Jenkins
Town Administrator
manager@eastmontpeliervt.org
P.O. Box 157
East Montpelier, VT 05651

Prepared By:



OPH CONSULTING
Essential Planning and Program Development Services

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March 11, 2024

Gina Jenkins

Re: RFP for Local Hazard Mitigation Planning Services: Update

Dear Gina Jenkins and the Town of East Montpelier,

Thank you for reviewing this bid to complete the hazard mitigation plan update. OPH Consulting Services (OPHCS) is a small planning firm whose mission is to serve municipalities in Vermont with competent, friendly, and efficient service. My experience and methodology in working with multiple Vermont agencies and communities in many facets of emergency planning, disaster recovery, public health, and grant management supports the validity of this bid. In addition to specific disaster recovery work with East Montpelier and many Washington County towns following Tropical Storm Irene, the following provides a brief synopsis of my qualifications:

- I have worked with, and for, both local and state governments in Vermont since 2006, assisting numerous towns and agencies with comprehensive planning, implementation, and disaster recovery services.
- During my time as a Chittenden County Regional Planning Commission employee (2010-2014), my services were contracted by the Central Vermont Regional Planning Commission following Tropical Storm Irene where I assisted many with grant application and property acquisition projects.
- Since 2014, I have been contracted to work on 31 hazard mitigation plans (including updates) for municipalities in six Vermont counties, including recent projects in Washington County.
- I have successfully “fast-tracked” completion of mitigation plans following the July 2023 flood event to best serve municipal recovery funding initiatives (plans were completed in under eight weeks).

With significant planning expertise and successful acquisition of federal funding for Vermont communities, I am ready to provide the Town of East Montpelier with the knowledge, efficiency, and planning expertise to derive a viable planning product that will not only meet state and federal requirements but provide a concise and meaningful resource for the town’s next mitigation planning cycle. While my intent is not to compete directly with Regional Planning Commissions, I am available to assist when there are issues of capacity. Thank you again for your time and review of this bid.

Sincerely,



Paul Luciano, MPH

OPH Consulting Services

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I. STAFF QUALIFICATIONS AND REFERENCES

QUALIFICATIONS AND REFERENCES

1. Hazard Mitigation Planning (2014-Present)

OPHCS has been contracted by both the Northeast Vermont Development Association (NVDA) and directly by municipalities to complete 31 Hazard Mitigation Plans (including updates) in six Vermont counties. An OPHCS plan was the first to achieve approval under the new 2023 FEMA Hazard Mitigation Planning Guidelines.

References:

- Chris Violette, Town Manager, Barre Town, VT 802- 479-9331, cviolette@barretown.org
- David Upson, Town Manager. Town of Hardwick, VT. 802-472-6120
david.upson@hardwickvt.gov
- Robert Morlino, Emergency Management Director, Town of Pawlet, VT, 201-637-8465,
robertm850@aol.com
- Paul Stagner, Fire Chief, Town of Springfield, VT, (802) 885-4546,
pstagner@springfieldvtfire.org

2. Mitigation Implementation Project (2014)

OPHCS was contracted by the Town of Cabot to manage a Community Development Block Grant for Disaster Recovery (CDBG-DR) application. This project aimed to rebuild the town garage out of the floodplain and demolish the current site. Using floodplain data and disaster case history, OPHCS solicited recommendations from Agencies of Emergency Management and Natural Resources to support the need for the project and completed the comprehensive grant application which required extensive outreach and information gathering. The project was approved by the Agency of Commerce and Community Development for \$700,000.

3. Statewide Mitigation (Resilience) Plan for Vulnerable Population (2013)

OPHCS was contracted by the Agency of Commerce and Community Development (ACCD) to draft a plan that addressed mobile home residents in the state of Vermont. OPHCS brought in the University of Vermont as a subcontractor and collaborated with a legal consultant to accomplish the work. Through a national, state, and local-level investigative process, OPHCS collected the information required for an accurate portrayal of current problems, future opportunities, and solutions. Developing a risk formula built on specific criteria, OPHCS delivered a tool for the agency to pre-identify potential areas at risk of closing while providing clear, attainable mitigation strategies. The plan was presented to the legislature and serves as the current benchmark for what can be done with this disproportionately impacted population.

