



FIRST AMENDMENT

PROFESSIONAL SERVICES Emergency Operations Plan Development and Update the Flagstaff Pulliam's Airport Emergency Plan Contract No. 2023-102

This First Amendment ("First Amendment") to the fully executed Contract for Professional Services (Contract No. 2023-102) dated April 19, 2023 (the "Initial Contract") is made and entered into this ____ day of _____, 2024, by and between the City of Flagstaff, an Arizona municipal corporation with offices at 211 West Aspen Avenue, Flagstaff, Arizona 86001, and Emergency Management Partners, LLC, ("EM Partners") a limited liability company of the State of Virginia ("Consultant").

The Parties to the Initial Contract, hereby agree to the following amendment. Deleted text has a ~~strike through~~ and new text is **bolded and ALLCAPS**.

SERVICES

1. Scope of Work: Consultant shall provide the professional services described as follows:

Emergency Operations Plan Development AND UPDATE FLAGSTAFF PULLIAM AIRPORT'S EMERGENCY OPERATIONS PLAN AND PROVIDE SUPPORT FOR THE DEVELOPMENT OF THE AIRPORT'S TRIENNIAL FULL-SCALE EXERCISE.

and as more specifically described in the scope of work attached to the Initial Contract as Exhibit A and the scope of work dated December 18, 2023, attached to this First Amendment as Exhibit A.

PAYMENT

9. Compensation: Consultant shall be paid **seventy-one thousand three hundred forty-eight dollars and fifty cents (\$71,348.50) AND AN ADDITIONAL TWO HUNDRED SEVEN THOUSAND FIVE HUNDRED SEVENTY-SEVEN DOLLARS (\$207,577.00) FOR A TOTAL AMOUNT NOT TO EXCEED TWO HUNDRED SEVENTY-EIGHT THOUSAND NINE HUNDRED TWENTY-FIVE DOLLARS AND FIFTY CENTS (\$278,925.50)** for satisfactory performance of the services in accordance with the Scope of Work identified in **THE INITIAL CONTRACT AND THIS FIRST AMENEMENT.**

All other provisions of the Initial Contract shall remain unchanged in full force and effect.

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IN WITNESS WHEREOF, the Parties have caused this First Amendment to be executed by their duly authorized representatives as of the date first written above. This First Amendment will be in full force and effect only when it has been approved and executed by the duly authorized City officials.

City of Flagstaff

By: _____
Greg Clifton, City Manager

Dated: _____

Attest:

City Clerk

Approved as to form:

City Attorney

Last Updated October 31, 2023

Emergency Management Partners, LLC

By: Paul Manno

Title: President

Dated: January 17, 2024

Exhibit A

Scope of Work dated December 18, 2023
(attached)



December 18, 2023

Stacey Brechler-Knaggs
Grants, Contracts, & Emergency Management Director
City of Flagstaff
211 West Aspen
Flagstaff, AZ 86001

RE: CITY OF FLAGSTAFF, AZ AIRPORT PLANNING AND EXERCISE SUPPORT

Director Brechler-Knaggs,

Emergency Management Partners, LLC (EM Partners) is delighted to submit this proposal to the City of Flagstaff, Arizona to update the Flagstaff Pulliam's Airport Emergency Plan (AEP) and support the airport's triennial exercise design and facilitation. From preparedness planning to post-disaster support consulting, EM Partners brings experience in all aspects of emergency management, with specific expertise in real-world operations analysis and plan development. For this project, we offer a team of subject-matter experts in emergency operations planning, airport emergency planning and operations, airport triennial exercises, and application of the Homeland Security Exercise and Evaluation Program (HSEEP). Our proposed team members' expertise includes:

- **Airport emergency planning and operations subject-matter experts** with experience developing and updating airport emergency plans throughout the country.
- **Master Exercise Practitioners (MEPs)** with experience designing, facilitating, and evaluating HSEEP-compliant exercises, including airport triennial exercises.
- **Arizona-specific planning expertise** with experience in local, county, and state emergency planning throughout Arizona, including the city of Flagstaff's EOP, Coconino County's EOP and Operations Procedures Manual, and the Arizona State Emergency Response and Recovery Plan (SERRP).

EM Partners has a strong Arizona presence and national experience and qualifications, bringing the best combination of familiarity, strong knowledge, and experience to our Arizona clients together with a wealth of national experience and lessons learned. We will use our Arizona-specific knowledge and experience, as well as our subject-matter experts from across the country to tailor our team and approach to the needs of the Flagstaff Airport.

Customer Service Philosophy—At EM Partners, we strive to provide the highest level of customer service through four core values, each building on the next to reach a common goal, Partnership!



Communications—at EM Partners, the foundation of any relationship and project is frequent and open communications. Each of our Project Leads utilizes and implements a tried-and-true approach to project management that is rooted in communication.



Honesty—we pride ourselves on being honest with our clients and potential clients. If we cannot do something or it is not of value to our clients, we will tell you. If issues or mistakes arise, we identify them and work together to produce a resolution.



Trust—through communications and honesty, we strive to build trust with our clients. We want to be your first call when you have a need, issue, or challenge. If we cannot help you solve a problem, we will help you find someone who can.



Partnership—ultimately, we want to build partnerships, not just projects. When our clients succeed, we succeed.

Relevant Experience

Our team brings valuable capabilities and experience relevant to the requirements of this project. The table below provides examples of projects similar in scope that members of our team have supported.

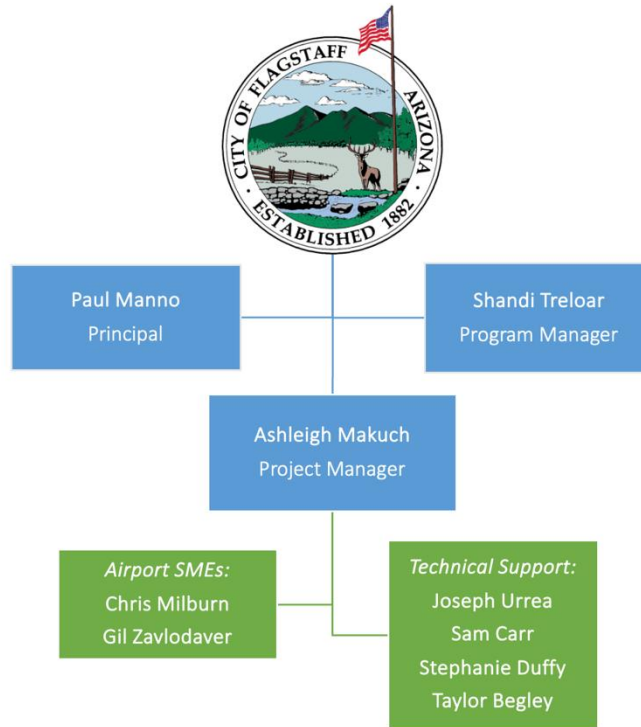
Project Name	Project Overview
Town of Payson, AZ Emergency Operations Plan Update	The Town of Payson, Arizona, has contracted with EM Partners to update the town’s Emergency Operations Plan (EOP). Our team is facilitating the planning process for this all-hazards EOP development to address a hybrid Incident Command System (ICS)/functional operations structure. This update includes a base plan and town department-specific annexes, which capture key city department roles and responsibilities during emergencies and disasters.
City of Flagstaff, AZ Emergency Operations Plan Development	The City of Flagstaff, Arizona, contracted with EM Partners for planning support to develop the city’s first Emergency Operations Plan (EOP) . Our team facilitated the planning process for this all-hazards EOP development to include a base plan and city division-specific annexes, which capture key city department roles and responsibilities during emergencies and disasters.
Coconino County, AZ Emergency Operations Plan Update	EM Partners supported the Coconino County Emergency Management Department with an update to their all-hazards, multi-jurisdictional emergency operations plan (EOP) . Our team facilitated the planning process for this EOP update to include an update to the existing EOP base plan, as well as the development of new, department-specific annexes, which capture key department roles and responsibilities during emergencies and disasters, and an emergency operations center checklist annex. The published plan can be found at coconino.az.gov/eop .
Coconino County, AZ Emergency Management Operations Procedures Manual Development	The Coconino County Emergency Management Department has contracts with EM Partners to develop a comprehensive Operations Procedures Manual that serves as a guide for operationalizing their EOP. This manual will include policies and procedures for department day-

Project Name	Project Overview
	to-day administration and procedures for the implementation of EOC section responsibilities. Including EOC Management, Operations, Logistics, Finance, Planning, and Recovery.
City of Sedona, AZ Evacuation/Re-Entry Plan and Traffic Study	The City of Sedona, Arizona, hired EM Partners, along with our Arizona-based subcontractor Greenlight Traffic Engineering, to develop a citywide all-hazards evacuation/re-entry plan and conduct a supporting traffic study . This project includes a comprehensive traffic analysis to inform the development of community evacuation "best route" maps and an evacuation/re-entry plan that addresses the roles and responsibilities of the city and external stakeholders, as well as guidance for the community during emergencies. This planning project provided the City of Sedona with actionable, ground-truth traffic study data and maps along with an operational plan to guide effective evacuation and re-entry operations for all threats and hazards. The published plan can be found at sedonaaz.gov/evacuation .
Fairfax County, VA Financial Recovery Plan Update	Drafted an update to Fairfax County's Disaster Financial Recovery Guide. The document will allow the county to outline responsibilities and processes for collecting incident-related cost data throughout the response and recovery phases. It will be used along with county finance operational procedures, plans, and protocols. Lessons learned from COVID-19 recovery processes were incorporated into the guide.
FEMA Public Assistance Technical Assistance Contract-Nationwide	EM Partners is a subcontractor on a five-year (2019-2024) Federal Emergency Management Agency (FEMA) contract to provide recovery services to Zone 1 of FEMA's Public Assistance Division's Technical Assistance Contracts IV (PA-TAC IV). This is part of a new approach by FEMA to align PA-TAC IV contractors with one of three geographical zones to more effectively provide resource support. The contract includes FEMA Regions I, III, and IV. The contract has a five-year period of performance and is valued at \$610 million. Through this program, FEMA provides supplemental federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, and restoration of disaster-damaged, publicly owned facilities, and the facilities of certain private nonprofit organizations. We currently have staff supporting FEMA's CRC in Winchester, VA. EM Partners staff have deployed to more than thirty federally declared disasters since 2019, serving in a variety of capacities, including Site Inspectors, Program Delivery Managers, Policy Specialists, Environmental and Historical Specialists, Quality Control Specialists, and Costing Specialists.
City of Fairfax, VA Emergency Management Support	Over the past fifteen years, staff have been supporting the City of Fairfax to help build the city's Emergency Management Program. Over the past four years, staff have been supporting projects across the entire spectrum of emergency management, from updating the city's EOP, to revising and updating the Debris Plan, to facilitating preparedness workshops for the city, to updating plans to be compliant with the Emergency Management Accreditation Program (EMAP) Standard.
Fairfax County, VA COVID-19 Recovery Support	Supporting Fairfax County with maximizing FEMA Public Assistance grant funding for COVID-19 reimbursements. Working directly with Fairfax County, our staff drafted compelling requests for FEMA reimbursement of PPE, disinfection, communication, security, non-congregate sheltering, and other FEMA-eligible claims for the COVID-19 FEMA PA declaration. EM Partners is providing subject-matter-expert consultation along with technical support in the compilation, validation, and packaging of fully documented claims. Projects were formulated and submitted as closeout ready for projected funding of more than \$110M, with reimbursement to date of \$100M. Our staff has also been supporting the county with Grants Portal uploading.
Fairfax County, VA COVID-19 After-Action Review	Supporting the Fairfax County Department of Emergency Management and Security (DEMS) and the Fairfax County Health Department with a total of four COVID-19 after-action reviews. To date, a total of 40 hotwash meetings have been held with over 900 participants in all. We have

Project Name	Project Overview
	completed over 15 individual interviews and have had over 2500 survey respondents. This project will culminate with the completion of four after-action reviews, two for DEMS and two for the Health Department.
Oregon COVID-19 After-Action Reviews	Conducted a series of COVID-19 after-action reviews for the State of Oregon focusing on five areas: management and distribution of personal protective equipment; initial enterprise-wide response; function of the Joint Information Center; re-opening of Oregon; and distribution of vaccines. Collected and analyzed input from hundreds of stakeholders across various functional areas. We conducted over 200 interviews, developed approximately 20 surveys, and distributed them to over 6,000 stakeholders. We also reviewed the state’s response plans and incident-specific documents. Our work to date has resulted in five AARs. The recommendations and findings of our AARs have influenced and been leveraged to inform major legislative actions this past year.
Oregon Wildland Fire Response After-Action Review	Amid the pandemic, Oregon experienced the worst wildland fires in the State's history. Given the nature of the fires and the response considerations in a COVID environment, the State contracted to do an after-action review for this event as well. We were able to compare and contrast the response operations of the non-traditional pandemic event and the more, unfortunately traditional, fire event. The approach for this project was similar to that of the COVID-19 after-action reviews and resulted in a comprehensive AAR and Improvement Plan.

