

DISASTER NEWS YOU CAN USE

WWW.I-S-CONSULTING.COM/

September 2026

Whats Inside:

This Month in Disaster History.....	Pg. 1
25 Years of EM Investment.....	Pg. 1
Emergent Behaviors Case Study.....	Pg. 1
Statewide EM Program Solutions.....	Pg. 2
Disaster Resource Center.....	Pg. 6
EM365 Ai New Enhancements.....	Pg. 7
Disaster Policy & Research.....	Pg. 8
Preparedness Best Practices.....	Pg. 9
Responses Best Practices.....	Pg. 10
Disaster Recovery Best Practices.....	Pg. 12
Maximize Disaster Recovery Funds.....	Pg. 12
Mitigation Best Practices.....	Pg. 14
Disaster News.....	Pg. 15
Industry Innovations.....	Pg. 16
EM Innovations in Work.....	Pg. 17
Building a More Resilient Future.....	Pg. 19
Expertise: Recovery.....	Pg. 21
Building a Resilient Future - Ports.....	Pg. 22



This Month: Disaster History

September 11th Attacks

On the morning of September 11, 2001, members of al-Qaeda hijacked four commercial airliners and directed them into the World Trade Center in New York City, the Pentagon in Arlington, Virginia, and a field near Shanksville, Pennsylvania. The attacks killed 2,977 people, excluding the perpetrators: 2,753 at the World Trade Center (including 343 New York City firefighters), 184 at the Pentagon, and 40 aboard United Flight 93. The Twin Towers collapsed within two hours, generating a massive debris field in Lower Manhattan while a fire and partial structural failure damaged a portion of the Pentagon. These events produced an immediate mass-casualty incident combined with a high-rise collapse and a hazardous-materials release, setting the stage for one of the most complex urban recoveries in U.S. history.

The response phase centered on search and rescue amid extreme conditions.

Continued on Page 3

25 Years of EM Investment

Twenty-five years after the September 11 attacks, ISC's special edition returns to a question first asked of practitioners at the tenth anniversary: Are we actually prepared? The edition centers on a 2011 national survey of 1,055 public service and public safety professionals, conducted by Capella University with the Comprehensive Emergency Management Research Foundation as a named research partner. The survey captured how the people closest to the mission judged the decade after 9/11. Findings showed clear gains: 71% of respondents believed the nation was better prepared for a terrorist attack than before 9/11, 92% said collaboration in the preparedness community had improved, and 88% said the same of work among federal, state, and local governments. Training was identified as the strongest specific improvement. At the same time, practitioners voiced...

Continued on Page 2

Emergent Behaviors: Case Study and Application

On September 11, 2001, as the World Trade Center towers collapsed and roadways and transit systems shut down, thousands of people fled Lower Manhattan on foot and gathered along the waterfront. With no formal evacuation plan for a mass waterborne departure, private ferry captains, tug operators, and other mariners independently began...

Continued on Page 4

Did You Miss a Previous Issue?

[Access the "Disaster News You Can Use" Library](#)

Reflections: 25 Years of EM Investment Continued...

How Prepared Are We?

Continued

strong concerns about resources and attention. Eighty-eight percent believed funds were allocated according to what was best for politicians rather than preparedness, and majorities reported recent or expected budget and staffing reductions.

No identical follow-up survey has been repeated at the 20- or 25-year marks. The special edition therefore triangulates the 2011 findings with later research, including FEMA National Household Surveys and National Preparedness Reports, the Deloitte-NEMA survey of state emergency management directors, Reuters/Ipsos and USA Today/Ipsos polling, and a 2026 House Intelligence Committee review of 9/11 Commission reforms. The resulting picture aligns with the earlier practitioners' split verdict.

On the narrow problem the country reorganized itself to solve—a foreign-directed mass-casualty attack on the scale of 9/11—the record is stronger than many anticipated in 2011. There has been no second attack of that magnitude, institutional reforms largely succeeded in their core purpose, and FirstNet now supports millions of public-safety connections. Public threat perception has shifted, however: recent polling shows more Americans now rank random mass violence and domestic terrorism above foreign terror.

The elements of the 2011 survey that have aged most accurately are the warnings about resources. State emergency management directors continue to identify funding as their single largest challenge. Workforce capacity has not kept pace with an expanded, multi-hazard mission; only a minority of directors report that their staff have the skills required for the current workload. Collaboration infrastructure (NIMS, fusion centers, EMAC, FirstNet) remains in place but is under strain from staffing shortages, technology outages, and an always-on operational tempo. Household readiness has improved on some measures but remains limited at the kit and confidence levels. Official and public attention has not matched the growth in mission scope.

The special edition's central conclusion is that the United States built a better machine for the last catastrophe, then asked that machine to run a larger, different, and poorly funded mission. Systematic research and regular review remain essential for keeping practice honest between major events.

[Read the Full 9/11 Special Edition Here](#)



Statewide Comprehensive EM Program Management Solution

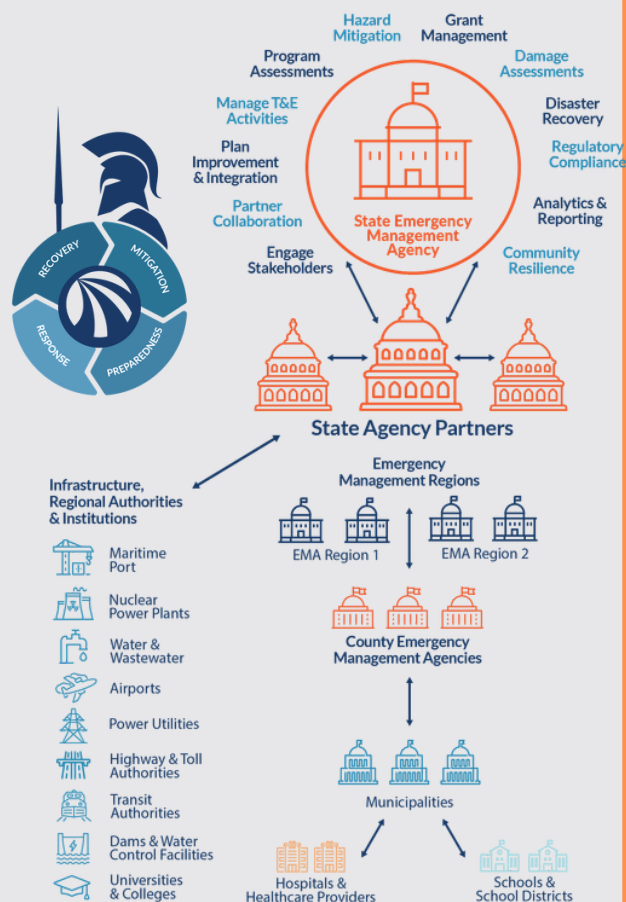


DYSSEUS™

EM365



[Schedule a Demo](#)



This Month In Disaster History

Continued...

September 11th Attacks – Unique Recovery

Continued

Firefighters, police, and emergency medical personnel from New York and surrounding jurisdictions converged on the sites while federal Urban Search and Rescue task forces deployed under FEMA. At Ground Zero, operations continued around the clock for days as teams searched voids in the rubble; at the Pentagon, response focused on the impact zone and adjacent damaged areas. Radio interoperability challenges, destroyed command posts, and ongoing fires complicated coordination. By the end of the first week, the emphasis shifted from rescue to recovery as the probability of finding additional survivors declined, though formal recovery operations extended far longer.

