



SAFE. SECURE. RESILIENT.

IEM is a leader in its field.  
Specializing in strategies,  
technologies, & solutions.

[www.iem.com](http://www.iem.com)



# Largest Woman- & Minority-owned Crisis Management Firm In The United States

*Emergency Management, Homeland Security, National Security, Law Enforcement, Public Health, and Emerging Technology Solutions Provider*



**\$250+ Billion**

Managed in Disaster & COVID-19 Recovery Funds **using IEM software and tools**



**Project & Grants Management**

1000+ Projects Managed



**380 Billion AI-based Sims**

COVID-19 Modeling Simulations Conducted in 2021



**Customers**

HUD, FEMA, SBA, HHS, DOD, DHS, DOI, DOC, DOE, 50 States, 3 Territories, D.C., Tribal Nations, the Private Sector & International



**38+ Years**

**Applying Technology and Experience** To Disasters, Emergencies, & Other Risks



**1,400**

Employees



**\$1+ Billion**

In Revenue (2017-2022)

## CORPORATE LEADERSHIP TEAM



Bryan Koon  
*President and  
CEO*



Madhu Beriwal  
*Founder and  
Chairwoman*



Ted Lemcke  
*Chief Technology  
Officer*



Dan Michael  
*Chief Financial  
Officer*



Brad Tiffie  
*Chief Administrative  
Officer*



Nick Lattanzi  
*VP for Digital  
Services &  
National Security*



Jon Mabry  
*VP for Disaster  
Recovery*



Andrew Coffey  
*DIR, National  
Security  
Technologies*



Sid Baccam  
*MGR, Emerging  
Technologies*



David Ortiz  
*MGR, Public  
Outreach*



Don Mason  
*DIR, Digital  
Modernization*



Luis Monterrubio  
*MGR, Geospatial  
Programs*



Marlon Walker  
*SUPV, Information  
Solutions*

# International Homeland Security

- Emergency Response Surge Support
- FEMA grant management and administration (PA and HMGP)
- Preparedness
  - Disaster response surge support for states and utilities
- Hazard Mitigation Planning
- Black Sky Planning
- Energy Security and Analysis
- GEO and AirOps
- Digital Services
  - Grid Modelling
  - AI-supported grant management
  - AI-supported AARs
  - Statistical Analysis
  - Data Analytics
- Threat simulation tools
  - Infrastructure failure and downstream impacts, and climate change modeling

## Customer Snapshot:

- **FEMA** Regional Power Outage Incident Annex (POIA) development
- Long-term power outage interdependency planning for **large metropolitan areas**
- Full-cycle **GridEx** support (exercise participation, evaluation, and improvement planning)
- Pipeline and volatile liquid incident response planning
- GIS mapping and hazard impact modeling
- Drone and GIS-aided infrastructure risk, vulnerability, and damage assessments





# Hazard Mitigation for the Energy Sector

Louisiana Case Study

*"You can't build a wall; you  
have to be able to take it."*

# Energy Projects Overview

- **BRIC**
  - Substation Hardening
  - Substation Hardening and Transmission Lines Upgrades
  - Feeders Upgrades
- **Hazard Mitigation Grant Program**
  - Microgrid Installations
  - Generator and Microgrid Projects
  - Steel Pole Projects
  - Drive Timber Pilings
  - Tribal Solar Installations
  - Solar Array Feasibility
  - Solar Installations
  - Substation Hardening
- **FEMA Advanced Assistance**
  - Microgrid HUB and Portable Energy
  - Microgrid Studies for Various Locations

## BCA Metrics

- “Cradle-to-the-grave” project management and BCA development
- IEM sought pre-approval from FEMA
- Novel methodologies and analyses
- BCA is not proprietary



# Project Insights

- **Explicit Beneficiaries (e.g., partners, businesses, critical community infrastructure, interdependent infrastructure)**
- **Repetitive Financial Savings Statements**
- **Metrics**
  - Social Vulnerability Index
  - 490 million minutes of power interruptions avoided over 50 years
  - Estimated savings of \$165.1 million in reduced restoration costs over 50 years
  - Benefit-to-cost ratio of 4.01
- **Explicit Alignment with State and Federal Goals**
  - Justice40
  - Climate Action Plan
- **Proven Nature-Based Solutions**
  - Restoration of the grass and flowers beneath the distribution lines which supports the natural environment – especially the local honeybee population
  - Utilization of products that protect distribution assets (transformers, conductors, etc.) from saltwater decay which requires frequent disruption to the natural environment to replace).
  - Protecting critical environments from damage incurred from repeated pole replacements
  - Conservation of wetlands, mangroves to mitigate storm surge impacting infrastructure

# Implementation

- **Eligibility is Foundational**

- **For projects covering IOU assets**, the mitigation action should be covered in the local HMP (the local government) **and** the state HMP.
- **For projects covering COU assets** (cooperatives and public power), eligibility likely falls under the state HMP.
- Microgrids are viewed as backup generators and are henceforth covered under the backup power of both the local and state HMPs.

- **Language Matters**

- There is a level of subjectivity; do not assume this interpretation stands in your state

- **Partnerships are Enablers**

- Beneficiaries are allies (PPP)
- Who benefits from this project? Who is harmed if it is not implemented?





# President's National Infrastructure Advisory Council (NIAC)

Cross-Sector Collaboration to Protect  
Critical Infrastructure (2023)

# President's National Infrastructure Advisory Council (NIAC)

- Only executive council that examines cross-sector critical infrastructure security and resilience issues and provides recommendations to the President on how to secure the nation's infrastructure.
- Composed of senior executives from industry and state and local government
- Conduct in-depth studies on physical and cyber risks to critical infrastructure
- In addition to IEM, the NIAC consists of experts from:
  - PJM, Hawaiian Electric, ChargePoint, Williams, ComEd, CalOES,
  - Academia, healthcare, communications, and other sectors

## Barriers

- Lack of clarity in Decision-Making and Command
- Risk Equivalency
- Lack of Outcome-Based Goals to Secure Critical Infrastructure
- Inflexibility of Legal Requirements
- Cross-Sector Supply Chain Physical/Cyber Challenges
- Cross-Sector Skills Training and Workforce Development
- Need for Common Standards to Protect CI
- Need for More Intelligence Sharing from Government
- Need for Private Sector Information Sharing Regarding Vulnerabilities

## Recommendations

- \*Cross-Sector Drills, Exercises and Collaboration
- Engage Vulnerable Communities in Planning and Restoration Efforts
- Enhance Timeliness and Transparency of Threat Information
  - **“Even if uncertain or imprecise”**
- Common Cause-Failure Analysis
- Deliver timely delivery of infrastructure support provided by the IJA and IRA
  - Support multi-year funding
  - Ensure timely and responsible funding
  - Alternative, novel, progressive procurement different from “design-bid-build”
- \*Examine Additional Mechanisms for Cross-Sector Collaboration

## State Implementation

- “Big-Tent Resilience”
  - Interdependencies must be internalized
  - Stress how building energy codes, efficiency programs, conservation, etc. contribute to resiliency and security
- Regional Preparedness
  - Pooled resources and joint efforts
- Multi-sector Exercises with New Partners
- Multi-sector Hazard Mitigation Projects





SAFE. SECURE. RESILIENT.

THANK YOU

**Campbell Delahoyde**

[Campbell.Delahoyde@IEM.com](mailto:Campbell.Delahoyde@IEM.com)

Links:

[IEM Energy Security Planning](#)

[Cross-Sector Collaboration to  
Protect Critical Infrastructure:  
Barriers and Recommendations  
for Improvement](#)