Key Personnel

The organizational chart below shows our project team structure, followed by a table highlighting our highly qualified staff.



Staff	Qualifications
<p>Paul Manno Principal-in-Charge</p>	<p>Mr. Manno is a respected and proven industry leader with 25 years of progressive experience in planning, project management and program management, specializing in emergency management planning, response, and recovery. He has led teams of multi-disciplined professionals in planning for and responding to disasters across the country and in U.S. territories for almost two decades. He has managed and directly supervised more than \$5B in FEMA Public Assistance grants written by FEMA or contractor staff encompassing hazards including floods, hurricanes, tornadoes, ice storms, and terrorist attacks. He has a successful track record in managing disaster preparedness and recovery contracts with federal, state, local, private sector, and not-for-profit clients. In addition, Mr. Manno has deployed on more than forty disaster assignments, serving as a Program Advisor, Deputy Public Assistance Officer, PAC, Project Specialist, Debris Specialist, and Closeout Specialist. His assignments have included Hurricanes Sandy, Michael, Florence, Ike, Katrina, Charley, Jeanne, Frances, Ivan, Isabel, Lili, and Georges, as well as the terrorist attack on the World Trade Center.</p>
<p>Shandi Treloar Program Manager</p>	<p>From preparedness planning to post-disaster support consulting, Shandi Treloar brings over 16 years of experience across the entire spectrum of emergency management. Shandi’s experience ranges from data collection and analysis, program evaluation, risk assessments, strategic planning, plan development, outreach, debris management, disaster recovery, and the use of technology to enhance the planning process and implementation. Over the past year and a half, Ms. Treloar has been supporting VDEM with their COVID-19 private sector engagement as well as supporting the evaluation of the private sector program overall. She has also been leading the after-action review (AAR) efforts for the State of Oregon’s COVID-19 and Wildfire AARs, the</p>

Staff	Qualifications
	Fairfax County AARs, and the State of Kansas CARES Act EOC Enhancement Grant program development.
<p>Ashleigh Makuch Project Manager</p>	<p>Ashleigh Makuch is a Certified Emergency Manager (CEM) with over 9 years of experience in emergency management and program coordination, having held positions in the state, higher education, and county agencies. Her background includes emergency operations planning, continuity planning, training and exercise development, and emergency operations center activations. She is also experienced in human services, including mass care, community recovery and Individual Assistance, and voluntary agency and private sector coordination. Ashleigh’s significant achievements include rewriting the Arizona State Emergency Response and Recovery Plan, working on Arizona’s COVID-19 pandemic response and recovery, providing technical review of federal and gubernatorial declaration documents, and supporting wildfires, flooding, and other disasters in Arizona. She is also a certified Emergency Management Accreditation Program (EMAP) assessor. Ashleigh has supported EOP development, updates, and review for many local, county, tribal, and state agencies in Arizona. She is also currently managing EOP projects with the Town of Payson, City of Flagstaff, and Coconino County.</p>
<p>Chris Milburn Subject-Matter Expert</p>	<p>Chris Milburn has extensive experience in airport exercises and planning, primarily through his role as Aircraft Rescue Fire Fighting (ARFF) Fire Captain at Long Beach Airport. His responsibilities include ensuring the readiness and compliance of fire department personnel, apparatus, and equipment with FAA standards. He plays a pivotal role in evaluating and revising the Airport Emergency Plan (AEP) to align with FAA guidelines, coordinating closely with various stakeholders for effective implementation. Additionally, he has been the Planning Section Chief for Long Beach Airport Triennial Exercises in 2018, 2021, and 2023. In this capacity, he has led the development of comprehensive emergency scenarios, managed resource allocation efficiently, and orchestrated multi-agency coordination, ensuring the effectiveness of these large-scale emergency response exercises.</p>
<p>Gil Zavlodaver Subject-Matter Expert</p>	<p>Gil Zavlodaver is a Master Exercise Practitioner (MEP) and currently serves as a Senior Emergency Management Specialist at the Broward County Aviation Department, Fort Lauderdale-Hollywood International Airport (FLL). As the Airport Emergency Operations Center Director, he oversees activations, develops situation reports, and formulates the AEOC Incident Action Plan. He is responsible for FLL's Airport Emergency Plan, Hurricane Preparedness Plan, Continuity of Operations Plan, Distressed Passenger Program, and Terminal Evacuation Plan. Gil played a crucial role as the EOC Director during the 2023 April Flood Incident, which led to significant damages and a Presidential Major Disaster Declaration. He also directed the 2023 Operation Convergent FLL FAA Part 139 triennial full-scale exercise, focusing on a runway incursion and Mass Casualty Incident.</p>
<p>Joseph Urrea Senior Planner</p>	<p>Mr. Urrea is an accomplished emergency management professional with extensive experience in all five emergency management mission areas. He has worked for state and tribal agencies, as well as private emergency management consulting firms. Throughout his career, Joe has coordinated with federal, state, tribal, local, NGO, and private sector organizations during both real-world emergencies and training and exercises. Joe’s areas of expertise include but are not limited to, instructing FEMA courses, continuity of operations planning, emergency operations planning, HSEEP exercise design and facilitation, grant administration, NIMS and ICS planning and</p>

Staff	Qualifications
	training, emergency operations center activations, recovery support, coordination with the Arizona National Guard, and supporting tribal governments before, during, and after disasters. Joe is a Master Exercise Practitioner, an HSEEP Trainer, an ICS Trainer, and a National Emergency Management Basic Academy Trainer. He has directed and supported numerous HSEEP exercises, including both discussion-based and operational exercises up to full-scale exercises.
Samuel Carr Jr. Planner	Samuel has over 8 years of professional experience. He has spent the majority of his career in emergency management, public administration, and public health. He has experience assisting local and state governments with FEMA and ASPR programmatic and financial management before, during, and after disasters. Sam has served as a member of a state emergency response team supporting response and recovery operations across the United States. He is an experienced program and project manager having previously overseen the delivery of federal disaster programs and deliverables for complex project and contract deliverables. Samuel has extensive education and experience in public administration, leveraging research and analytical thinking to support public safety agencies during planning, process improvement, and exercises.
Stephanie Duffy Jr. Planner	Stephanie is an accomplished program coordinator with over 10 years of experience planning and managing national and regional training and conferences related to federal and local prosecutors and law enforcement. Stephanie is dynamic and results-driven with extensive knowledge related to training and program planning for teams and individuals, particularly on large federal contracts. She has outstanding leadership and communication skills. Stephanie has extensive experience in training program design and development, needs assessments, evaluations, and research and facilitation. Stephanie supported the Coconino County EOP update and the Flagstaff EOP project.
Taylor Begley Analyst	Ms. Begley has three years of intense professional experience. She has worked with FBI Counterintelligence and Crisis Management and Coconino County Emergency Management. She was selected to serve as the facilitator for the Fall 2022, Spring 2023, and Fall 2023 Counterintelligence Surveillance Project which entailed designing the project, managing teams, coordinating with professors, creating intelligence briefs and updates, communicating effectively, and selecting and managing the team of spies. She also served as Team Leader to conduct surveillance for 90 hours on a student project playing the part of a Soviet Spy and managed the coordination of the team through the two-week project. She has published intelligence briefs in Eagle Eye on Afghanistan and is a Tripwire Intelligence Report Writer. Taylor recently supported the Flagstaff EOP project.

Project Approach

Airport Emergency Plan Update:

To update the Airport Emergency Plan (AEP) for the Flagstaff Pulliam Airport, our team will be guided by the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101. This guide is instrumental in developing and maintaining effective emergency operations plans. We are committed to ensuring that your AEP not only aligns with the City of Flagstaff Emergency Operations Plan (EOP) and Coconino County EOP, both of which EM Partners recently developed, but also integrates seamlessly with the Arizona State Emergency Response and Recovery Plan (SERRP) and aligns with all applicable federal

plans and guidance. We will follow all guidance and requirements set in the FAA Advisory Circular for AEPs. This alignment is crucial for reflecting the operational relationships between various governmental levels.

In compliance with FAA Advisory Circulars, our approach will be both comprehensive and specific to the needs of the Flagstaff Airport. We understand the importance of adhering to FAA regulations to ensure that our airport operations are prepared for any emergency scenario. By aligning the AEP with the standards set forth by the FAA, we will create a robust and resilient plan that can effectively manage a variety of emergency situations, from natural disasters to security threats.

FEMA's CPG 101 outlines a six-step planning process that is both flexible and adaptable, making it an ideal framework for the project. Our team will follow this process, applying national planning standards to ensure that the updated AEP is not only compliant with these guidelines but also tailored to the unique needs and characteristics of the City of Flagstaff. The six steps outlined in CPG 101 will be reflected in our activities table below, highlighting our systematic and streamlined approach to this project. By combining the FEMA framework with FAA guidelines, the updated AEP will be a comprehensive, multi-faceted plan that ensures the safety and preparedness of Flagstaff Airport in any emergency.



The specific activities we will perform to complete the AEP are detailed below.

Activity	EM Partners Approach
<i>Project Scoping and Management—Provide outstanding customer service through clear communication, systematic project management, and effective budget oversight.</i>	
Project Kickoff Meeting	Our proposed Project Manager, Ashleigh Makuch, will conduct a Project Kickoff Meeting with the Airport Project Lead and key stakeholders to validate the expectations and requirements for this AEP update project. During this meeting we will: <ul style="list-style-type: none"> • Introduce the project team. • Establish a shared understanding of roles and responsibilities and overall project goals and objectives.

Activity	EM Partners Approach
	<ul style="list-style-type: none"> • Identify the Planning Team and the engagement strategy. • Identify and request key documentation for review. • Review the proposed communications plan and draft the project plan. <p>Prior to the meeting, Ashleigh will confirm meeting objectives with the Airport Project Lead and disseminate an agenda to all participants at least one day before the meeting.</p>
Project Plan	Our team will revise the approach and project plan outlined in this proposal to reflect any adjustments discussed during the kickoff meeting.
Project Communications	Ashleigh will serve as the primary point of contact for the project. She will be available to the City of Flagstaff for consultation for the project's duration to ensure they receive the desired project support. Our team will utilize email, telephone, in-person meetings, and video call methods of communication as appropriate to engage with project stakeholders.
Project Reporting	<p>Our team will schedule re-occurring meetings with the City of Flagstaff Project Lead and submit a weekly status report outlining:</p> <ul style="list-style-type: none"> • Percentage of budget expended • Action items accomplished each week • Items that need resolution or assistance • Anticipated action items for the following week • Additional comments <p>This reporting process has proven highly successful for our team on projects of similar size and scope.</p>
Data Collection and Analysis—Employ diverse information-gathering strategies to capture timely and accurate information related to the airport operations and AEP.	
Document Collection and Review	<p>We will work with the Planning Team to identify and collect policies, plans, and response documents that are applicable to the AEP objectives for review and assessment. We will utilize Microsoft Teams as the document repository tool for all stakeholders. If a stakeholder cannot access Teams, an alternative collection mechanism will be utilized (e.g., Google Drive, thumb drives, email, etc.).</p> <p>All efficient planning processes begin with an evaluation of the existing hazard environment. The Coconino County Multi-Jurisdictional Hazard Mitigation Plan will be reviewed and analyzed to understand the situation and risks as they apply to the City of Flagstaff, with emphasis on wildfire and flooding/post-fire flooding as the top two hazard priorities identified in the plan. The understanding of this risk analysis information, as step 2 in the FEMA planning process, informs all-hazards plan development.</p>
Interviews	In addition to reviewing collected documents and data, our staff will coordinate with the Airport Project Lead and Planning Team to understand how the airport currently operates in response to emergencies and disasters. This process may include up to ten (10) virtual semi-structured interviews (either one-on-one or small group) with key stakeholders to collect information on their roles, responsibilities, capabilities, authorities, and/or resources as they relate to the AEP to inform plan development.