4. Emergency Management Planning and Training Curriculum Development (2013)

OPHCS was contracted by the Vermont Agency of Agriculture Food and Markets (VAAFMM) to develop a Standard Operating Procedure (SOP) for emergency scenarios where VAAFMM



would serve as the lead agency in response and mitigation actions. To support this SOP, OPHCS also drafted a comprehensive ICS organizational chart and training curriculum for VAAF staff. To test the efficacy of these plans, OPHCS developed a full-day tabletop exercise and drafted an after-action report (AAR) to support future emergency response planning for the agency.

5. Emergency Respiratory Protection Plan and Implementation Program (2009)

OPHCS was contracted by the Department of Health during the H1N1 virus outbreak in 2009 to develop an emergency plan and implementation strategy that would satisfy OSHA respiratory protection requirements for statewide hospitals, correctional facilities, nursing homes, police, fire and EMS departments in a very short timeframe. Working with the State EMS office, national suppliers, and OSHA representatives, OPHCS solved this complex problem and developed a process that allowed for the most efficient and cost-effective methodology for:

- Establishing a documented Respiratory Protection Program for each agency.
- Obtaining medical clearance for each employee to be fit-tested.
- Providing qualitative testing kits on a 'loan' basis with a cache of N95 respirators that matched the brands in the Strategic National Stockpile (SNS) warehouse.
- Tracking compliance with clear, step-by-step instructions for the entire process.

RESUME

Experience

2021-2022

Senior Vice President

AM, LLC

- Led national public health and emergency response strategy development and solution engagement for government and academic clients.
- Relationship development with state and local public health agencies, clients, and expert planning teams.
- Developed service lines to meet emerging public health, response, policy, and planning needs.

2017-2021

Program Manager

University of Rochester Medical Center/Partners in Internal Medicine

- Program management for the implementation of an opioid stewardship initiative for a 44-site primary care network
 - Development of provider and community relationships, workflows, and training
 - Data management, EMR-based technical support, staff training, and provider-based communication around performance improvement
 - Production of program module for staff training and regional blueprint



- Implementation and management of an older adult advocacy program following research project with the NY Academy of Medicine and Lifespan
 - Operationalized comprehensive case management and advocacy services at the primary care level focused on insurance navigation, financial assistance, transitions related to loss of independence, social isolation, and compliance
 - Improved patient compliance and outcomes through quality engagement
- Operationalized sustainability initiatives for primary care practices during COVID-19
- Developed mitigation strategy for staff conflicts and dissatisfaction with management

2020-2021

Project Officer

CDC Foundation

- Operational management for New York State Department of Health (NYSDOH) COVID-19 response efforts
- Led training development and delivery to assure staff competence and retention
- Developed vaccine confidence-building strategy for state engagement with SNFs
- Developed national communication strategy and training on effective staff matriculation into government-based health agencies

2009-Present

Public Health and Planning Consultant

Vermont state agencies and municipalities (2009-present)

- State-wide Respiratory Protection Program development, implementation, and management for multiple service lines (*Department of Health*)
- Authored legislative benchmark for mitigating disaster impact on vulnerable populations (*Agency of Commerce and Community Development*)
- Developed operational management strategy of a Strategic National Stockpile Warehouse (*Department of Health*)
- Authored state-wide safety policy and procedure for home health service providers (*Department of Health*)
- Produced ICS-level staffing, emergency response plan, and tabletop exercise to for emergency response functions (*Agency of Agriculture, Farm and Markets*)
- Logistics Section (*Vermont Emergency Management Emergency Operations Center (EOC)*): Tropical Storm Irene
- Led initiative to alter criteria of federal grant program to allow for millions of dollars of infrastructure funding for Vermont towns impacted by 2011 disasters
- Managed complex Federal mitigation planning requirements for communities with limited resources (2014-present)



2010-2014

Emergency Management Planner

Chittenden County Regional Planning Commission, VT

- Supported municipalities in both Chittenden and Washington (via contract) counties with all facets of disaster planning, response, recovery, and mitigation services.
- Managed multiple, awarded grant applications for infrastructure repair, property acquisition, and equipment.

Education

Master of Public Health

Emory University, Atlanta, GA

Bachelor of Science in Biology

State University of New York College at Brockport



II. PROJECT PROPOSAL AND COST

PROJECT PROPOSAL

OPHCS proposes to begin work in April of 2024 and will work with the town to ensure efficiency and timeliness for all associated deliverables needed to complete the plan and submit to VEM for review by December 2, 2024¹. As a rule, OPHCS completes plans for submission within six months unless there is an issue of immediacy for an approved plan.