Recovery in New York City dwarfed the Pentagon effort in scale, duration, and complexity. The collapse produced an estimated 1.6 to 1.8 million tons of steel, concrete, and mixed debris at Ground Zero. The City of New York managed site clearance, trucking material to barge docks for transport across the Hudson and East Rivers to the Fresh Kills Landfill on Staten Island. There, under U.S. Army Corps of Engineers coordination and contractor support, workers sifted debris 24 hours a day as part of a large-scale forensic investigation. More than 100,000 truckloads and roughly 3.1 million labor hours were required. The main excavation concluded on May 30, 2002—approximately eight and a half months after the attacks—at a construction cost of about \$750 million, three months ahead of some early projections. Throughout the process, workers contended with unstable voids, residual fires, toxic dust, and the need to recover human remains and personal effects while preserving evidence. Approximately 19,500 body parts were recovered in the early phase alone, and identification efforts continued for years.

FEMA's Public Assistance (PA) program was central to funding this effort and illustrated both the program's flexibility and its limits in a terrorist-driven catastrophe. Of the roughly \$20 billion in total federal assistance committed to the New York area, about \$7.4 billion flowed through PA or related congressional appropriations to FEMA. Within that total, approximately \$1.7 billion supported debris-removal operations, including screening at Fresh Kills and the creation of a \$1 billion captive insurance company to cover liability risks for the city and its contractors—risks private insurers would not accept because of unknown long-term claims. The President raised the federal cost share to 100 percent for eligible PA work, accelerating reimbursements for overtime, equipment, and site clearance. Challenges included determining eligibility for nontraditional costs such as heightened security, navigating environmental liabilities from toxic dust, and reconciling forensic screening requirements with standard debris-disposal rules. A subsequent GAO review noted that these adaptations created uncertainties about how PA would function in a future major terrorist event, as the program's traditional design for natural hazards did not fully anticipate the combination of criminal investigation, long-term health monitoring, and urban security needs.

Continued on Page 4



September 17, 2001 – a small portion of the area where the World Trade Center collapsed following the September 11 attacks ~ U.S. Navy photo by Chief Photographer's Mate Eric J. Tilford

The Value of Preparedness

A Commitment to a Culture of Preparedness



**INTEGRATED SOLUTIONS
CONSULTING**

[Learn More About Our Disaster Preparedness Services](#)



Disaster History & Continued...

How Prepared Are We? – 25 Years Later

Continued

The Pentagon recovery was more contained. Roughly 50,000 tons of debris were removed during demolition of the damaged sections. The Phoenix Project reconstructed the affected outer rings of the building, with core-and-shell work progressing rapidly. Demolition began in mid-October 2001, reconstruction advanced through the winter and spring of 2002, and the first tenants returned to offices by August 2002. Ceremonies marking substantial completion occurred on the one-year anniversary. The site's military control, clearer structural boundaries, and lower volume of mixed civilian debris allowed a faster transition from recovery to reconstruction than was possible in Lower Manhattan's dense urban environment. PA supported debris removal and restoration there as well, but the scale and multi-agency forensic demands remained far smaller.

Long-term recovery has been defined by health monitoring as much as by physical clearance. The World Trade Center Health Program, established under the James Zadroga 9/11 Health and Compensation Act and administered by the Centers for Disease Control and Prevention, provides medical monitoring and treatment for responders and survivors. As of mid-2026, the program had approximately 145,000 currently enrolled members, the majority of whom are certified for at least one 9/11-related condition, including respiratory disease, gastroesophageal reflux, mental health disorders, and cancers. These figures reflect the latency of many exposures and the decision to treat recovery as an ongoing public health mission rather than a closed construction project. The 9/11 experience demonstrated that debris volume, forensic requirements, multi-agency logistics, and decades-long health surveillance can dominate the recovery phase of a major urban disaster, requiring sustained funding, specialized clinical capacity, and integration of emergency management with occupational and environmental health systems. For practitioners, the event underscored the value of early cost-share flexibility, dedicated insurance mechanisms for contractor liability, and clear protocols for balancing forensic needs with rapid debris clearance—lessons that continue to inform how Public Assistance is applied in complex, high-visibility recoveries.

References

- Congressional Research Service. (2021). FEMA's Public Assistance program: A primer and considerations for Congress (R46749).
- Government Accountability Office. (2003). Disaster assistance: Information on FEMA's post-9/11 public assistance to the New York City area (GAO-03-926).
- Landrigan, P. J., Lioy, P. J., Thurston, G., Berkowitz, G., Chen, L. C., Chillrud, S. N., ... & Small, C. (2004). Health and environmental consequences of the World Trade Center disaster. *Environmental Health Perspectives*, 112(6), 731–739.
- National Commission on Terrorist Attacks Upon the United States. (2004). The 9/11 Commission report. U.S. Government Printing Office.
- Prezant, D. (2026). Twenty-five years of care for 9/11 responders. *NFPA Journal*.
- Quarantelli, E. L. (2005). A social science research agenda for the disasters of the 21st century. In R. W. Perry & E. L. Quarantelli (Eds.), *What is a disaster?* (pp. 325–396).
- U.S. Army Corps of Engineers. (n.d.). Remembering 9/11: The U.S. Army Corps of Engineers' role in service and recovery.
- World Trade Center Health Program. (2026). Program summary statistics (data through June 30, 2026). Centers for Disease Control and Prevention.

9/11 and Emergent Behavior: The New York Ferry Boat Captains

Continued

loading passengers and shuttling them across the Hudson and East Rivers. What started as individual decisions quickly became a coordinated flotilla after captains radioed one another and the U.S. Coast Guard issued a call for all available vessels. The resulting effort, often called the Great Boatlift, moved hundreds of thousands of people to safety in a matter of hours, the largest maritime evacuation in history (Kendra & Wachtendorf, 2016)

This episode illustrates pro-social emergent behavior: the spontaneous, self-organized actions that individuals and existing groups take when formal systems are overwhelmed or incomplete. Captains faced immediate hazards,...

Continued on Page 5.

The Month in Disaster History

Continued

9/11 and Emergent Behavior: The New York Ferry Boat Captains

Continued

people jumping into the water, boats at risk of capsizing from overcrowding, and dense dust clouds that reduced visibility—yet they improvised loading procedures, used existing radio networks, and accepted direction from the Coast Guard once it arrived. Disaster researchers have documented this pattern for decades. Quarantelli (1984) found that while entirely new groups are relatively rare, substantial emergent behavior occurs within existing organizations during the emergency period, and that such improvisation is often functional rather than chaotic. Dynes (1994) similarly argued that the social structure of communities tends to expand and adapt rather than collapse under disaster conditions.

For emergency managers, the ferry captains' actions demonstrate both the value and the limits of formal plans. Emergent groups can fill critical gaps in the first hours of a complex urban disaster, but their effectiveness depends on clear communication channels, mutual trust with official agencies, and the ability to integrate quickly into a larger operation. Research conducted for FEMA on the 9/11 maritime response concluded that the rescues succeeded because "regular" people with relevant skills and local knowledge organized themselves and then linked with organized systems (U.S. Coast Guard and FEMA analyses cited in Integrated Solutions Consulting, 2022). Recognizing and supporting these behaviors—through interoperable communications, flexible command structures, and training that prepares responders to work with spontaneous volunteers—remains a practical lesson from 9/11.

The New York ferry captains' response therefore offers a concrete case for how emergency management can better leverage, rather than simply control, emergent activity. When official systems are disrupted, individuals and organizations with the capacity to act will often do so. The task for practitioners is to create the conditions—shared situational awareness, trusted communication pathways, and an organizational culture that can shift between structure and improvisation—under which that behavior contributes effectively to life safety and rapid stabilization (Quarantelli, 1984; Kendra & Wachtendorf, 2016).