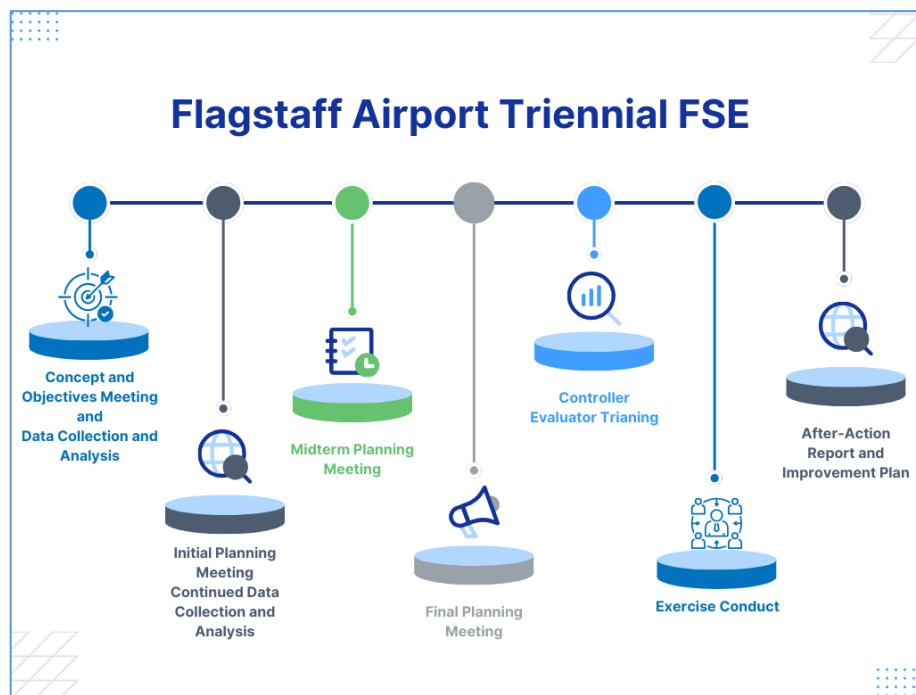
Activity	EM Partners Approach
<p>Data Analysis</p>	<p>Our team will conduct a thorough review and assessment of the airport’s current operating environment and structure as they relate to the AEP and based on local, state, and federal legal authorities, standards and guidance documents, lessons learned, and best practices. We will analyze collected documents and data gathered from interviews against these standards and guidance. This will support the identification of organizational and response structures, as well as planning assumptions and other information that should be addressed in plan development.</p>
<p><i>Plan Update—Update the airport operations plan in alignment with federal planning standards and unique to the operations and needs of the airport.</i></p>	
<p>Facilitated Planning Meetings</p>	<p>Our team will facilitate up to seven (7) in-person planning meetings with the Planning Team:</p> <ul style="list-style-type: none"> • Initial planning meeting – We will facilitate an initial in-person planning meeting to kick off the plan update and gain the Planning Team’s input on goals and objectives for the project and the plan outline. • Section-specific planning workshops – We will facilitate up to five (5) planning meetings (in-person or virtual) focused on the development of the functional and hazard-specific sections of the plan per the FAA Advisory Circular. These workshops will be conducted with the Airport Project Lead and appropriate stakeholder representation for each respective section. During these meetings, our team will gain necessary operational information and stakeholder feedback which will be incorporated into the draft prior to the final draft review meeting. We will work with the Airport Project Lead to determine the best organization and combining of section topics for each workshop based on interdependencies in the plan and applicable stakeholders. • Draft review meeting – We will facilitate a final in-person planning meeting once the draft update is nearly finalized to gain planning team feedback and revisions necessary for the final draft. We will work to incorporate needed revisions prior to submitting the finalized plan to the Airport Project Lead for review and approval. <p>We will facilitate and document each meeting. We will also prepare meeting materials such as an agenda, sign-in sheet, and PowerPoint presentation, as necessary.</p>
<p>Draft Revised Plan</p>	<p>EM Partners will develop a proposed outline and format for the revised EOP based on the existing plan, the FAA Advisory Circular, FEMA’s Comprehensive Planning Guide 101 (CPG-101), National Incident Management System (NIMS) requirements, the Arizona SERRP, the Coconino County EOP, and the Flagstaff EOP, as well as the information identified during the data collection and analysis. We will ensure alignment across all supporting government levels and adherence to all requirements and guidelines. This outline will be reviewed and approved by the Airport Project Lead.</p> <p>Upon approval of the outline, EM Partners will create an initial draft by populating the proposed AEP with validated information from our data collection efforts. EM Partners</p>

Activity	EM Partners Approach
	will coordinate with the appropriate stakeholders and airport subject-matter experts during the update and development of the plan.
Draft Review and Stakeholder Feedback	<p>Upon completion of the initial draft, EM Partners will provide the Planning Team with the document for review and comment. A review period, consistent with the project schedule, will be established to gather feedback from stakeholders, including the draft plan review meeting, which we will use to facilitate a thorough review process.</p> <p>EM Partners will consolidate, incorporate, and/or address all of the comments received. Following the initial revisions to the draft, EM Partners will conduct additional coordination with city departments and organizations as necessary to clarify and expand upon feedback received. If conflicting recommendations are identified, EM Partners will facilitate consensus building with the stakeholders to ensure the plan content is agreeable to all involved stakeholders.</p> <p>If additional information needs are identified, EM Partners will conduct the necessary research and coordination to address these recommendations. Based on our findings, EM Partners will suggest plan revisions, as necessary and appropriate, to ensure that the AEP is consistent with airport missions and functions. The AEP and its components will be compiled into a revised draft plan, and an additional review period will be scheduled to gather final feedback from stakeholders in alignment with the final draft review meeting.</p>
Final Plan Development	Upon completion of the review period, incorporation of the recommended changes, and consensus of the plan contents by the stakeholders, EM Partners will prepare the document for publication. The final plan will be submitted for approval and promulgation by appropriate city officials. Final documents will be delivered in Word and PDF formats.

Airport Triennial Exercise Support:

To support the airport’s triennial full-scale exercise (FSE), we can adapt our approach to the needs of the airport. We will streamline our approach to meet the federal requirement for a triennial exercise by following the Homeland Security Exercise and Evaluation Program (HSEEP) guidelines and using our HSEEP-trained and Master Exercise Practitioner (MEP) staff to support the process.

Full Support Approach: Outlined in the graphic below is our approach to supporting the airport with a full team of airport and exercise SMEs and planners to facilitate the exercise planning process, develop all necessary exercise documentation, and develop an After-Action Report/Improvement Plan to evaluate the exercise. Our team’s airport SMEs, MEPs, and HSEEP-trained staff will ensure this FSE is designed in a way that meets federal requirements and is HSEEP-compliant. This may also include optional in-person SME support during exercise conduct.



The specific activities we will perform to support the FSE are detailed below.

Activity	EM Partners Approach
<p>Concepts and Objectives Meeting and Data Collection and Analysis</p>	<p>EM Partners will start by thoroughly understanding and identifying the goals and objectives that the airport wants to meet during this exercise and determine innovative approaches in the development and conduct of the exercise. We will collaborate to identify which stakeholders and data sources will provide the most valuable information for exercise development and work in conjunction with the airport to establish a clear timeline and milestones for the project. Our approach will also include a thorough evaluation of previous after-actions, exercises, and real-world events. This will allow us to</p>

Activity	EM Partners Approach
	test the improvements that have been made and dig deeper into the ones that have not as part of the exercise itself.
Initial Planning Meeting	During this meeting, EM Partners will facilitate a discussion focusing on finalizing the goals and objectives for the exercise and further discuss applicable plans, policies, and procedures that should be reviewed. We will also begin discussing the scenario for the exercise in alignment with federal requirements to determine what elements will best challenge the participants and help accomplish the goals and objectives. Finally, we will determine the roles and responsibilities of all stakeholders in the exercise, discuss logistics for the exercise, and identify what tools and resources should be utilized to enhance the exercise play.
Midterm Planning Meeting	During the midterm planning meeting, EM Partners will continue the discussion around the scenario development and the draft products that will be used for the exercise. These include the Situation Manual, the Exercise Plan, the Master Scenario Event List, the Facilitator Guide, and the Controller and Evaluator Guide. We will also discuss exercise logistics and begin finalizing those elements for conduct.
Final Planning Meeting	The final planning meeting will serve as the final opportunity to ensure all exercise products are complete and ready to be used. During this meeting, we will review roles and responsibilities, finalize logistics and ensure everyone is ready for the exercise.
Controller and Evaluator Training	EM Partners will develop an Exercise Evaluation Guide (EEG) and a user-friendly online evaluation survey. We also may hold a training session for selected C/Es, with an expert practitioner providing C/E training to equip the participants with information regarding general exercise coordination and best practices for exercise evaluation. This training will maximize participation and enable the long-term sustainability of the regional exercise program by building a cadre of trained controllers and evaluators for future exercises.
Exercise Conduct Support (optional)	As an optional item, we may provide up to four (4) team members to support the exercise conduct in-person at the airport. We can provide the city Exercise Director with co-facilitators, evaluators, and controllers as needed.
AAR/IP	The EM Partners team is extremely qualified in conducting AAR/IP processes for exercises and real-world events. Following the exercise, our team will analyze the results of the evaluation survey, conduct a hotwash, and develop a draft AAR/IP based on the results of the exercise play. We will conduct a virtual AAR/IP review meeting to finalize the document with the city and stakeholders.

Alternate Consultation Support Approach: As an alternate option to the full exercise support outlined above, we can offer airport and exercise SMEs to be available to the city for approximately 2 hours a week for the duration of the exercise planning process for consultation only to support the city with their design of the exercise and answer questions related to exercise design and facilitation, airport-specific considerations, federal requirements for triennial exercises, etc.

We are able to scale our approach up or down based on the options listed above to meet the needs of the city and airport.

Proposed Project Schedule

EM Partners has outlined the proposed timeline below for updating the Airport Emergency Plan by December 31, 2024, and supporting the full-scale exercise design process for a September 2024 exercise conduct deadline. This timeline emphasizes conducting data collection, interviews, and workshops before the summer 2024 wildfire/monsoon season in order to maximize stakeholder availability.

To best prepare for the exercise, we propose the goal of completing the draft of the base plan and the aircraft incidents annex ahead of the exercise because these are the core sections of the plan that must be exercised. Following the exercise, we will work to complete the remaining functional and hazard-specific annexes. This timeline can be adjusted in coordination with the city based on operational demands on the key stakeholders for this plan development project.

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Project Management	[Solid green bar]											
AEP: Data Collection and Analysis and Interviews	[Solid green bar]				[Dashed blue bar]							
AEP: Planning Meetings and Base Plan Update			[Solid green bar]									
AEP: Annex Updates and Finalization							[Solid green bar]					
FSE: Data Collection and Analysis	[Solid green bar]		[Dashed blue bar]									
FSE: Exercise Design Process	[Solid green bar]											
FSE: Exercise Conduct										[Solid green bar]		
FSE: AAR/IP											[Solid green bar]	
Key	Solid green line indicates the estimated duration of the task [Solid green bar] Dashed blue line indicates anticipated extended coordination [Dashed blue bar]											

Project Pricing

The table below outlines our team’s overall estimated cost for this project broken down into the AEP cost, FSE full support cost, and the FSE consultation only cost; travel costs for in-person meetings and exercise support may be optional as well, opting for virtual meetings. We present estimated costs per task with a **not-to-exceed budget total per project component**. We believe providing a true up-front estimate helps establish trust with our clients and minimizes the need for avoidable change orders throughout the project. All project travel will be billed according to GSA rates.

AEP Pricing

Project Management	Data Collection and Analysis	Base Plan Update	Annex Updates
<ul style="list-style-type: none"> Project plan and communications Project kickoff meeting Weekly status meetings Weekly status reports for the duration of the project 	<ul style="list-style-type: none"> Collection and review of documents Analysis of after-action reviews EMAP assessment Interviews 	<ul style="list-style-type: none"> Two (2) Planning Team meetings Plan outline Draft plan Final plan 	<ul style="list-style-type: none"> Up to four (4) department annex planning workshops Up to four (4) department-specific annexes
\$11,324	\$10,730	\$22,305	\$38,215
			Travel Costs (7 in-person meetings) \$16,176.00
			Total Estimated Cost: \$98,750.00

FSE Full Support Pricing

Project Management	Data Collection and Analysis	Meeting Facilitation	Document Development	Exercise Conduct Support (in-person)	AAR/IP
<ul style="list-style-type: none"> Project plan and communications Project kickoff meeting Weekly status meetings Weekly status reports for the duration of the project 	<ul style="list-style-type: none"> Collection and review of documents Analysis of after-action reviews EMAP assessment Interviews 	<ul style="list-style-type: none"> Facilitation and documentation of four (4) planning meetings and one (1) C/E training 	<ul style="list-style-type: none"> Development of HSEEP-compliant exercise materials 	<ul style="list-style-type: none"> Up to four (4) SMEs in-person support during the exercise 	<ul style="list-style-type: none"> Evaluation Survey Analysis Hotwash AAR/IP Draft Review Meeting
\$12,595	\$13,170	\$21,425	\$28,575	\$6,336	\$10,950

Travel Costs (7 in-person meetings)	\$15,776.00
Total Estimated Cost:	\$108,827.00

<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

We will not exceed the total estimated cost of the selected options listed above without prior authorization from the City of Flagstaff. EM Partners will invoice the city on a monthly basis, and the city will remit payment within 30 days of the invoice date.