OPHCS is well-versed in directing town planning actions and provides a brief operational narrative with estimated hours per scope of work deliverable below:

1. Assemble planning team and meet with consultant(s) to review the planning process and confirm outreach strategy.

Within one month of contract start date, OPHCS will meet (by phone or video conference traditionally) with the town to develop the planning process, outreach strategy, and documentation needs. Normally, kick-off meetings occur in conjunction with a selectboard or planning commission meetings.

Estimated hours: 3

2. Establish work plan with deliverables, timelines for completion and confirmed roles and responsibilities.

Within two months of contract start date, OPHCS will draft a work plan with timeline deliverables and roles for the town, planning team, and OPHCS. OPHCS will work closely with town staff to review current plans and case history of damage and infrastructure repair.

Estimated hours: 2

3. Review information on natural hazards and on man-made hazards based on best available data.

Within four months of contract start date, OPHCS will review all available data and engage in communication with stakeholders, planning team, and the town to develop a comprehensive portrait of past, current and proposed hazards for the town using a qualitative risk analysis. OPHCS will request information from town staff as needed. This information includes all facets of town operations relevant to mitigation efforts (e.g., road, bridge and culvert logistics and history of repair/frequency of damage and status of all stated mitigation actions defined in last approved plan). Using the town plan (when applicable), last approved mitigation plan, meetings and site visits with town staff (e.g., road foreman) to build new and required components of the plan update, OPHCS will collect and formulate the required information.

OPHCS will also revisit the vision, goals, and objectives established in the most recent Town Plan if applicable while satisfying the 2023 alteration in FEMA requirements related to profiled hazards.

Estimated hours: 12

4. Design and initiate a public participation strategy for the jurisdiction to maximize meaningful public participation from stakeholder groups identified in the FEMA Local Mitigation Planning Policy Guidance. Request for public input is to occur during drafting

¹ The date of the last approved plan is listed as December 2, 2019 found [here](#). Plans have a 5-year FEMA approval range.



stages of the plan, and when a draft is available, and may include outreach to local newspapers, surveys, meetings open to the public, posted fliers, or other alternatives.

The public participation strategy is accomplished through local publication of the planning process and opportunity for community review and comment during plan development. Updates on plan development are captured via municipal agendas and minutes. Additionally, a community-wide “Hazard Impacts” survey is launched via town website and social media pages (when applicable). For local and regional entities serving vulnerable populations and learning institutions, there will be coordinated outreach to capture specific information related to services provided and risk of service disruption from profiled hazards. This outreach has traditionally been one-on-one phone interviews. Lastly, all neighboring towns will be given an opportunity to review and comment on the draft plan. *Estimated hours: 10*

- 5. Complete hazard assessment to determine vulnerability to each hazard and quantify the extent of each hazard:** OPHCS will work with the planning team to complete a quantitative vulnerability assessment for the updated profiled hazards and document in the final plan within 6 months. *Estimated hours: 4*
- 6. Identify mitigation strategies to address vulnerabilities to each hazard:** Within 6 months, OPHCS will develop mitigation strategies that best suit the town’s needs and the state’s/FEMA’s expectations. Each strategy will be associated with opportunities for funding (when available) and an estimated timeline for implementation. Named agencies and partners will be aligned with specific mitigation efforts as appropriate. *Estimated hours: 8*
- 7. Draft and submit plan to Vermont Emergency Management (VEM) and revise accordingly:** OPHCS will draft, professionally format, and complete the plan to meet all requirements defined by the most current and standardized State and FEMA planning guidance and submit to the state for review by the required deadline (December 2, 2024). Inherent to this step is populating the FEMA Review Tool. *Estimated hours: 5*
- 8. Submit revised plan to VEM, revise if necessary.** Revision requests are expected following initial submission of draft. All requested revisions will be accomplished and captured in the FEMA Review Tool prior to re-submission. *Estimated hours: 4*
- 9. Adopt plan and return the final plan to VEM and FEMA.** Following FEMA’s “approval pending adoption”, OPHCS will guide the town on next steps to formally adopt the plan update. The signed adoption page is then added to the plan and sent back to VEM and they facilitate FEMA’s final approval. A draft will be made available to the town in an accessible format (e.g., Word) to be used in future plan updates. *Estimated hours: 2*

PROJECT COST

OPHCS proposes to complete the work detailed in the RFP, and all additional requirements necessary to achieve an approved plan, with 50 hours devoted to the project at a rate of \$178 per hour for a total cost of **\$8900.00**.

OPHCS is dedicated to efficiency and will suggest and use teleconferencing and working remotely to the greatest extent possible and will utilize town capabilities to meet match requirements. OPHCS will submit detailed invoices.