References

- Dynes, R. R. (1994). Community emergency planning: False assumptions and inappropriate analogies. *International Journal of Mass Emergencies and Disasters*, 12(2), 141–158.
- Integrated Solutions Consulting. (2022, September 29). 9/11 and emergent behavior: The New York ferry boat captains.
- Kendra, J. M., & Wachtendorf, T. (2016). *American Dunkirk: The waterborne evacuation of Manhattan on 9/11*. Temple University Press.
- Quarantelli, E. L. (1984). Emergent behavior at the emergency time periods of disasters (Final Report). Disaster Research Center, Ohio State University.



DYSSEUS™

EM365

[Schedule a Demo](#)

Maximize Community Disaster Recovery Funds



Odysseus Features for Disaster Grant Management Solutions



Disaster Resource Center

Free Tool Kits & Resources

Whether you are dealing with a declared disaster or need program guidance, ISC is there to help you.

Hazard-Specific Tool Kits



Disaster Resource Center



Best Practices Library

Industry Best Practices

Don't Let Disaster Strike Twice: Navigating the Complex World of Post-Disaster Funding



In the wake of a disaster, the road to recovery can be long and arduous. Applicants are often left to navigate a complex maze of requirements, deadlines, and paperwork, all while trying to rebuild their lives and communities. The consequences of not following proper protocol can be severe, leading to denied or de-obligated funds, leaving applicants without the resources they need to recover.



Written by [Name]

On-Call Expert Support



Announcing: Odysseus EM365 Ai

Establishing Ai Community Disaster Intelligence



Odysseus EM365 Ai Enhancements

The Odysseus EM365 platform, developed by Integrated Solutions Consulting (ISC), integrates a governed AI assistant designed to enhance emergency management practices while ensuring outputs are drawn exclusively from vetted, jurisdiction-specific sources such as regulatory databases, peer-reviewed research, and operational guidance. The AI operates within a controlled knowledge environment, avoiding unverified open internet data to maintain accuracy, compliance, and professional defensibility. By handling up to 90% of analytical and procedural tasks, it serves as a force multiplier for practitioners, supporting everything from plan customization to risk analysis, while human experts provide the critical 10% of judgment and oversight. Built on over two decades of ISC's expertise

across 7,000+ jurisdictions, EM365 transforms routine workflows into efficient, resilient processes that preserve institutional knowledge and mitigate liability risks in high-stakes scenarios.

The Odysseus EM365 AI builds upon the Community Vulnerability, Risk, and Resiliency (CVR2) model, a patent-pending, evidence-based framework that has served as the industry's leading risk assessment methodologies for the past 15 years. The CVR2's 4,500 evidence-based indicators and measurements of community vulnerability, risk, and resilience serve as a foundational framework for generating reliable community disaster intelligence.

Additionally, the EM365 AI framework is aligned with major federal and state regulatory requirements, evidence-based best practices, and industry standards in emergency management—including EMAP (ANSI/EMAP 5-2022), NFPA (e.g., 1600 and 1660), NWS StormReady, and ISO standards (e.g., 22320:2018)—to ensure all programmatic plans, strategies, assessments, and outputs are compliant and defensible. This generates tailored, auditable outputs that streamline accreditation processes, reduce liability risks, and support proactive alignment with evolving regulations, enhancing programmatic integrity and operational effectiveness across jurisdictions.

The EM365 Ai governed environment systematically configures the evidence-based knowledge and compliance standards into a system-of-systems architecture, providing a single platform that not only provides best-in-class technology but also a force multiplier that drives efficiencies and alleviates administrative burden. By integrating this robust analytical foundation into the EM365 platform's governed AI environment, the system ensures that AI-generated outputs are not only data-driven and jurisdictionally tailored but also scientifically defensible, enabling emergency managers to make informed decisions that enhance preparedness, response effectiveness, and long-term community resilience while minimizing reliance on unverified external sources.



D Y S S E U S

EM365-Ai

The EM365 AI assistant empowers local emergency managers by ensuring outputs are drawn exclusively from a library of 50,000 vetted, jurisdiction-specific sources, regulatory databases, peer-reviewed research, documented best practices and operational guidance.

#1 EM Ai Solution

[Schedule a Demo](#)



Disaster Policy & Research

August 2026

News & Policy

- [FEMA slashed staff without considering the effects on future disaster response, watchdog reports](#)
- [FEMA flood maps cause 'misunderstanding' among some homeowners, leaving millions without insurance](#)
- [CISA releases new open source software guidance covering security, AI, and risk management](#)
- [Inside the World Cup security operation](#)
- [FEMA to announce \\$11.4 million in dam safety grant funding](#)
- [More than 700 structures lost as 65,000 evacuate Washington wildfires](#)
- [Senate confirms Hamilton to lead FEMA and clears more than 70 other Trump nominees](#)
- [GAO: Report warns FEMA workforce reductions could affect disaster response](#)
- [FEMA announces 2026 National Preparedness Month theme](#)
- [Proposed structural overhaul for FEMA faces many questions](#)
- [As wildfires get worse, some states are struggling to pass fire protection rules](#)
- [FEMA's new administrator could help close the biological preparedness gap](#)
- [Severe flooding raises deadly overdose risk in rural Appalachia, study finds — and the harm lasts for years](#)
- [What the Knicks, the World Cup, and America 250 reveal about belonging in emergency management](#)
- [Emergency preparedness: How colleges and K12 can work together](#)
- [Cyberattacks on water facilities test U.S. defenses, reveal gaps](#)
- [Language barriers can create added challenges during Reno-area wildfire evacuations](#)
- [Emergency management deserves its promotion ceremony](#)
- [Report: How state and local governments can fill the gaps in rural disaster relief](#)
- [30 years of hurricane data reveal four warning signs before storms strengthen](#)
- [Critical infrastructure and the new standard for utility emergency preparedness](#)
- [FEMA updates earthquake loss report to help communities prepare](#)
- [FEMA updates Resilience Analysis and Planning Tool](#)

Research & Innovations

- [Why large events require smarter, long-term security investments](#)
- ["Disaster risk management is a balancing act, not a right answer" and that is the lesson!](#)
- [21 years after Hurricane Katrina: The lessons that still matter](#)
- [GAO: FEMA disaster response efforts highlight support needs for mothers and young children](#)
- [US scientists analysed 55 storm and atmospheric variables to identify hurricane rapid intensification; Atlantic communities could receive warnings as much as five days ahead](#)
- [AI and the future of emergency management](#)
- [Building resilience also means protecting Indigenous languages](#)
- [DeepMind AI gives an extra day of warning ahead of deadly cyclones](#)
- [How utilities use AI to prioritize disaster repairs](#)
- [Report examines AI adoption pathways for emergency management](#)
- [Is the world experiencing more earthquakes now than before?](#)
- [The world is on fire: True scale of devastating blazes wreaking havoc across the globe](#)
- [A weather scientist got trapped in a tornado. Here's what he saw](#)
- [Before disaster strikes: Why early warnings must reach every community](#)
- [How local governments can proactively leverage data against physical climate risk](#)

International News

- [Landslides expose a new invisible climate disaster in South Korea](#)
- [The importance of coordination in disaster management was discussed at VSHS](#)
- [Rhine falls to record low levels as drought strains Europe's rivers*](#)
- [The France and Spain wildfires' path of destruction in maps, satellite images and photos](#)
- [Death toll from southwestern Japan quake climbs to 34](#)
- [Severe storms hit Western Austria, floods and mudslides force tourist rescues](#)
- [A fast-moving wildfire forces more than 20,000 people to evacuate in western Canada](#)
- [Colombia earthquake death toll climbs to 281, more than 12,000 homes destroyed](#)
- [Over 2,000 emergency personnel tackle wildfires still raging in Portugal](#)
- [Indonesia earthquake death toll nears 70 as thousands wait for help on country's Independence Day](#)