We will begin work upon receipt of our signed proposal. Please do not hesitate to contact us if there are any questions or concerns regarding this proposal.

Kind Regards,



Paul Manno
President
Emergency Management Partners, LLC

ACCEPTANCE:

The services, terms, and conditions of Tasks offered in this Letter Agreement are accepted.

Signature of City of Flagstaff Authorized Representative

Date

Print/Type Name and Title of Authorized Representative

PAUL J. MANNO



EM PARTNERS

EDUCATION

BS, Environmental Science, the University of North Carolina at Wilmington

YEARS OF EXPERIENCE

25

PROFILE

Paul Manno is a respected and proven industry leader with over 25 years of progressive experience in planning, project management, and program management, specializing in emergency management planning, response, and recovery. He has led teams of multi-disciplined professionals in planning for and responding to disasters across the country and in U.S. territories for more than two decades. Paul has managed and directly supervised more than \$5B in FEMA Public Assistance grants written by FEMA or contractor staff encompassing hazards including floods, hurricanes, tornadoes, ice storms, and terrorist attacks. Mr. Manno has deployed on more than 40 disaster assignments, serving as a Program Advisor, Deputy Public Assistance Officer, PAC, Project Specialist, Debris Specialist, and Closeout Specialist. His assignments have included Hurricanes Ike, Katrina, Charley, Jeanne, Frances, Ivan, Isabel, Lili, Georges, and the terrorist attack on the World Trade Center. Mr. Manno has successfully delivered PA Project Specialist, PAC Crew Leader, and Debris Management training. In addition, he has led many programmatic tasks for FEMA headquarters, including the development of FEMA PA courses and publications. Recent projects include:

- ❖ Managing the FEMA Consolidated Resource Center (CRC) task orders for Fluor in Denton, TX, and Winchester, VA
- ❖ Managing contract staff supporting the Virginia Department of Emergency Management with the closeout of 5 disasters as well as recovery operation for a winter storm and Hurricane Matthew (2016)
- ❖ Developing and delivery of three Debris Management Workshops to the Commonwealth of Kentucky Division of Emergency Management, under a contract with FEMA's Preparedness Directorate (2015)

TRAINING, CERTIFICATIONS & LICENSES

FEMA Debris PA Pilot Program
FEMA Debris Management
Disaster Debris Monitoring
FEMA Public Assistance Program
Homeland Security Exercise and Evaluation Program Train the Trainer
Numerous FEMA Independent Study Courses
WebEOC

Project Manager, Southside Electrical Co-op, Winter Storm Shirley, EM Partners, LLC

- Served as a project manager in response to Winter Storm Shirley which damaged over 90% of Southside Electrical Co-op's infrastructure and totaled over \$20 million in damages
- Established and maintained effective relationships with FEMA program managers and staff.
- Conducted meetings serving as a liaison between the client and FEMA, ensuring proper representation.
- Wrote and submitted projects into the FEMA grants portal including Category B, Category E, Category F, and Category Z ensuring reimbursement for all eligible costs.

Project Manager, Fairfax County, Virginia, EM Partners, LLC

- Served as project manager, creating close relationships with county officials and FEMA representatives to ensure reimbursement of all eligible costs from the COVID-19 disaster declaration.
- Collected and compiled all necessary documentation validating PPE costs, EOC activation, force labor, and non-congregate sheltering.
- Aided Fairfax County in reimbursement for CARES Act efforts.
- Wrote and submitted projects to the FEMA grants portal.

AFFILIATIONS

American Planning Association

Solid Waste Association of North America

Association of State Floodplain Managers

National Emergency Management Association

American Public Works Association

- Identified additional grant opportunities and provided recommendations on how to pursue such grants.

PA Support, Virginia Department of Emergency Management, Hurricane Irene, Tropical Storm Lee, and Mineral Earthquake

- Led a team of engineers, architects, and other professionals in support of the Commonwealth of Virginia's recovery from 3 federally declared disasters in 2011.
- Served as the Deputy Public Assistance Officer for the Commonwealth, responsible for managing a staff of 30 Virginia Department of Emergency Management (VDEM) resources who worked to maximize the FEMA Public Assistance grants for the Commonwealth. Coordinated daily with FEMA management and state and local stakeholders recovering from the effects of Hurricane Irene, Tropical Storm Lee, and the August Earthquake.
- Oversaw \$70M worth of grants for the Commonwealth and helped expedite the schedule for delivery of the grant.
- Identified \$1M+ across several Project Worksheets (PW), which FEMA was prepared to make ineligible.
- Worked with the applicants, State and FEMA, to put costs back into the PWs, helping several rural communities maximize their claims.

FEMA PA Task Management; EM Partners, LLC

- Successfully managed and delivered FEMA PA contractor services; developed process improvements and solutions to enhance the PA program and contractor operations.
- Established and maintained effective relationships with FEMA program managers and staff.
- Managed tasks across the country including flooding events, hurricanes, ice storms, tornadoes, terrorist attacks, closeout operations, and programmatic tasks.
- As a Task Manager and Team Lead, he implemented a streamlined process to close out over 1,900 Project Worksheets and work through a backlog of 200 previously unresolved issues, helping FEMA Region III close the Hurricane Isabel disaster below budget and one year ahead of schedule.

FEMA Project Specialist, Southern Parishes; Hurricanes Katrina and Rita – New Orleans, LA

- Wrote grant applications for 27 funding requests totaling \$3.88MM.
- Assessed damages and estimated costs for 23 permanent work projects and prepared estimates using RS Means (CostWorks) and the FEMA Cost Estimating Format.
- Wrote, reconciled, and submitted documentation for final closeout grants for \$1.7MM in emergency response costs and estimated and submitted a grant request for restoration of elevated water towers, roadways, parks, and public utilities (\$1MM).
- Reconciled eligible reimbursable expenses for 10 immediate needs funding grants.

Recovery/Project Manager, Tropical Storm Lee, Disaster Recovery Borough of Middletown, PA

- Managed a \$250,000 recovery project for local jurisdiction following Tropical Storm Lee in Pennsylvania in 2011.
- Led a diverse team of Technical Specialists to assist Middletown, PA with federal disaster recovery grants, covering multiple federal grant programs.
- Interviewed various local government departments.
- Identified 50% more eligible damages and formulated the additional costs into FEMA grants.
- Total grants value for Middletown, PA is approximately \$7,000,000 to date.

Project Manager, Hurricane Sandy & Derecho Storm Recovery Shenandoah Valley Electric Cooperative Mount Crawford, VA

- Managed recovery projects for a local rural electric cooperative in Virginia.
- The project team successfully recovered \$2.4 M in FEMA reimbursements following the summer 2012 Derecho Storm and \$1.2 M in FEMA reimbursements following Hurricane Sandy.
- Submitted over \$4.3 M in hazard mitigation grant applications to improve the preparedness of the cooperative for future storms.

Project Manager, Left Hand Water District, CO, Disaster Response and Recovery

- Marketed, contracted, and managed Left Hand Water District as they begin the recovery process from the 2013 floods.
- Provided two full-time on-site personnel to serve in an advisory capacity and guide the District through the FEMA Public Assistance (PA) and Hazard Mitigation Grant (HMGP) programs.
- Worked with the District to identify eligible projects for funding reimbursement, devised solutions to mitigate risk based on policy guidelines, and provided cost estimating, documentation support, and technical engineering support services as needed.

FEMA Policy and Training Contribution Experience.

- FEMA 325 Debris Management Guide (Project Manager & Primary Author)
 - FEMA 327 Debris Monitoring Guide (Project Manager & Primary Author)
 - FEMA Reasonable Cost Study (Project Manager & Primary Author)
 - FEMA Contaminated Debris Interagency Working Group (Project Manager)
 - FEMA Public Assistance Policies- 9500 Series, Contributor:
 - 9523.5- Debris Removal from Waterways
 - 9523.11- Hazardous Stumps
 - 9523.12- Hand-Loaded Trucks
 - FEMA IS-630 Introduction to the Public Assistance Process (Project Manager and Contributing Author)
 - FEMA IS-631 Public Assistance Operations I (Project Manager and Contributing Author)
 - FEMA 632-Introduction to Debris Operations in FEMA's Public Assistance Program (Project Manager and Contributing Author)
 - FEMA E202 Debris Management Planning for State, Tribal and Local Officials (Project Manager & Contributing Author)
-

SHANDI L. TRELOAR



EM PARTNERS

EDUCATION

MA, Political Management, Graduate Certificate, Crisis, and Emergency Management, George Washington University

BS, Social Work, University of Portland

YEARS OF EXPERIENCE

22

PROFILE

From preparedness planning to post-disaster support consulting, Shandi Treloar brings over 16 years of experience across the entire spectrum of emergency management. Shandi's experience ranges from data collection and analysis, program evaluation, risk assessments, strategic planning, plan development, outreach, debris management, disaster recovery, and the use of technology to enhance the planning process and implementation.

Ms. Treloar has had a successful career in emergency management working with clients and supporting the growth of the public-private partnership. She has worked with clients to expand their understanding of the recovery process, has helped them develop strategic approaches to their own recovery programs, from debris planning and operations to understanding the requirements of funding sources to maximize reimbursements.

TRAINING, CERTIFICATIONS & LICENSES

Homeland Security Exercise and Evaluation Program Certified Train the Trainer

PA Pilot Program Debris Management Plan Workshop Trainer

FEMA Debris Management

Disaster Debris Monitoring

FEMA Public Assistance Program

Numerous FEMA Independent Study Courses

WebEOC

AFFILIATIONS

National Emergency Management Association (NEMA)—Private Sector Chair

Virginia Emergency Management Association (VEMA)

Program Manager Prince William County EM Technology Integration

- Coordinating the technology team and planning team's efforts to establish processes and procedures to enhance the County's operational and situational awareness. Once established the team will develop technology tools and capabilities to support the County.

Project Manager, Fairfax County, VA COVID-19 After-Action Reviews

- Leading Fairfax County in conducting their after-action reviews for COVID-19.
- Four formal AAR/IPs will be developed for this project – two with an emergency management focus and two with a health department focus. This included over 50 hotwashes with 850+ participants.

Project Manager, State of Oregon COVID-19 After-Action Report

- Leading the State of Oregon to conduct their COVID-19 after-action review, including the management and distribution of personal protective equipment, the initial enterprise response, the function of the joint information center, and the state's re-opening strategy.

Project Manager, State of Oregon Wildfire After-Action Reviews

- Leading a team of six to develop the after-action reviews for the unprecedented wildfire events Oregon experienced in September.
- Utilizing the HSEEP guidance and core capabilities to evaluate and organize this review will be invaluable for the state to improve upon current process and procedures for future events.

Virginia Department of Emergency Management COVID-19 Private Sector Support

- Leading a team to support the Commonwealth of Virginia with their engagement, and information sharing with the private sector.
- Developed processes and procedures to manage the engagement.
- Acts as liaison with the private sector when needed.

Project Manager, Virginia Department of Emergency Management Hurricane Contingency and Shelter Planning Support

- Supported the Commonwealth of Virginia to develop a hurricane contingency plan for COVID-19.
- Supporting the Commonwealth of Virginia with shelter planning related to COVID-19.

Kansas Division of Emergency Management COVID-19 EOC Enhancement Grant Program Development and Administration

- Led a team working directly with KDEM to identify and develop formal program processes and procedures for both grant programs.
- This included the development of eligibility criteria, priority projects, application package and instructions, stakeholder engagement, and messaging strategies.
- Our team provides support in developing the applications and messaging that was ultimately used. Once the EOC Grant program was launched our team provided technical assistance to over 60 applicants as they were developing their applications and will continue to provide technical assistance to KDEM as the funds get awarded, require reporting and closeout support.

Virginia Department of Emergency Management Private Sector Program Assessment and Development

- Leading a team to provide recommendations on the structure of a formal private sector program.
- Developing a general framework, implementation plan and maintenance plan.

Team Member, FEMA Enhanced Operational Planning, Federal Emergency Management Agency, Washington, DC

- Developed a Standard Operating Procedure (SOP) for strategic operational recovery planning.
- The SOP described an approach to performing Strategic Recovery Planning following disasters in order to maximize the effectiveness of FEMA's programs in enabling recovery of affected communities.
- This SOP outlined the processes for conducting post-incident strategic planning to support FEMA and the affected State/s short-term and long-term recovery efforts and bi-weekly reporting on the progress of recovery operations to FEMA senior management (field, regional and headquarters).
- The SOP provided templates and tools for identifying and evaluating potential recovery issues, progress tracking and reporting.

Team Member, FEMA Region IX Catastrophic Planning

- Established and conducted an extensive review of all applicable local, state, regional, and federal operational plans to assess capabilities and identify gaps, overlaps, discrepancies, and contradictions in current operational planning.
- Outcomes of these reviews were used in creating targeted questionnaires for a series of stakeholder interviews and workshops.
- Supported the development of the Catastrophic Earthquake Readiness Response Plan for FEMA Region IX and the California Governor's Office of Emergency Services (OES).

Debris Plan Workshop Instructor, FEMA Public Assistance Pilot Program

- Supported FEMA as one of 25 trained trainers around the country to instruct State and local governments on how to write a Debris Plan as part of FEMA's Public Assistance Pilot Program.
- Was given a top rating during trainer training for knowledge of content as well as presentation skills.

- Facilitated trainings for State and local debris programs, including the island of Guam.

Technical Lead, FEMA 325 and 327, Public Assistance Debris Management Guide, and Public Assistance Debris Monitoring Guide FEMA HQ, Washington DC

- Worked with FEMA HQ to update the Debris Management Guide. This update incorporated policy language directly into the chapters as well as writing new chapters for the guide.
- Was a contributing author of the Debris Monitoring Guide. This guide provided policy requirements and examples of the importance of debris monitoring during a debris generating disaster event.

Deputy Principal Investigator, National Cooperative Highway Research Program, Transportation Research Board, Debris Handbook for State and Local DOT's and DPW's, Washington DC

- Conducted Research and developed TRB's Report 781, Debris Management Handbook for local and state Departments of Transportation (DOTs) and Public Works (DPWs) throughout the nation.
- The goal behind the research project and handbook development was to help transportation and public works agencies and other key stakeholders understand how to plan for and recover from natural and man-made debris-generating disasters.
- The handbook (NCHRP Report 781) was published in 2014.

Team Member, New Jersey Waterborne Debris Management, New Jersey Department of Environmental Protection, Team Member

- Supported NJDEP in coordination and management of waterway debris removal at the state level, overseeing three regionally assigned contractors, monitoring firms, and various affiliated specialty contractors.
- Reviewed the FEMA waterway policy, which had never been used for off-shore debris removal and worked with FEMA to identify where side-scan sonar technology could be applied to the existing policy.
- The work was accomplished through an accelerated schedule, with a critical path to open beaches and navigable waterways by the opening of the following summer boating season accomplished, meeting one of the NJ Governor's key Sandy Recovery goals.

Board Member, National Emergency Management Association Private Sector Chair

- Identified critical priority issues that are impacting public and private sector engagement. These priorities included information sharing, access and re-entry, and technology.
- Established the Information Sharing Task Force through a partnership with FEMA's private sector division.
- Established the Private Sector Lead Coordination Group. This is a group made up of state private sector leads or points of contact.
- Collaborates with the Country's public and private sector emergency management leadership in a forum that is purely professional to professional, allowing for an honest and open dialogue.

Private Sector Coordinator Electric Infrastructure Security Council

- Support the EIS Council in building their private sector partnerships, specifically for non-utility private sector partners.
- Fosters the concept that private sector in and of itself is a critical infrastructure. When you think about how a natural or human-caused disaster economically impacts communities, a large part of that is due to the impact on the businesses or industry a community is dependent on. This is a key element to any public-private partnership.

Preparedness Project Manager, California Office of Emergency Management Debris Management Plan

- Supported the development of the CalOES debris management plan.
- Evaluated current common operating practices and determined that each event was different. One cookie cutter plan would not suffice for the different nuances of each disaster.
- Taking the best practices of their common practices, we helped develop a standard format and process for developing and implementing an incident debris action plan template.

Subject Matter Expert, Hurricane Michael Panama City Recovery Support

- Provided technical support to reconcile and evaluate the debris management costs for Panama City.
- Ensured backup documentation is accurate for project worksheet submittals, from expedited PW's, marine debris, Private Property Debris Removal, Construction & Demolition Debris Removal, through the general debris project worksheets.

Project Planner, Debris Management Planning, Metropolitan Washington Council of Governments, Washington, DC

- Assisted numerous communities across the National Capital Region in developing debris management contingency plans for their use as well as their effort to coordinate with one another.
- Assisted in identifying and evaluating temporary debris staging and reduction (TDSR) sites as well as developing comprehensive TDSR disaster operations plans.
- Developed the National Capital Region Resource Assessment Analysis for use by the U.S. Army Corps of Engineers National Capital Region debris management planning initiative.

Project Planner, Catastrophic Contaminated Debris Initiative, FEMA HQ, Washington, DC

- Worked with FEMA and their Interagency Working Group (IWG) to develop the contaminated debris planning efforts.
- Facilitated IWG meetings, writing white papers on relevant issues. Developed exercise scenarios for possible future exercises and worked with the IWG on a concept of operations for use during an actual Chemical, Biological, Radiological, or Nuclear (CBRN) event.

FEMA Debris Policy and Training Contribution Experience

- FEMA 325 Debris Management Guide (Project Planner, Writer)
 - FEMA 327 Debris Monitoring Guide (Project Planner, Writer)
 - FEMA Reasonable Cost Study (Project Planner, Writer)
-

ASHLEIGH MAKUCH, CEM



EM PARTNERS

EDUCATION

MA, Security Studies, Naval Postgraduate School, Center for Homeland Defense and Security

BS, Political Science, Northern Arizona University

BS, Criminology and Criminal Justice, Northern Arizona University

YEARS OF EXPERIENCE

9

PROFILE

Ashleigh Makuch is a Certified Emergency Manager (CEM) over 9 years of experience in emergency management and program coordination, having held positions in the state, higher education, and county agencies. Her background includes emergency operations planning, continuity planning, training and exercise development, and emergency operations center activations. She is also experienced in human services, including mass care, community recovery and Individual Assistance, and voluntary agency and private sector coordination.

Ashleigh's significant achievements include rewriting the Arizona State Emergency Response and Recovery Plan, working on Arizona's COVID-19 pandemic response and recovery, providing technical review of federal and gubernatorial declaration documents, and supporting wildfires, flooding, and other disasters in Arizona. She is also a certified Emergency Management Accreditation Program (EMAP) assessor and a National Emergency Management Basic Academy Trainer.

TRAINING, CERTIFICATIONS & LICENSES

Certified Emergency Manager (AEM) Certification International Association of Emergency Managers (IAEM)

Emergency Management Institute FEMA Master Continuity Practitioner-Level 2

All Hazards Planning Section Chief (MAL 962) - ADEM Certificate of Completion

All Hazards Incident Management Team (MAO 305) - ADEM Certificate of Completion

Emergency Management Institute E548 Continuity of Operations Program Manager Train-the-Trainer

Emergency Management Institute FEMA Professional Continuity Practitioner-Level 1

Emergency Management Institute, Emmitsburg, MD - National Emergency Management Basic

Project Manager, Payson, AZ Emergency Operations Plan Update

- The Town of Payson, Arizona, has contracted with EM Partners to update the town's Emergency Operations Plan (EOP). Our team is facilitating the planning process for this all-hazards EOP development to address a hybrid Incident Command System (ICS)/functional operations structure.
- This update includes a base plan and town department-specific annexes, which capture key city department roles and responsibilities during emergencies and disasters.

Project Manager, Sedona, AZ Evacuation/Re-entry Plan and Traffic Study

- Leading the development of an all-hazards evacuation/re-entry plan for the City of Sedona, AZ. This plan is the first of its kind in the State of Arizona.
- The project includes a comprehensive traffic study, which will result in community evacuation maps and evacuation time travel estimates to inform the plan.

Project Manager, Flagstaff, AZ Emergency Operations Plan Development

- Leading the development of the first all-hazards EOP for the City of Flagstaff. Facilitating the planning process for the EOP development to include creation of an EOP base plan, as well as the development division-specific annexes, which capture key city division roles and responsibilities during emergencies and disasters. Anticipated completion by end of 2023.

Project Manager, Coconino County, AZ Emergency Operations Plan Update and Operations Procedures Manual Development

- Led the update of Coconino County Emergency Management Department's all-hazards, multi-jurisdictional EOP. Facilitating the planning process for the EOP update to include an update to the existing EOP base plan, as well as the development of new, department-specific annexes, which capture key department

Academy (Train-the-Trainer Certificate)

Texas A&M Engineering Extension Service Infrastructure Protection Certificate

Amateur Radio Technician License - Call Sign W7ALM

Emergency Management Institute FEMA Advanced Professional Series Certificate

Emergency Management Institute FEMA Professional Development Series Certificate

FEMA and DHS in-person courses Over 40 Courses, 600 Contact Hours (including ICS 300 and 400)

FEMA Independent Study courses Over 60 Courses, 200 Contact Hours (including ICS 100, 200, 700, and 800 courses)

AFFILIATIONS

Arizona Emergency Services Association, Member

InfraGard - Arizona Members Alliance, Member

International Association of Emergency Managers (IAEM), Member

- K-12 Education Caucus Member

National Emergency Management Association (NEMA), Member

Virginia Emergency Management Association, Member

roles and responsibilities during emergencies and disasters, and an emergency operations center checklist annex.

- As an additional task added under this contract, leading the development of a comprehensive Operations Procedures Manual to support the implementation of the Coconino County EOP by Command and General Staff sections, to include procedures on topics such as, partner coordination, EOC activation, incident action planning, drone policy, resource request process, finance/administration, duty officer policy, etc. Anticipated completion by June 2024.

Consultant, City of Fairfax, VA Recovery Framework and Damage Assessment Guide

- Leading task to update the city's Damage Assessment and Reporting Guide. Anticipated completion by end of 2023.
- Leading task to update and expand the city's Pre-Disaster Recovery Plan. Anticipated completion by end of 2023.
- Led tasks to update city emergency management plans for Emergency Management Accreditation Program (EMAP) compliance. Plans included the city's Pre-Disaster Recovery Plan and the Continuity of Government Plan.

Project Manager, State of California Department of State Hospitals (DSH) COVID-19 After-Action Reports

- Leading development of seven reports, including an After-Action Report/Improvement Plan (AAR/IP) for the DSH headquarters, AAR/IPs for each of the five DSH hospital locations, and a system-wide Hospital Unified Command Group COVID-19 Response Report. Anticipated completion by end of 2023.

Consultant, Multnomah County, OR COVID-19 After-Action Report

- Supporting Multnomah County in conducting their after-action review for COVID-19. Reviewing and analyzing documents, conducting and documenting interviews, and facilitating hotwashes, and supporting the development of an AAR/IP.

Consultant, Falls Church, VA COVID-19 After-Action Review

- Supported Falls Church in conducting their after-action review for COVID-19. Supported review and development of AAR/IP and a Pandemic Playbook to guide stakeholder activities during future pandemic disasters.

Consultant, Fairfax County, VA COVID-19 After-Action Reviews

- Supporting Fairfax County in conducting their after-action review for COVID-19.
- Reviewing and analyzing documents including county agency strengths and areas for improvement for development of after-action reports and supporting documentation of county hotwash discussions.
- Four formal AAR/IPs will be developed for this project – two with an emergency management focus, and two with a health department focus.

Consultant, State of Oregon COVID-19 After-Action Report

- Leading the State of Oregon to conduct their COVID-19 after-action review, including the management and distribution of personal protective equipment, the initial enterprise response, the function of the joint information center, and the state's re-opening strategy.

Adjunct Instructor, Arizona Department of Emergency and Military Affairs

- Instructs state and FEMA courses for the AZ DEMA Training Branch; teaches topics including emergency planning, continuity of operations, mass care, recovery, evacuation/re-entry planning, and other related courses.
- FEMA approved National Emergency Management Basic Academy instructor.