EVIDENCE-BASED
KNOWLEDGE



CONTINUED
INNOVATION



RESULTS DRIVEN



A Recognized Industry Leader in
Generating Evidence-Based
Knowledge to Inspire Innovative
Solutions that Drive Results for
All Phases of Emergency
Management

[Learn More](#)

 INTEGRATED SOLUTIONS
CONSULTING

Preparedness Best Practices



Community Wildfire Protection Plans

Wildfire risk continues to grow across communities of every size. A Community Wildfire Protection Plan (CWPP), as defined and authorized under the Healthy Forests Restoration Act of 2003 (HFRA), provides a clear, collaborative, and prioritized path to reduce that risk. Effective CWPPs meet federal minimum requirements for collaboration, prioritized hazardous fuel reduction, and treatment of structural ignitability—while positioning communities for federal priority consideration and grant eligibility. Outdated, incomplete, or non-compliant plans leave communities exposed and weaker competitors for the funding needed to move from risk to resilience.

Six Critical Components of a Successful CWPP



Meeting **HFRA Minimum Requirements**

A valid CWPP must be collaboratively developed AND agreed to by local government, the local fire department(s), and the State forestry agency, and must identify and prioritize fuel treatments while recommending reduction measures.



Accurate Risk & Values-at-Risk Assessment

Strong plans rest on **solid analysis** of fuels, topography, fire history, structural vulnerability, critical infrastructure, and community assets so **prioritization is defensible**.



Defensible Prioritization of Treatments

HFRA requires **identification and ranking** of hazardous fuel reduction areas and recommended treatment methods on both federal and non-federal land that protect at-risk communities and essential infrastructure.



Structural Ignitability & Community Action

Plans must recommend practical measures homeowners and communities can take to reduce structure ignitability, supporting both individual responsibility and community-scale protection.



Funding Alignment & Priority Consideration

A current, compliant CWPP **strengthens grant applications** for programs such as the Community Wildfire Defense Grant and other federal/state funding streams, giving communities **greater influence** over how projects are prioritized.



Local Ownership & Long-Term Use

Plans developed through genuine collaboration are **far more likely to be implemented, updated, and used** to guide real risk-reduction work

Drive Community Wildfire Resilience



Collaboration



Prioritized Fuel Treatments



Structural Ignitability



Risk Assessment



Funding & Grants

The CWPP Planning Process

1

Initiate & Identify Stakeholders

2

Mapping & Risk Assessment

3

Community Input & Priorities

4

Action Plan Development

5

Grant Application Development

6

Approve & Adopt

Response Best Practices



Conduct Accurate and Timely Damage Assessments & Cost Estimates

Large-scale disasters demand rapid, accurate, and defensible documentation of damage. Preliminary Damage Assessments (PDAs), comprehensive damage inventories, and precise cost estimates form the foundation of successful FEMA Public Assistance (PA) applications, project formulation, and long-term recovery. Errors or delays at this stage can jeopardize funding, slow recovery, and expose communities to audit risk.

Why Accurate PDAs, Damage Inventories, and Cost Estimates Matter

- **Declaration Thresholds:** PDAs supply the data FEMA and states use to determine whether a major disaster declaration is warranted and which categories of assistance will be authorized.
- **Project Formulation:** Detailed damage descriptions, dimensions, and cost estimates become the basis for Project Worksheets (PWs) and fixed-cost estimates under the Sandy Recovery Improvement Act (SRIA).
- **Eligibility & Compliance:** Thorough documentation protects against de-obligation, supports 404/406 mitigation opportunities, and satisfies FEMA quality-review requirements.
- **Speed of Recovery:** Rapid, high-quality assessments allow communities to move from response into recovery without losing momentum or institutional knowledge.

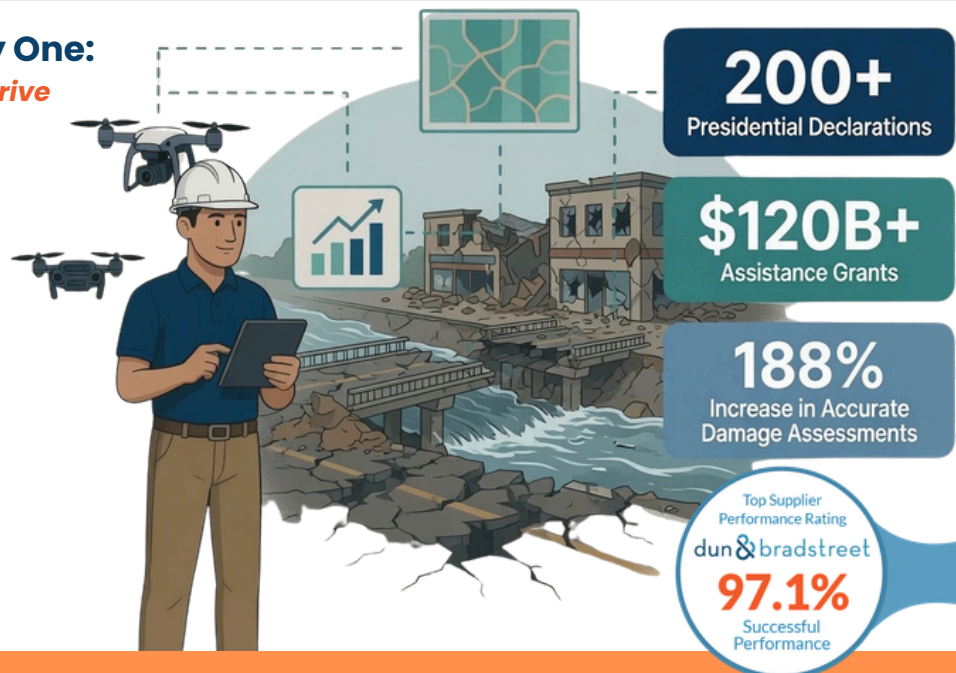
Don't Jeopardize Funds – FEMA's Expedited Timelines for Reporting Damages & Costs

FEMA is tightening timelines for reporting damages and submitting Damage Inventories and cost estimates under the Public Assistance program, including the common 60-day window after the Recovery Scoping Meeting and proposed reforms that would **impose firmer deadlines** on subrecipients with faster FEMA review clocks. These compressed requirements force local governments and other subrecipients to rapidly complete site inspections, document damages, and developing **defensible estimates**, often while still managing active response operations, creating significant capacity strain. Missing the shortened windows *risks delayed or reduced funding, incomplete project formulation, and greater audit exposure.*

Accurate Documentation from Day One:

How ISC Experience, Expertise & Innovation Drive Recovery Success

Accurate damage documentation and cost estimating at the outset of a disaster is the single greatest predictor of recovery success. ISC bridges three decades of proven field experience with advanced technologies to help subrecipients meet FEMA's compressed reporting timelines without sacrificing quality or eligibility. By rapidly delivering thorough, defensible inventories and estimates, ISC enables communities to stay ahead of deadlines, maximize funding, and protect against de-obligation risks.