Human Services Coordinator, Arizona Department of Emergency and Military Affairs

- Coordinated state Emergency Support Function 6 - Mass Care activities, updated related plans and procedures, and coordinated with mass care partners to support local, county, state, and tribal needs during preparedness for, response to, and recovery from all-hazard emergencies and disasters.
- Provided oversight for access and functional needs integration into DEMA emergency management activities. Participated in the Arizona Access and Functional Needs Task Force.
- Developed and maintained Individual Assistance (IA) programs for the state in alignment with FEMA IA guidance. Served as the state IA Officer. Completed annual FEMA Individuals and Households Program, Other Needs Assistance administrative plan for Arizona.
- Maintained partnerships with FEMA Region IX and other federal agency recovery and mass care counterparts.
- Provided guidance and support to county partners on Small Business Administration (SBA) Economic Injury Disaster Loan and Physical Damage Loan programs. Served as the liaison between SBA and the state to facilitate the SBA agency declaration process with the Governor's Office (COVID-19 EIDL declaration).
- Served as the state main point of contact for COVID-19 non-congregate sheltering under FEMA Public Assistance. Wrote initial request and extension letters to FEMA Region IX to ensure continued eligibility for statewide partners during the pandemic response. Provided guidance to statewide partners on the program.
- Coordinated state COVID-19 recovery activities, including authoring the DEMA recovery planning framework.
- Served as on-scene Operations Chief and Deputy Operations Chief for state-run COVID-19 mass vaccination Points of Distribution (PODs).
- Coordinated with the AZ National Guard Task Force Logistics to establish relationships with statewide grocery store and food bank partners for logistical support in response to COVID-19 food distribution issues.
- Developed, maintained, and administered plans for Individual Assistance Service Centers, as facilities were providing post-disaster services for those impacted by natural disasters.
- Developed All-Hazards Community Assistance Center Guide as an expansion of the state Individual Assistance Service Center model to include mass-casualty/fatality incidents, in partnership with the Arizona Attorney General's Office of Victim Services and local, county, state, and federal partners.
- Developed, maintained, and administered the Arizona Disaster Housing Strategy in alignment with FEMA Region IX and the Emergency Management Performance Grant requirements.
- Supervised the DEMA Voluntary Agency and Private Sector Liaison, including oversight of state and regional/county Voluntary Organizations Active in Disaster and Community Organizations Active in Disaster (VOAD/COAD), the state Public/Private Partnership Program, and donations and volunteer management.
- Supervised seven (7) Human Services group Disaster Reservists to support the group's activities during response to and recovery from emergencies and disasters.
- Participated in local, county, tribal, state, regional, and national mass care and individual assistance task forces/groups, trainings, exercises, conferences, seminars related to position responsibilities.
- Provided final review of state declaration of emergency documents (including declarations, amendments, and terminations) for the Governor's consideration, and served as backup for authoring declaration documents (2018 Naco Sewer Breach, 2018 Highway Flood Damage, 2019 Winter Storms, 2019 Museum Fire, 2019 Tropical Storm Lorena Flooding, 2020 COVID pandemic, 2020 Bush Fire, 2020 civil unrest, 2021 - multiple wildfire and flooding incidents).

- Served in the State Emergency Operations Center (SEOC) when activated for emergency response/recovery. Provide local, county, and tribal emergency operations center support when requested (ESF 6 Mass Care and Recovery Human Services Coordinator - SEOC, Human Services Coordinator - City Flagstaff/Coconino County EOC Museum Fire/Flooding support).
- Served on planning and implementation teams for state Recovery Support Functions, in coordination with state agencies, non-governmental organizations, voluntary agencies, private sector partners, and other “Whole Community” emergency management partners.
- Served in the DEMA Duty Officer Program as a state Duty Officer, acting as the primary point of contact during assigned weeks to facilitate situational awareness and coordination with leadership, agency personnel, and statewide partners as necessary during emergencies. Responsible for activating the SEOC.
- Interpreted and incorporated applicable state and federal guidance and requirements.
- Prepared reports for leadership, maintained records, and completed internal grant requirements.

SERRP/NIMS Planning Coordinator, Arizona Department of Emergency and Military Affairs

- Rewrote, maintained, and administered the Arizona State Emergency Response and Recovery Plan (SERRP), including Emergency Support Functions (ESFs) and Recovery Support Functions (RSFs), in coordination with state agencies, non-governmental organizations, voluntary agencies, private sector partners, and other “Whole Community” emergency management partners. Established and maintained ESF/RSF partner relationships.
- Developed, maintained, and administered the first formalized National Incident Management System (NIMS) program for the State of Arizona, to include local, county, tribal, and state partners. Served as the NIMS point of contact for NIMS implementation statewide and for FEMA regarding integration, updates, etc.
- Facilitated/instructed FEMA training courses for local, county, tribal, state, private sector, and non-governmental partners on the topics of emergency planning and continuity of operations.
- Served as the state point of contact to coordinate with FEMA for annual review and update of the FEMA Region IX Arizona All-Hazards Concept of Operations Plan.
- Participated in local, county, tribal, state, regional, and national planning teams/groups, trainings, exercises, conferences, and seminars related to position responsibilities.
- Developed and maintained a document style guide to ensure quality and standardization of DEMA Preparedness products. Provide quality assurance and technical assistance for implementation.
- Provided planning technical assistance, review, trainings, workshop facilitation, and other assistance as requested from local, county, tribal, and state partners for emergency operations plans, supporting procedures, and other related planning and program documents.
- Assisted with development and provided final technical review of Arizona Continuity of Operations Program Document, DEMA Emergency Management COOP Plan, and State of Arizona Hazard Mitigation Plan.
- Served on the Arizona Department of Education (ADE) Emergency Preparedness Advisory Council. Participated in the working group to update the ADE Emergency Operations Plan Template for schools.
- Served in the State Emergency Operations Center (SEOC) when activated for emergency response/recovery. Provided local, county, tribal emergency operations center support when requested (Plans Section Chief - Yavapai County EOC, IAP

Coordinator - Santa Cruz County EOC, Situation Unit Leader and Long-term Planner SEOC, IAP Coordinator - AZ Department of Corrections EOC).

- Provided final technical review of state declaration of emergency documents to ensure correct details, organization, and grammar in preparation for the governor's consideration.
- Assisted with the State of Arizona Emergency Management Accreditation Program (EMAP) 2020 re-accreditation activities which received 100% compliance upon initial assessment, and voluntarily served on EMAP assessment teams (state program assessment - June 2019).
- Provided final review and planning technical assistance for the preparation of the DEMA, Emergency Management Operations Procedures Manual update in preparation for the January 2020 EMAP assessment.
- Interpreted and incorporated applicable state and federal guidance and requirements.
- Prepared reports for leadership, maintained records, and completed internal grant requirements.

Emergency Management Specialist, Coconino County Department of Emergency Management

- Coordinated, developed, and administered the county Continuity of Operations (COOP) program with a plan for each of the 25 departments. Provided planning assistance, trainings, and workshops.
- Coordinated, developed, and administered the Coconino County Multi-Jurisdictional Emergency Operations Plan with local and county partners, and non-governmental organizations.
- Served as the primary emergency manager for the Town of Tusayan and the secondary for the City of Williams to provide all emergency management functions and assistance.
- Served as the county duty officer for a 24/7 emergency management point of contact during assigned weeks.
- Provided ongoing development, maintenance, and implementation of internal policies and procedures.
- Oversaw projects and timelines for department intern.
- Prepared reports, maintained records, and met state/federal grant requirements.

Emergency Management Assistant, Northern Arizona University Office of Emergency Management

- Assisted with the planning, organizing, and executing of NAU emergency management/homeland security activities, coordinating with local, county, tribal, state, federal, voluntary, and non-governmental partners.
- Maintained and updated the NAU Emergency Operations Plan and annexes.
- Created and deployed public information outreach for NAU preparedness activities.
- Designed and facilitated HSEEP exercises to test NAU plans (BSL3 lab biological spill, counseling volatile client).
- Maintained and kept ready the primary University Emergency Operations Center (UEOC). Developed standard operating procedures for UEOC operations.

Dispatcher, Northern Arizona University Police Department

- Operated as sole dispatcher per shift in the NAU 24/7 Dispatch Center.
 - Responsible for answering multiple emergency and non-emergency phone lines, radio and computer aided dispatching, NAU Alert notification system, All Campus Alert system, etc.
 - Developed standard operating procedures for dispatch center systems.
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CHRIS MILBURN



EM PARTNERS

EDUCATION

Master of Arts, Security Studies
(Homeland Security), U.S. Naval
Postgraduate School

Bachelor of Arts, Communications;
Biola University

Associate of Science, Fire
Technology; Santa Ana College

YEARS OF EXPERIENCE

23

PROFILE

Chris Milburn has extensive experience in airport exercises and planning, primarily through his role as Aircraft Rescue Fire Fighting (ARFF) Fire Captain at Long Beach Airport. His responsibilities include ensuring the readiness and compliance of fire department personnel, apparatus, and equipment with FAA standards. He plays a pivotal role in evaluating and revising the Airport Emergency Plan (AEP) to align with FAA guidelines, coordinating closely with various stakeholders for effective implementation. Additionally, he has been the Planning Section Chief for Long Beach Airport Triennial Exercises in 2018, 2021, and 2023. In this capacity, he has led the development of comprehensive emergency scenarios, managed resource allocation efficiently, and orchestrated multi-agency coordination, ensuring the effectiveness of these large-scale emergency response exercises.

TRAINING, CERTIFICATIONS & LICENSES

LBFD Firefighter Training
Instructor – Aircraft Rescue Fire
Fighting

LBFD Peer Counselor Program
Administrator

LBFD Pipe Band Program
Administrator

LBFD Community Emergency
Response Team (“CERT”)
Program Administrator

LBFD Recruitment Program
Administrator

LBFD Public Information Officer

Adjunct Professor, Homeland Security and Emergency Management, Idaho State University

- Adjunct professor responsible for writing and teaching college courses, drawing on content expertise and thorough knowledge of academic principles and professional practice.
- Write course content in alignment with the institution’s vision for the course
- Curate research-based materials to constitute the text and supporting materials
- Work with technology team to incorporate content into school’s various platforms
- Teach course to university students, evaluating progress and maintaining thorough records
- Interact with students throughout the semester, providing support and feedback
- Report results and updates to department head and oversight bodies
- Maintain currency in key concepts, research, methodologies, tools, and applications
- Serve the university as an active member of the college community

Fire Captain, Long Beach Fire Department

- Company commander responsible for the leadership of professionals in complex emergency incidents in a diverse, densely populated, urban environment.
- Direct emergency operations including fires, medical responses, assaults and other acts of violence, technical rescues, or any other hazardous condition
- Analyze highly uncertain emergency scenes with limited information and develop team-based solutions within the framework of LBFD policy and procedure
- Adhere to and enforce fire department and city policies
- Document all crew actions in the station, during training exercises, and at emergency scenes
- Ensure crew members represent the LBFD at the highest levels of professionalism
- Investigate emergency scenes to determine underlying causes and contributing factors
- Produce written reports on findings and actions in the field

Aircraft Rescue Fire Fighting (ARFF) Fire Captain, Long Beach Airport (LGB) / Long Beach Fire Department

- As the FAA-recognized contract-holder of emergency service delivery to LGB Airport, ensure the readiness and compliance of fire department personnel, apparatus, and equipment in compliance with FAA standards

LGB Airport Emergency Plan ("AEP") responsibilities

- Evaluate existing AEP annually and recommend revisions, additions, and removals
- Review FAA standards and requirements regularly and apply developments to AEP
- Establish priorities for AEP improvements and inclusions during formal review periods
- Determine timelines and collaborate with partners to initiate and complete project
- Collaborate with contract holders to identify mutually beneficial solutions
- Apply relevant FAA standards to formal AEP in conjunction with Airport Operations
- Synthesize FAA standards with existing airport resources and capabilities
- Identify LGBD operational variations affecting airport responses and apply updates
- Identify stakeholder priorities and capabilities to coordinate team-based efforts
- Determine AEP compliance with relative agreements and MOUs and deconflict
- Evaluate proposals and edit content submitted by contributors prior to FAA review

Triennial Exercise responsibilities

- Planning Section Chief for LGB Triennial Exercises in 2018, 2021, & 2023
- Develop scenario and determine scope of exercise
- Establish timeline with airport partners and establish planning schedule
- Construct response matrix and determine allocation of resources
- Obtain commitments from partner agencies and coordinate participation
- Advise participants of expectations and standards
- Develop, revise, and update Event Action Plan / Incident Action Plan
- Confirm minimum performance standards and incorporate into IAP
- Coordinate emergency response resources and prepare personnel for drill
- Delegate responsibilities to partner agencies and confirm completion
- Apply Mass Casualty Incident benchmarks to Incident Action Plan
- Identify drill evaluators and review evaluations
- Establish Joint Information Center team and coordinate messaging
- Execute drill on the day of the event, coordinating multi-agency participation
- Conduct "after-action" review identifying successes and areas of improvement

Group Conflict & Terrorism Subject Matter Expert (SME) / Peer Reviewer

Studies in Conflict and Terrorism Professional Trade Journal

- Evaluate and review submissions for publication in an academic trade journal, typically material dealing with group social dynamics, identity markers, and narrative content
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GIL ZAVLODAVER



EM PARTNERS

EDUCATION

Master of Science in Emergency Services Administration, Summa Cum Laude, California State University, Long Beach

Bachelor of Arts in Political Science, Magna Cum Laude, University of California, Los Angeles

YEARS OF EXPERIENCE

13

PROFILE

Gil Zavlodaver is a Master Exercise Practitioner (MEP) and currently serves as a Senior Emergency Management Specialist at the Broward County Aviation Department, Fort Lauderdale-Hollywood International Airport (FLL). As the Airport Emergency Operations Center Director, he oversees activations, develops situation reports, and formulates the AEOC Incident Action Plan. He is responsible for FLL's Airport Emergency Plan, Hurricane Preparedness Plan, Continuity of Operations Plan, Distressed Passenger Program, and Terminal Evacuation Plan. Gil played a crucial role as the EOC Director during the 2023 April Flood Incident, which led to significant damages and a Presidential Major Disaster Declaration. He also directed the 2023 Operation Convergent FLL FAA Part 139 triennial full-scale exercise, focusing on a runway incursion and Mass Casualty Incident. Gil's skills include:

- Over thirteen years of analytical experience in plan development, grant administration, research and analysis, report writing, and budget management.
- Over nine years of experience in training and exercise development, management, and execution.
- Highly skilled in managing complex projects involving diverse groups of stakeholders, compressed deadlines, executive and political scrutiny, and managing budgets.
- Proven leader in managing complex, dynamic, and high stress environments.
- Demonstrated success in building meaningful partnerships and relationships with local, county, state and federal agencies, non-governmental organizations, non-profit organizations, community groups and the private sector.

TRAINING, CERTIFICATIONS & LICENSES

California Office of Emergency Services (Cal OES) Certified Emergency Management Instructor

Federal Emergency Management Agency (FEMA) Master Exercise Practitioner Program (MEP)

Incident Command System (ICS) L-962 Plans Section Chief Certification /L-958 – Operations Section Chief

Certification

Senior Emergency Management Specialist, Broward County Aviation Department, Fort Lauderdale-Hollywood International Airport (FLL), Fort Lauderdale, FL

- The Emergency Management Team is responsible for developing FLL's all-hazards emergency management program focusing on emergency preparedness, response, recovery, continuity of operations, and resumption of airport operations following real-world disasters.
- Responsible for FLL's Airport Emergency Plan (AEP), Hurricane Preparedness Plan, Continuity of Operations Plan (COOP), Distressed Passenger Program, and Terminal Evacuation Plan.
- Serve as the Airport Emergency Operations Center (AEOC) Director during activations. Responsible for supporting Command and General Staff positions, developing situation reports, and the AEOC Incident Action Plan.
- Served as the EOC Director for the 2023 April Flood Incident, resulting in a 48-hour airport closure, over \$20 million in damages, and the incident received a Presidential Major Disaster Declaration and Public Assistance federal funds.
- Serve as the FLL's primary Cost Recovery Coordinator, overseeing FEMA Public Assistance Program for 2022 Hurricane Ian, and 2023 April Flood disasters. Familiar with conducting and collecting Initial Damage Assessments, Joint Preliminary Damage (PDA) Assessments, Force Account Labor and Equipment Costs, contractor/services costs, and FEMA's disaster categories.

FEMA Professional Development Series Certification

Texas A&M Engineering and Extension: Enhanced All Hazards Incident Management and Unified Command

Texas A&M Engineering and Extension: Emergency Operations Center Planning and Operations

Federal Emergency Management Agency (FEMA) IS/ICS/MGT

Courses: 001, 22,

42,100,103,120,130,139,146,

191, 200, 202, 230, 235, 240, 241,

242, 244, 247, 248, 251, 288, 300,

314, 346, 358, 366, 368, 393, 400,

489, 546, 557, 632, 700, 703, 706,

775, 800, 958, 962, 2200, 2900

HONORS AND AWARDS

Publication, Campus Safety Magazine, How Colleges can leverage FEMA's IPAWS Program to save lives during emergencies, July 2022

Innovation Award, Ventura County Sheriff's Office, May 2016

Best Emergency Preparedness Drill / Exercise for 2012 Ventura County Gap Analysis Tabletop

Exercise, Ventura County Emergency Planning Council (EPC), December 2012

Best Emergency Preparedness Plan for 2010 Hazard Mitigation Plan Update, Ventura County

Emergency Planning Council (EPC), December 2010

- Responsible for designing, conducting, and executing FLL's emergency training and exercise program.
- Served as the Exercise Director and Lead HSEEP planner for 2023 Operation Convergent, FLL FAA Part 139 triennial full-scale exercise, a runway incursion resulting in a multi-aircraft collision and Mass Casualty Incident (MCI).
- Serve as FLL's Alert and Warning Coordinator, an authorized user to utilize FEMA's Integrated Public Alert and Warning System (IPAWS) Wireless Emergency Alert (WEA) program.
- Serve as FLL's WebEOC incident communication and management system administrator. Responsible for the WebEOC training program, user manuals and guides, user account management and access, and system configuration.

Director - Professional Services Department, Alertus Technologies, Baltimore, MD

- Established a new Professional Services Department that provides Alertus customers Emergency Management assistance, guidance, and expertise across three mission areas: 1) Customer engagement through paid service offerings 2) Emergency Management thought leadership, and 3) Emergency Management planning resources and customizable templates.
- Developed the Department's vision, direction, strategic and financial goals, objectives, and paid service offerings.
- Built a multi-disciplinary team of consultants to execute paid service offerings for Alertus customers. Oversee the Professional Services Team and manage all project engagements, budgets, timelines, and deliverables.
- Hosted virtual webinar series, Alertus Emergency Management Forums, providing various topics covering Emergency Management and specifically Emergency Notification System planning topics focusing on real-world cases-studies, best practices, and lessons learned.
- Hosted an Alertus Emergency Planning Workshop, an interactive, hands-on, and activities-based workshop that walks customers through the development of an Emergency Notification System and Response Planning. Course offerings are delivered over multiple days, both virtually or in-person.
- Developed and executed emergency training programs for new and existing customers. The training and education programs inform customers on strategies to successfully integrate their emergency planning and response approach with their Alertus system.
- Developed the Professional Services resource webpage on Alertus' customer portal. Customers can download emergency management templates, review recorded webinars and seminars, read published articles, and engage directly with the Professional Services Team.
- Developed Emergency Management resources available to all Alertus customers. Resources include writing emergency planning templates, standard operating procedure templates, job aids, and checklists.
- Oversaw Alertus' Integrated Public Alert and Warning System (IPAWS) Program and serve as the Alertus' expert on our IPAWS solution. I train customers on the use of Alertus' IPAWS software to be successful in sending IPAWS alerts for all-hazards emergencies.
- Served as an Emergency Management thought leader conducting speaking engagements at conferences and publishing articles in various professional trade publications.
- Served as the subject matter expert for both internal Alertus teams and customers on matters involving emergency preparedness, mitigation, response, and recovery operations.

Recovery Planner, CSA Group

- Recovery planner assigned to develop a COVID-19 Recovery Framework and Plan for a major metropolitan city.
- Researched, analyzed, and developed lessons learned, best practices, strategies, and initiatives to increase the city's sustainability, equity, and resiliency to COVID-19.
- Facilitated meetings, workshops, and interviews between the client, internal planning team, subject matters experts, and partner agencies.
- Developed research and analysis reports, materials, documents, and meeting summaries for the client.

Office of Emergency Services, Ventura County Sheriff's Office

Senior Program Administrator I/II/III

- The senior program administrator/ Deputy Director works directly with the Director to manage the day-to-day operations of OES and all emergency management programs (preparedness, community outreach, response, mitigation, recovery, grant/fiscal and administrative functions). I supervise two program administrators overseeing the plans, preparedness, and grant sections.
- •Served as Plans Section Coordinator, Operations/Alert and Warning Coordinator and an Incident Command Post Agency Representative focusing on evacuations, alert and warning notifications, sheltering, and repopulations operations for major incidents in Ventura County. Served on the following incidents: Springs Fire 2013, Santa Paula Wastewater Chemical Spill 2014, Camarillo Debris Flow 2014, Thomas Fire 2017, Borderline Mass Shooting 2018, Hill/Woolsey Fires 2018, and the Easy and Maria Fires 2019.
- Oversaw the development and maintenance of the County's Emergency Operations Plan, Multi-Hazard Mitigation Plan, Continuity of Operations Plans, and 15 annex plans. Includes project management, stakeholder coordination, overseeing contracts and vendors, developing timelines and milestones, writing request for proposals, and managing budgets.
- Served as an emergency on-call Duty Officer to include responding as a field liaison between the Incident Command Post and the Ventura County Emergency Operations Center (EOC).
- Managed the Hill and Woolsey After Action Report process. Facilitated five debriefing meetings with over 40 organizations, conducted complex research and analysis, coordinated with executives, elected officials, and wrote the report and improvement plan.
- Administered a \$400,000 federal grant (Emergency Management Performance Grant) to include grant management between the state, county and ten cities, managing grant workbooks, engaging in procurement, coordinating sub-recipient projects, ensuring adherence to federal and state grant regulations, project modifications, cash requests/reimbursements, and writing board letters.
- Experienced in developing, implementing, and maintaining information technology platforms to include a common operation picture platform, damage assessment program, and emergency communication tools. These tools increased operational efficiency and effectiveness during emergencies.

Program Administrator I/II/III

- Managed the Ventura County EOC to include staffing, training, and facility readiness on a 24/7 basis. Developed the EOC recruitment and credentialing program to establish a cadre of county employees trained and ready to serve on the EOC team in emergencies. EOC team consists of over 100 county employees from a wide range of departments. Provided each EOC team member with over nine courses consisting of 65 hours of EOC training and exercises.
- Served as the Alert and Warning Coordinator overseeing a regional Emergency Notification System for Ventura County to include over 25 county departments, and

ten cities. Managed the administrative, technical, and real-world use of the Emergency Notification System involving public emergency notifications (VC Alert), internal emergency response team activations, and Ventura County's employee emergency notification system (VC Notify). I developed an Alert and Warning Plan, managed the vendor contract, and annual budget, wrote Ventura County Board of Supervisors board letters, conducted complex research and analysis following major incidents, and incorporated local and state legislation governing alert and warning regulations and practices.

- Served as an Exercise and Training Coordinator developing seminars, workshops, tabletops, and functional exercises for the county and ten cities using HSEEP principles. Activities include managing working groups and planning meetings, developing master exercise scenario events list (MSELs), developing exercise timelines and milestones, budget management, conducting executive briefings, overseeing exercise logistics, after-action report, and improvement plan development.
- Participated in town-hall meetings pre/post disasters to communities in high hazard areas. Presented to large groups on alert and warning, evacuations, and general emergency preparedness activities to build resiliency. Provided emergency preparedness presentations to community groups, homeowner associations, senior living facilities, non-profit organizations, advocacy groups, and businesses.
- Developed standard operating procedures, checklists, job aids and training materials for the County's Emergency Operations Center, and the OES Duty Officer Program.

Administrative Aide

- Assisted in writing the County's Emergency Operations Plan and Multi-Hazard Mitigation Plan.
 - Participated in safety fairs around the county and provided emergency preparedness training, education, and information.
 - Performed day-to-day administrative functions of OES to include processing general claims, fiscal/grant administration, processing claims and reimbursements for sub-recipients, and managing and tracking correspondence with outside agencies.
 - Oversaw the OES fleet management program and maintenance of five public safety vehicles.
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JOSEPH URREA



EM PARTNERS

EDUCATION

MA, Public Administration, Arizona State University

BA, Philosophy, University of California

BA, Political Science, University of California

YEARS OF EXPERIENCE

14

PROFILE

Mr. Joseph Urrea is an accomplished emergency management professional with extensive experience in all five emergency management mission areas. He has worked for state and tribal agencies, as well as private emergency management consulting firms. Throughout his career, Joe has coordinated with federal, state, tribal, local, NGO, and private sector organizations during both real-world emergencies and training and exercises. Urrea's areas of expertise include, but are not limited to, instructing FEMA courses, continuity of operations planning, emergency operations planning, HSEEP exercise design and facilitation, grant administration, NIMS and ICS planning and training, emergency operations center activations, recovery support, coordination with the Arizona National Guard, and supporting tribal governments before, during, and after disasters.

Mr. Urrea is a Master Exercise Practitioner, an HSEEP Trainer, an ICS Trainer, and a National Emergency Management Basic Academy Trainer. He has directed and supported numerous HSEEP exercises, including both discussion-based and operational exercises up to full-scale exercises.

TRAINING, CERTIFICATIONS & LICENSES

National Emergency Management Basic Academy

Professional Development Series

Advanced Professional Series

Incident Command System (ICS) Trainer

Homeland Security Exercise and Evaluation (HSEEP) Trainer

Community Emergency Response Team (CERT) Trainer

Multihazard Emergency Planning for Schools Train-the-Trainer (TtT)

Master Exercise Practitioner (MEP)

National Emergency Management Basic Academy Trainer

Emergency Management Coordinator, Salt River Pima-Maricopa Indian Community (SRPMIC)

- Developed a National Incident Management System (NIMS)/Incident Command System (ICS) Training Plan and Integrated Preparedness Plan (IPP) for the SRPMIC.
- Developing a Learning Management System (LMS) that tracks NIMS/ICS compliance of all SRPMIC department, organization, and enterprise personnel.
- Serve as the SRPMIC instructor for NIMS, ICS, and Homeland Security Exercise and Evaluation Program (HSEEP) courses for SRPMIC department, organization, and enterprise personnel.
- Develop HSEEP-compliant Tabletops, Drills, Functional, and Full-scale exercises along with relevant documentation (Situation Manuals, Player Handouts, Exercise Plans, Controller and Evaluator Handbooks, Exercise Evaluation Guides and After Action Reports/Improvement Plans) for the SRPMIC and partners.
- Support the revision and updating of the SRPMIC Emergency Operations Plan (EOP) and SRPMIC Continuity of Operations (COOP) plan as requested.