Response Best Practices



OUR DAMAGE ASSESSMENT & COST ESTIMATING SERVICES

- * **Preliminary Damage Assessments (PDA)**
Rapid mobilization of experienced field teams to support joint local/state/FEMA PDAs. We collect, validate, and package damage data that meets FEMA declaration thresholds and supports both Public and Individual Assistance pathways.
- * **Damage Inventory & Documentation**
Systematic identification and cataloging of damaged facilities, infrastructure, and eligible sites. We produce complete damage descriptions and dimensions (DDD) that form the foundation of Project Worksheets and fixed-cost estimates.
- * **Cost Estimating & Project Formulation**
Parametric and detailed cost estimates for Category A–G work. Our estimators apply FEMA-accepted methodologies, documented unit costs, and construction means-and-methods knowledge to produce efficient, traceable, and defensible estimates
- * **360° & Drone-Enabled Assessments**
Licensed drone pilots and recovery specialists capture high-resolution aerial imagery and 360-degree panoramic records of damaged facilities and communities—creating permanent, court-ready documentation in minutes.
- * **GIS Response Mapping & Impact Analysis**
Spatial analysis, community impact mapping, and visualization tools that accelerate situational awareness, resource prioritization, and briefings to elected officials and FEMA.
- * **Cost Recovery & Disaster Engineering Support**
Identification of costs eligible under FEMA PA, Section 404/406 Hazard Mitigation, and other federal programs. Our disaster engineer experts flag opportunities and pitfalls early so communities maximize funding while remaining audit-ready

~ **Accurate damage documentation and cost estimating at the outset of a disaster is the single greatest predictor of recovery success** ~

OUR INNOVATIONS

360 Degree Damage Inventory Windshield Survey

With the introduction of new FEMA program timelines and opportunities, documenting your disaster damages has never been more important. Being able to show your community before and after the



devastation is critical in securing vital disaster assistance funding and advocating to FEMA and others well after the disaster has left the mainstream news cycle. With our 360 Degree Damage Windshield Survey, communities can not only conduct detailed street-level damage assessments of their community within hours but also document the before/after the disaster for future reference. This new technology serves as a best practice for securing disaster assistance funding for your community.



D Y S S E U S[™] EM365

DISASTER SITE INSPECTION TOOL

ASSESS, LOG, AND MANAGE DISASTER DAMAGES, COST ESTIMATES, AND FEMA GRANTS IN REAL-TIME

The Odysseus™ EM365 offers a ready-to-use application for real-time damage assessments, log site-specific damage inventory, and document detailed cost estimates. The application is customizable, mobile friendly, and integrated with the GMT to streamline disaster recovery and the FEMA reimbursement process.

**Schedule a
Demo**



Contact ISC today to learn more.

Inquiry@i-s-consulting.com | 847.737.5395

Recovery Best Practices



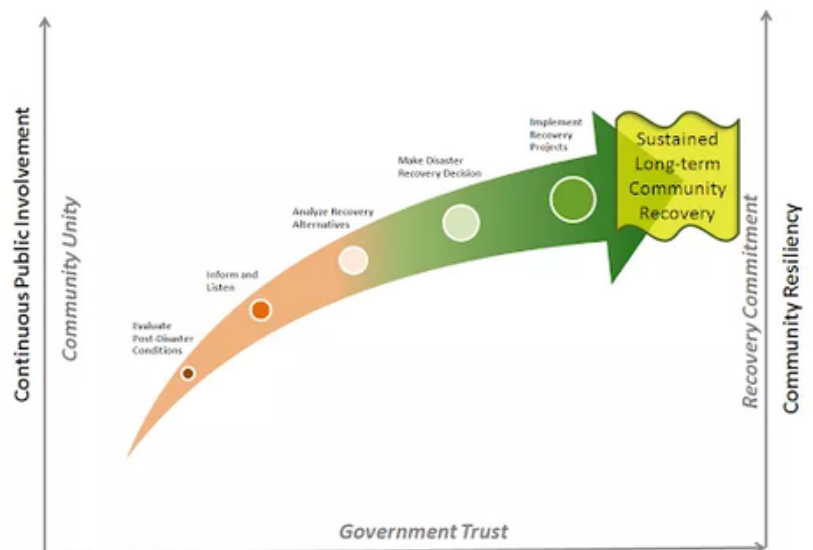
Community Disaster Recovery Success Series

Part 1 of 11: Establish Recovery Governance that Expands the Window of Opportunities

Our everyday decisions are governed by processes and routines that assist us in identifying the problem, determining strategies to resolve the problem, evaluating these alternatives, choosing the best alternative, and then implementing the resolution. These procedures and routines are carried out by organizations that offer consistency, commitment, and confidence in the decision-making process. After disaster, these processes and routines may be disrupted or may not be set up to adequately handle the litany of complex post-disaster recovery issues. A defined and shared pre-disaster process for managing disaster recovery activities and coordinating with local, regional, state and federal partners is paramount to community recovery success.

Unlike the tactical incident strategies that are paramount to managing information and resources during the response phase, community disaster recovery is an organic and inductive process that fosters community unity and an open autonomy that promotes effective decision-making that benefits the majority. The disaster process goes through a period called 'Communitas' where disaster-stricken communities take on a shared identity of "disaster victim" and establish a sense of equality between community groups that otherwise take opposing views. During this period, conditions are optimal for community unity, empowerment, and agreement. Research has shown that social trust in government becomes a symbolic token to a community, can extend the period of 'Communitas', and facilitate an effective community recovery decision-making process.

A united community will strengthen the potential for agreement on difficult disaster recovery issues and facilitate a sustained commitment between otherwise divergent parties. Building a mutual understanding between conflicted parties will reduce controversial engagements and increase efforts to resolve issues collaboratively with a shared understanding and respect. A community that maintains a sense of unity will enable community recovery decision-makers to be increasingly sensitized to the public concerns. A united community will begin to see the long-term recovery organization as a trusted and focal agent, elevating its status and maintaining its credibility and legitimacy within the community.



The net result will be an organization that can assist communities with the immediate evaluation of post-disaster conditions and needs; outreach efforts that will inform, listen to, and resolve potential conflict with the community; thorough and unbiased analysis of the benefits and challenges recovery alternatives; processes that will facilitate accurate disaster recovery decisions; and track the implementation of recovery projects and offer corrective actions if necessary.

(Continued on Next Page...)

Recovery Best Practices

Continued...



Community Disaster Recovery Success Series

Establish Recovery Governance that Expands the Window of Opportunities (continued)

Committed and structured governance would result in a rational system for efficient and effective long-term community recovery. A defined and open decision-making process will provide organizational legitimacy and improve the quality of decisions being made. Decisions will be made in a timely manner and based on a well-informed organization and public. Independent decisions may appear quick and easy, but often they meet public resistance causing increased cost and project implementation delays, if not project termination. A committed and structured long-term community recovery structure will prevent uninformed and unilateral decisions and provide an open forum to discuss potential regulatory and budgetary challenges to implementing a project. The organization, as well as the public, take ownership in the decision and ultimately increase the ease of implementing the project.

Read more on the Community Disaster Recovery Success Series.

[Part 1: Establish a Recovery Governance](#)

[Part 3: Disaster Recovery Committee Coordination](#)

[Part 4: Thoroughly Assess Impacts & Needs](#)

[Part 5: Importance of Community Outreach](#)

[Part 6: Be Prepared for Disaster Recovery](#)

[Part 7: Take Advantage of Grant Opportunities](#)

[Part 8: Disaster Recovery Funding Strategy](#)

[Part 9: Autonomous & Inclusive Decision-Making](#)

[Part 10: Track and Report Recovery Success](#)

[Part 11: Measure Betterment & Resiliency](#)



D Y S S E U S

EM365

[Schedule a Demo](#)

Maximize Vital Community Disaster Recovery Funds



Odysseus Features for Disaster Grant Management Solutions



Mitigation Best Practices



Elevate Hazard Risk with Community Vulnerabilities Analysis

Past disaster events, both natural and manmade, seem to indicate that disasters are not problems that can be viewed or solved as isolated instances, but instead stem from the complexity of disasters and the intricate relationships society shares with both its natural and constructed environments. In other words, disasters are social constructs and that large-scale hazard events exacerbate the preexisting conditions of the community. This understanding provides clarity that a community's threat and hazard risks is a function not only of a community's core capabilities and potential hazard impacts but also provides support that consideration must be made to evaluate the community's pre-disaster conditions that either heighten or reduce its vulnerability to disaster. When disasters do happen, they have a cascading impact on a community and its residents, essential services, and critical assets. These direct and cascading impacts from disaster are increasing because our communities are becoming increasingly complex and interconnected. This fundamental finding of community risk was described by Dr. Denis Mileti in 1999 and illustrated in the following diagram.

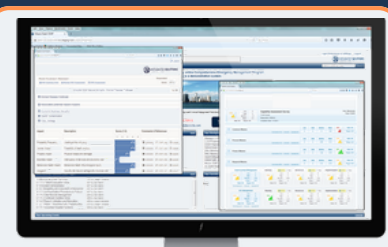
Disasters are symptoms of broader and more basic problems. Many disaster losses – rather than stemming from unexpected events – are the predictable result of interactions among three major systems: the physical environment, which includes hazardous events; the social and demographic characteristics of the communities that experience them; and the buildings, roads, bridges, and other components of the constructed environment. (Mileti, 1999).



It is commonly recognized throughout the field of emergency management that the THIRA provides a core foundation of a comprehensive emergency management program and a framework to guide and inform preparedness, response, recovery and mitigation efforts for all hazard threats. It should be noted, however, that a THIRA that is supported by a thorough risk assessment and vulnerability analysis has much greater usefulness than a simple output of hazard risk prioritization and projected capability needs. The information and data that informs the risk analysis process should be used to support, serve as a reference, or even validate program and operational considerations; and, should ultimately improve the decision making of those involved in comprehensive emergency management activities. Additionally, a comprehensive risk assessment and vulnerability analysis should offer efficiency by providing a strategy that is scalable, flexible, and compliant with state and federal grant, administrative programs, or legal requirements that guide program measures and activities.

EM365 CVR2 Tool

The Odysseus EM365 software comes with a robust database as well as geospatial and scientific analysis tools to comprehensively assess a community's unique vulnerabilities and hazard risks.



[Learn More About the CVR2](#)

The Community Vulnerability Risk, & Resiliency (CVR2) tool provides a systematic method to analyze over 4,500 evidence-based indicators and measurement of community vulnerabilities, capabilities, mitigation, and hazard risks. The CVR2 goes beyond FEMA's National Risk Map and provides context for accurate and relevant comprehensive EM strategies.

Disaster News

Current FEMA Disaster Declarations: August 2026

August 2026 maintained an active pace of Presidential emergency, major disaster, and fire management assistance declarations. Activity centered on severe weather and flooding across the Midwest and Appalachia, wildfire response in the West, and early tropical impacts in Hawaii, alongside continued amendments and support for prior incidents. A cluster of new emergency declarations addressed immediate response needs, while major disaster approvals unlocked Individual Assistance and Public Assistance for recovery.



FEMA

Major disaster declarations (DR series) approved or announced included:

- West Virginia (FEMA-4932-DR): Major disaster declaration on August 3, 2026, for severe storms, straight-line winds, tornadoes, flooding, landslides, and mudslides (incident period July 21–22, 2026). Individual Assistance was approved for Lewis and Upshur Counties (with later amendments adding Pleasants and Ritchie Counties).
- Indiana (FEMA-4933-DR): Major disaster declaration on August 25, 2026, for severe storms, straight-line winds, tornadoes, and flooding (incident period beginning August 11, 2026, and continuing). Individual Assistance and Public Assistance designated for numerous counties, including Carroll, Dearborn, Decatur, Delaware, Fayette, Franklin, Hamilton, Hancock, Henry, Lake, LaPorte, Madison, Marion, Morgan, Porter, Pulaski, Randolph, Rush, Tipton, Union, and Wayne.

Additional major disaster support and amendments addressed earlier events, including Public Assistance expansions for Tropical Storm Arthur in Louisiana (incident period extended) and recovery actions tied to July severe weather.

New emergency declarations (EM series):

- Washington (EM-3650-WA): Emergency declaration on August 3, 2026, for wildfires beginning August 1, 2026, and continuing. Covered Chelan, Ferry, Okanogan, Spokane, Stevens, and Yakima Counties plus the Confederated Tribes and Bands of the Yakama Nation, Confederated Tribes of the Colville Reservation, and Spokane Tribe of Indians for emergency protective measures (Category B, limited to direct federal assistance).
- Indiana: Emergency declaration on or around August 15, 2026, for severe storms, straight-line winds, tornadoes, and flooding beginning August 11, 2026. Authorized emergency protective measures across a broad set of counties.
- Hawaii: Emergency declaration on August 25, 2026, for Hurricane Lala (incident period August 14–16, 2026), focused on Hawaii County, with emergency protective measures at 75% federal funding. (A related major disaster declaration followed later for broader recovery support).

Fire Management Assistance declarations (FM series) remained elevated as Western wildfire activity continued:

- Washington: Multiple early-August approvals, including the Sinlahekin, Fairview, Autumn Lane, and Old Trails Fires (among the higher numbers of FMAGs for the state in 2026).
- Nevada: Fred Mountain Fire (Washoe County, around August 11) and Hawk Fire (around August 22).
- Oregon: Fielder Mountain Fire (Jackson/Josephine Counties, August 13–14).
- California: Gann Fire (Calaveras County, August 4).
- Additional FMAGs in Utah and other Western states supported suppression of fires threatening homes, infrastructure, and communities.

August also saw administrative milestones, including the swearing-in of Cameron Hamilton as FEMA Administrator on August 10, and ongoing funding approvals for recovery and mitigation projects from prior disasters.

These actions reflect the dual pressures of summer severe weather and peak wildfire season, while underscoring the importance of timely Preliminary Damage Assessments and coordination across Stafford Act programs. For emergency management professionals, they highlight opportunities to align local documentation, mutual aid, and

Industry Innovations



DYSSSEUS™ EM365 Ai

672%

INCREASE IN
PROGRAM EFFICIENCY

300^x

STAKEHOLDER
COLLABORATION

99%

REGULATORY &
PROGRAM COMPLIANCE

54^x

RETURN ON
INVESTMENT

97%

PERFORMANCE
RATING

The Industry's First Comprehensive Emergency and Disaster Program Management Software

Odysseus™ offers a suite of tools and systems designed, dedicated to the efficient management of comprehensive disaster and emergency management programs. The union of technological and programmatic features offers organizations an efficient and effective method to systematically design, develop, maintain, and continually improve all elements of a comprehensive emergency management program.



Click Here to
Learn More About Our
Innovative Technology

EM Innovations in Work

Odysseus™ EM-365

Statewide Comprehensive EM Program Management

State Emergency Management Agencies

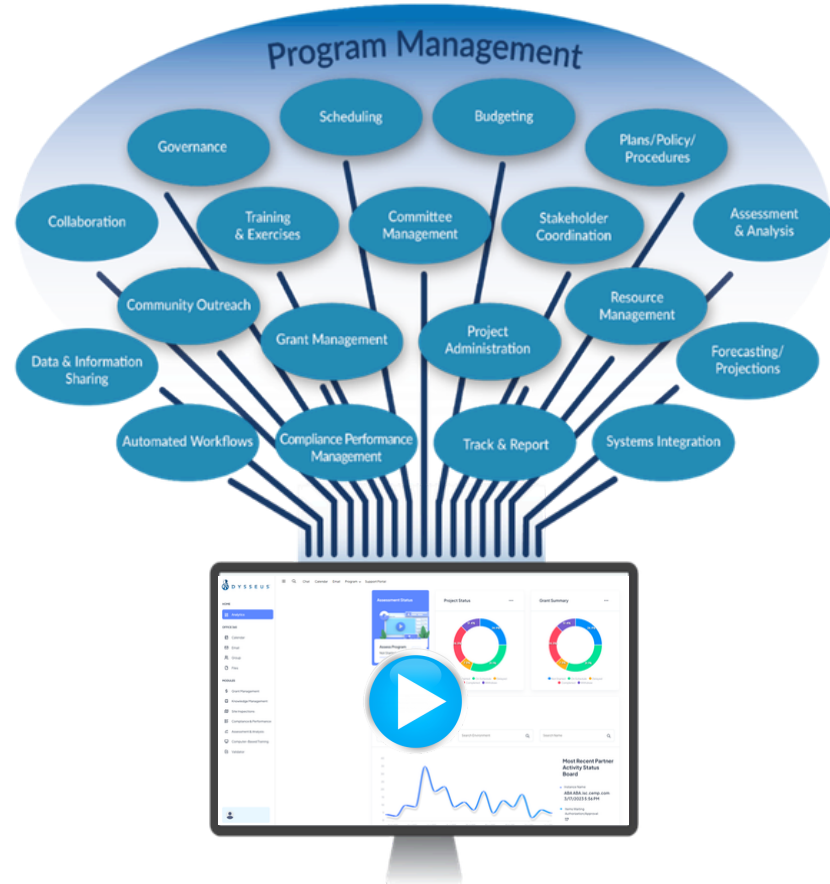
Although they provide much needed resources and capabilities during the time of a crisis or disaster, a State emergency management agency's (EMA) operational focus extends far beyond the response phase of an incident. The reality is that the success of a State EMA's response operation is intimately related to its ability to systematically track, guide, direct, monitor, manage, and administer all aspects of a comprehensive emergency management program across all state agency, county and municipal government partners, regional authorities, and other stakeholders.



Although the value is unmeasurable, many states think that coordinating a statewide comprehensive emergency management program would be a formidable task that would require significant resources. That's not true anymore.

Odysseus™ offers state emergency management agencies a software solution for managing a unified statewide comprehensive emergency management program. Odysseus™ "system-of-systems" architecture gives state EMA's a force multiplier to manage EMA program requirements statewide.

Designed by our team of leading emergency managers and software technicians, Odysseus™ offers a unique State EMA program management platform. It is a program management tool and allows for the full integration of other incident management software programs.



EM Innovations in Work

Odysseus™ EM-365

Statewide Comprehensive EM Program Management

Comprehensive EM Features

Preparedness Programs

- Planning Management
- Training Management
- Exercise Management
- Continuity of Operations
- Community Outreach
- Program Evaluation
- Program Compliance
- Project Reporting & Tracking
- Grant Management

Response Programs

- Incident Action Planning
- Situational Awareness Sharing
- Ops & Incident Reporting
- After-Action Review Analysis
- Preliminary Damage Assessments
- Cost & Expense Tracking
- Information Sharing

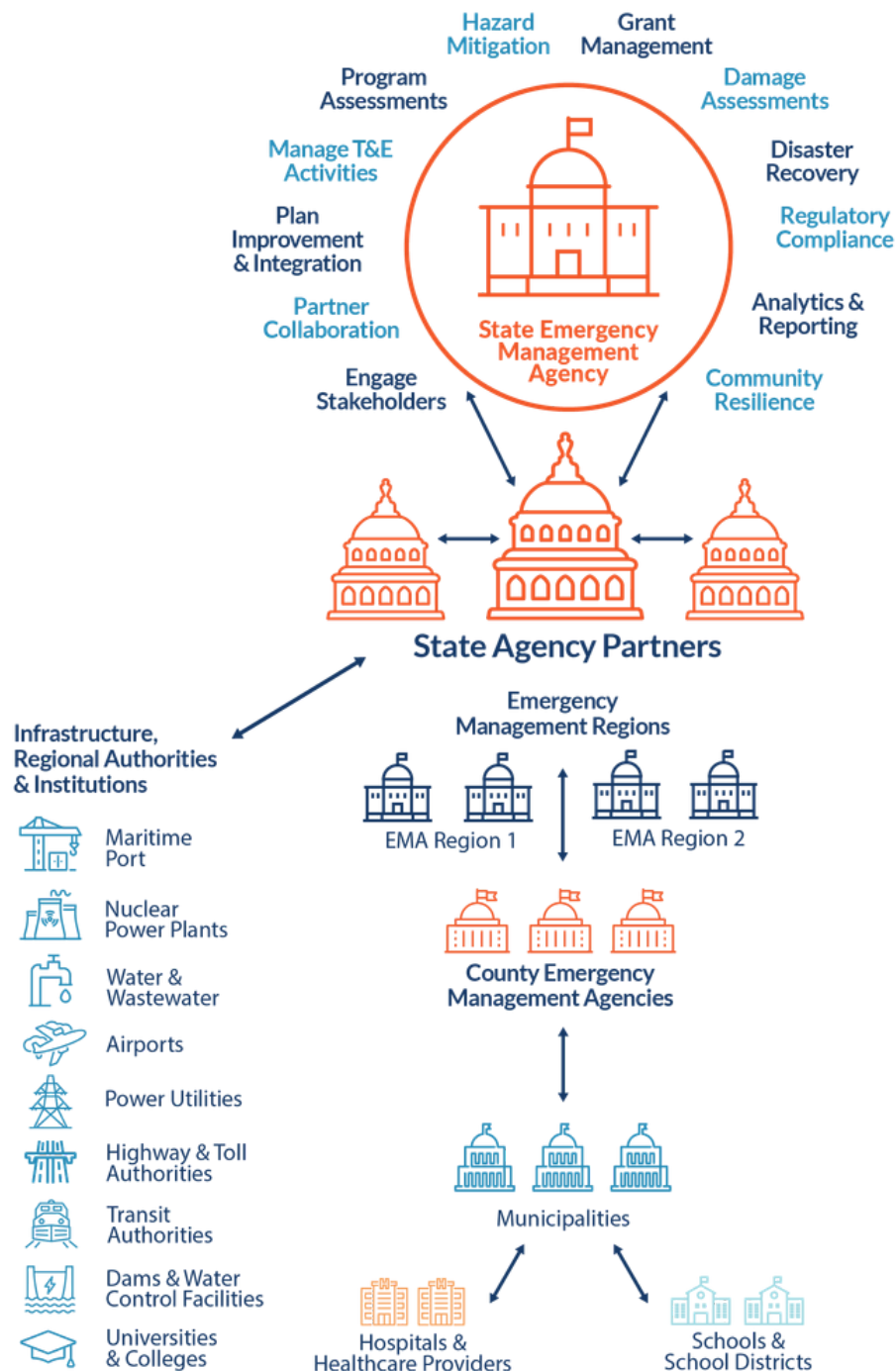
Recovery Programs

- Damage Assessments
- Debris Monitoring
- FEMA Public Assistance
- FEMA Individual Assistance
- HUD CDBG-DR
- Recovery Project Tracking
- Closeout & Audits

Mitigation Programs

- Mitigation Planning
- Risk Assessments
- Federal Cost Share Tracking
- Grant & Project Management

System-of-Systems Comprehensive EM Network



[Click Here to Learn More](#)

ODYSSEUS™ IN WORK

Hazard Mitigation Program Management *Elevate Your Community Disaster Resiliency*

Odysseus Features for Hazard Mitigation Program Solutions



Features

- Track Plan Development & Update
- Create Efficiencies with Plan Maintenance
- Track In-Kind Match Effort Contributions
- Mitigation Committee Management Tools
- Assess Hazard Mitigation Opportunities
- Real Time Tracking of Mitigation Grant Funds
- Interactive Mapping & Hazard Modeling
- Streamline Multi-Jurisdictional Planning
- Mitigation Crosswalk Compliance Metrics
- Track Mitigation Plan Participation
- Manage & Track Progress of Community Mitigation Projects
- Train Staff on FEMA Mitigation Requirements and Drive Accountability
- Maximize Federal Funding Possibilities
- Identify Mitigation Funding Gaps
- Adaptable and Customizable to Meet Your Needs
- Increase Hazard Mitigation Program Efficiency

Case Studies



Cook County Hazard Mitigation Program	
# of Participating Jurisdictions	134
# of Hazard Mitigation Grant Projects Managed by Odysseus GMT	2,015
Total FEMA Mitigation Grants	\$416 M
Total Value of Projects	\$2.8 B

Cook County Multi-Jurisdictional Hazard Mitigation Plan

- 136 Participating Jurisdictions
- 230% Increase in HMP Participation
- 2,015 Mitigation Projects Identified
- \$400+ Million in FEMA HMGP Grants
- \$2.8+ Billion in Pre-Disaster Mitigation Actions
- 100% FEMA Compliant
- Completed in Less Than 5 Months

[Click Here to Learn More About](#)

[Schedule a Demo](#)

Building a More Resilient Future



INTEGRATED SOLUTIONS
CONSULTING

**Click Below to Learn How We
Build a More Resilient Future**



ABOUT US

Integrated Solutions Consulting is a professional services firm focused on developing and implementing comprehensive crisis and consequence management solutions. We are a team of innovative problem-solvers that combine experience and evidence-based knowledge to deliver practical, best practice results across multiple industries to make communities safer and more resilient

Top Supplier
Performance Rating
dun & bradstreet
97.1%
Successful
Performance

We help our clients by providing comprehensive emergency management consulting services that use data-driven research, sophisticated crisis modeling and seasoned consultants to help our clients manage unexpected emergency and disaster situations.



Expertise: Disaster Recovery

ISC's Knowledge, Expertise, & Performance

Over the past three decades, ISC has worked with FEMA, state, and municipal clients to mobilize thousands of highly qualified technical staff to the most significant disasters in U.S. history, to EOCs and JFOs across the country. Under our contracts to provide professional technical disaster recovery services and navigating the statutory authorities of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, we have been instrumental in assisting our clients with identifying, administering, and managing tens of billions of dollars in federal disaster assistance funding.

▶ OUR PROGRAM & KNOWLEDGE CAPABILITIES:

- FEMA Public Assistance Program Management
- FEMA Hazard Mitigation Grant Program
- FEMA Individual Assistance Program Support
- FEMA Fire Management Assistance Grants
- FEMA Community Disaster Loans
- FEMA Section 428 Alternative Public Assistance Program
- HUD Community Development Block Grant Program Management
- Federal Highway Administration Emergency Relief (FHWA)
- National Flood Insurance Program
- State Managed Catastrophic Relief Fund Programs
- US Small Business Administration Disaster Assistance Loan Program
- USDA Farm Service Agency Disaster Assistance Program

ISC offers our clients a unique blend of emergency management professionals with expertise in disaster recovery operations and disaster assistance programs. Our team has supported local governments, states, tribal nations, and non-government organizations on a litany of disaster recovery operations, disaster assistance programs, community disaster recovery planning, and other special disaster recovery projects around the nation.



[Learn More About Our
Disaster Recovery Services](#)



Although disasters are devastating and disruptive, it is important to recognize that every disaster brings about opportunity for communities to improve their conditions and to build a more resilient future. The better communities prepare for disaster, the better they can capitalize on the opportunity to break the disaster cycle.

Contracting Made Easy!

ISC offers numerous competitively procured - and federally compliant - contract vehicles across the Nation. Contracting with ISC takes only minutes.

[Learn More About Our
Contract Vehicles](#)

Building Resilient Futures for Ports

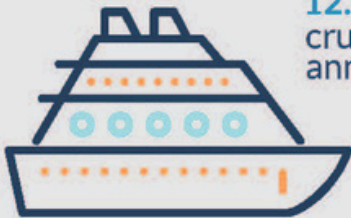
Port Vulnerabilities and Cascading Impacts

Since Sept. 11, 2001, much of the national focus on ports' preparedness has been on preventing potential acts of terror and the multitude of active hurricane seasons. The COVID-19 pandemic renewed focus on how to protect ports from a diversity of threats, including natural disasters and infectious disease outbreaks. Our airport and maritime port infrastructure are an intricate system supported by waterway, road, and rail systems to create a network of inland and coastal ports. Any disruption of this system will have cascading impacts to the local, regional, national, and possibly international economy as well as a multitude of sectors, critical infrastructure, and community lifelines.

Today, U.S. maritime ports & waterways handle more than **2 billion tons** of domestic import/export cargo

&

12.7 million cruise passengers annually.

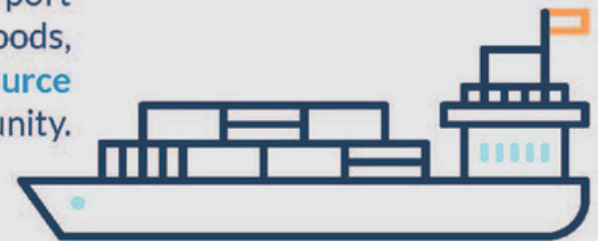


U.S. airports handle more than **1 billion passengers** & **22.5 million tons** of domestic freight annually.



Although the core functionality of a port is to transport passengers and goods, ports also serve as a **primary source** of **revenue and jobs** for a community.

The market economy for airport and maritime ports is expected to exceed **\$110 billion** in the coming decade.



ABOUT US

Integrated Solutions Consulting is a professional services firm focused on developing and implementing comprehensive crisis and consequence management solutions. We are a team of innovative problem-solvers that combine experience and evidence-based knowledge to deliver practical, best practice results across multiple industries to make communities safer and more resilient.



Building Resilient Futures for Ports

Continued...

Ports -A Critical Community Lifeline

Airports and seaports are gateways to commercial travel as well as domestic and international trade, connecting the United States to the world.

ISC Responds to Maritime Ports After Disaster



After Hurricane Laura, ISC conducted damage assessments and assisted port clients through the FEMA disaster assistance process to recover hundreds of millions in damages.

ISC Conducts Assessments to Develop Plans

ISC conducted vulnerability and risk assessments with Miami International Airport and Port Miami. These assessments were integrated into comprehensive emergency response plans.



Our Approach to Comprehensive Emergency Management Programs for Ports

For even the most resilient ports, the possibility of an incident occurring that impacts vital business operations is a real and constant threat. Emergency management programs for ports is more than being able to rapidly respond to an incident. It is an ongoing process of protection/prevention, preparedness, response, recovery, and mitigation that adheres to regulatory requirements and begins well before a crisis or disaster hits.

Our approach to Port emergency management is comprehensive, coordinated, and integrated, and supported by a team of port engineers and emergency management specialists that deliver decades of experience. Our expertise is unmatched.