Tribal Liaison, Arizona Department of Emergency and Military Affairs (DEMA)

- Coordinated with all 22 federally-recognized Tribes in Arizona.
- Provided technical planning and assistance to Tribal and State officials, Governor's staff, State Emergency Council, and others before, during, and after disasters.
- Ensured DEMA and the Arizona National Guard (AZNG) maintained legal and technical compliance with the provisions and criteria of ever-changing and evolving state and federal emergency and disaster laws.
- Represented DEMA as Agency Liaison in the State Emergency Operations Center (SEOC), in Tribal Emergency Operations Centers (EOC), and on Wildland Fire Cooperators Calls when Tribal lands are impacted.

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- Represented DEMA in meetings with the Federal Emergency Management Agency (FEMA), Tribal officials, various Federal and State agencies, Volunteer Organizations Active in Disasters (VOAD), and various local and civic groups.
 - Supported Tribes with development of HSEEP compliant exercises (Tabletop, Drills, Functional, and Full-Scale) and After Action Reports/Improvement Plans (AAR/IP).
 - Provided Tribes and other partners with HSEEP instruction.
 - Provided Tribes with ICS guidance and instruction.
 - Supported Tribes with EOP, Emergency Response Plan (ERP), and Hazard Mitigation Plan (HMP) development and updates.
 - Served as Lead COOP planner for DEMA Division of Administrative Services (DAS).
 - Managed Emergency Management Performance Grant (EMPG) Tribal Liaison budget.

Lead Consultant

- Provided real-world based subject-matter expertise in the development of EOPs, ERPs, Field Operation Guide (FOG), and COOP plans.
- Developed HSEEP-compliant exercises (Tabletop, Functional, and Full-Scale).
- Served as Lead Instructor for training courses covering NIMS, EOC Management, ICS/EOC Interface, and HSEEP.

Senior Emergency Management Planner

- Provided real-world based subject-matter expertise in the development of EOPs, ERPs, COOP, Workforce Development and Just-In-Time Training (JITT) plans.
- Developed HSEEP-compliant emergency preparedness exercises (Tabletop, Functional, and Full-Scale).
- Directed terrorism prevention Tabletop and Full-Scale exercises.
- Served as Lead Instructor for ICS and HSEEP Controller/Evaluator courses.

State Hazard Analysis Officer, Arizona Division of Emergency Management

- Identified and analyzed potential natural, technological, and man-made hazards to the State of Arizona to prepare its residents and minimize any potential impacts.
 - Developed monthly statewide Threat Outlook Matrix that identified and assessed natural, technological, and man-made hazards on a regional basis across the State.
 - Developed Tabletop Exercise focusing on an emergency response to the Nogales Wash and lead a Task Force Study on Nogales Wash needs and improvements.
 - Served in various emergency response roles supporting the SEOC including the Situation Unit Leader and the Operations Section Chief.
 - Assisted FEMA in conducting Preliminary Damage Assessments (PDAs) on Tribal lands following the 2010 Winter Storm event.
 - Served as a member of the State Hazard Mitigation Planning Team, reviewing and making revision recommendations to State of Arizona Hazard Mitigation Plan.
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STEPHANIE DUFFY



EM PARTNERS

EDUCATION

BA, Criminal Justice, Michigan State University

Certificate, Homeland Security Studies, Michigan State University

YEARS OF EXPERIENCE

11

PROFILE

Stephanie is an accomplished program coordinator with over 10 years' experience planning and managing national and regional trainings and conferences related to federal and local prosecutors and law enforcement. Stephanie is dynamic and results-driven with extensive knowledge related to training and program planning for teams and individuals, particularly on large federal contracts. She has outstanding leadership and communication skills.

Stephanie has extensive experience in training program design and development, needs assessments, evaluations, and research and facilitation.

TRAINING, CERTIFICATIONS & LICENSES

Certificate, ASTD e-Learning Instructional Design

Junior Consultant, Falls Church, VA COVID-19 After-Action Review

- Supporting the City of Falls Church, VA to conduct their COVID-19 after-action review and develop a pandemic playbook for the city based on AAR findings and recommendations.

Compliance Specialist, EM Partners, LLC

- Prepares and completes regulatory and compliance documentation to ensure documents meet federal, state, and local requirements.
- Responds to compliance notices and completes state-specific reporting.
- Supports EM Partners' management team on FEMA PA subcontract with Fluor in regard to training, security and weekly time and cost reporting.

Training Technician, FSA Federal

- Served as primary point of contact for trainings sponsored by the Department of Justice, Money Laundering and Asset Recovery Section (MLARS).
- Managed logistics, marketing, and operations including the production of materials for over 50 MLARS training events reaching 7,000 students and coordinating the efforts of over 100 instructors.
- Managed the design, development, and implementation of a web-based training budget request and approval system. The system collected the training requests from 15 government agencies, managed the review and approval workflow and then authorized each training event's implementation.
- Served as the administrator of the Training Budget Request system, built on the Drupal 7 core, an open-source web-based content management platform.
- Coordinated and supervised the law student internship program.
- Managed the review and approval of a \$13 million training budget allocation from the Assets Forfeiture Fund.
- Collaborated with client to determine training needs as well as identify and develop training opportunities and initiatives
- Served as Section Administrator for the DOJ learning management system.
- Provided on-the-job instruction to new supervisors, DOJ personnel, and support personnel.
- Developed training request memoranda and quarterly training cost reports.

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- Coordinated and managed quarterly working group meetings for federal training coordinators.
 - Ensured continuing education guidelines were met for each training seminar and processed attendee requests.
 - Contributed to the development of curriculum and law enforcement tools.

Training Coordinator, Serco, Inc.

- Served as primary point of contact to law enforcement agencies for DOJ AFMLS Financial Investigations Seminars drawing students from over 15 federal, state, and local law enforcement agencies nationwide.
- Conducted hotel/venue site visits and prepared summary reports for recommendation and approval.
- Coordinated with a third-party event planner to evaluate proposals and review submitted contracts.
- Reviewed, revised, and approved Function Event Orders with hotel/venue.
- Procured all training equipment and materials required for seminar delivery.
- Oversaw all aspects of the training environment and lodging accommodations for seminar attendees and instructors.
- Prepared OPM TMA-required travel and separately priced item proposals.
- Managed onsite audio/visual support during seminar deliveries.
- Audited hotel/venue invoices for compliance with contract provisions.
- Developed additional seminar reports, as required.

Analyst, L3 Communications

- Assisted with detailed analysis and research for development and implementation of national preparedness policies and operations associated with the National Response Plan, Homeland Security Presidential Directives, Department of Homeland Security policies and procedures, National Incident Management System (NIMS), and FEMA policies and procedures.
 - Developed plans, standard operating procedures, and job aides to support federal disaster response initiatives.
 - Coordinated meetings with federal and state entities that assisted with developing and/or validating planning documents and conducting scenario-based tabletops, and prepared meeting materials and meeting minutes.
 - Supported the design, development, and execution of response training supporting Federal incident response operations.
 - Contributed to operational and administrative tasks to support the FEMA Incident Response Section.
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EDUCATION

MS, Criminal Justice/Homeland Security, Liberty University

BS, Criminal Justice, Radford University

YEARS OF EXPERIENCE

8 Professional

PROFILE

Samuel has over 8 years of professional experience. He has spent the majority of his career in emergency management, public administration, and public health. He has experience assisting local and state governments with FEMA and ASPR programmatic and financial management before, during, and after disasters. Sam has served as a member of a state emergency response team supporting response and recovery operations across the United States. He is an experienced program and project manager having previously overseen the delivery of federal disaster programs and deliverables for complex project and contract deliverables. Samuel has extensive education and experience in public administration, leveraging research and analytical thinking to support public safety agencies during planning, process improvement, and exercise projects.

TRAINING, CERTIFICATIONS & LICENSES

FEMA Incident Command Systems Training; ICS-100c, 200c, 300, 400, 700b, 800d

FEMA Professional Development Series; IS-120c, 230d, 235c, 240b, 241b, 242b, 244b

Homeland Security Exercise and Evaluation Program (HSEEP)

National Emergency Management Basic Academy

Operational Level Response to HazMat/WMD Incidents (PER212)

Business Continuity Planning (MGT381)

Disaster Preparedness for Healthcare Organizations (MGT341)

Planning Specialist

- Worked with statewide and regional healthcare coalitions to support Hospital Preparedness Program (HPP) capabilities and meet coalition deliverables.
- Routinely worked directly with clients to identify project goals and reasonable timelines for each client's needs.
- Duties included meeting logistics and support; project deliverable completions and review; project funding support and tracking; budget tracking; and exercise design.
- Previously served as an Assistant Readiness and Response Coordinator for Vermont's healthcare coalition.
- Led the development of plans, scenarios, and After-Action Reports for multiple regional and statewide exercises.

Emergency Support Specialist, REI Cooperative

- Supported establishing the Co-Op Emergency Coordination Center (Co-ECC) within the asset protection division. The Co-ECC serves as an all-hazards emergency operations center to coordinate preparedness, response, and recovery operations for assets across the company.
- Made extensive use of Everbridge products to analyze open-source intelligence to assess threats and hazards to employees and physical assets and send mass emergency notifications to employees and company leaders.
- Contributed subject matter knowledge to integrate emergency management principles into a private retail company, including developing a plan to regionalize emergency preparedness efforts across the company and developing the structure for a virtual emergency operations center.
- Worked with stakeholders across the country to develop a hazard vulnerability assessment program for assets across the country. This assessment process is leading the way to build the company's first holistic business continuity program.

Individual Assistance Officer, South Carolina Emergency Management Division

- Coordinated and managed the delivery of human services programs directed to disaster recovery.
- As the state's designated SME, I worked directly with state and federal agencies and county and municipal governments.

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- Led the development and implementation of a virtual damage assessment platform to support IA and PA damage assessments at the county and state levels; this included working with outside contractors and leading a stakeholder working group to review and implement the program.
 - Participated in and led multiple state and national working groups with federal, state, local, and non-governmental stakeholders.
 - Supervised the state's Voluntary Agency Liaison (VAL), responsible for coordinating voluntary agency support for disaster response and recovery.
 - As a member of the Recovery and Mitigation Section management team, gained an intimate knowledge of the FEMA Public Assistance and Hazard Mitigation Grant Programs, which included providing direct support for other program managers during disasters.
 - Acted as an instructor for emergency management courses held throughout the state teaching a variety of topics to diverse stakeholder group

Graduate Teaching Fellow, Radford University

- Independently taught two sections of sophomore and junior level classes focusing on American courts and criminal processes. The goal of the course was to prepare students for senior-level courses and introduce students to the concepts of law, courts, and legal ethics. The course utilized team-based learning to engage students in small learning groups.
- Assisted with instruction for two sections of undergraduate emergency management classes that focused on the foundational level emergency management, including participation in multiple table-top exercises and discussion-based scenarios. While in this role, worked with a multidisciplinary team to design, implement, and evaluate a campus-wide table-top exercise with internal and external stakeholders
- Produced and submitted Progress Payments and Close-Out for over \$20MM of Public Assistance Projects

Chief Ranger, Virginia Department of Conservation and Recreation

- Managed daily operations, and facilities maintenance to include preventive and cyclical maintenance.
 - Managed a staff of approximately 20 salaried and hourly employees.
 - Acted as a project manager on in-park construction projects overseeing various projects from conception to completion.
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EDUCATION

BS, Global Security & Intelligence,
Embry-Riddle Aeronautical University
(expected May 2024)

YEARS OF EXPERIENCE

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PROFILE

Taylor has three years of intense professional experience. She has worked with FBI Counterintelligence and Crisis Management and Coconino County Emergency Management. She was selected to serve as the facilitator for the Fall 2022, Spring 2023, and Fall 2023 Counterintelligence Surveillance Project which entailed designing the project, managing teams, coordinating with professors, creating intelligence briefs and updates, communicating effectively, and selecting and managing the team of spies. She also served as Team Leader to conduct surveillance for 90 hours on a student project playing the part of a Soviet Spy and managed the coordination of the team through the two-week project. She has published intelligence briefs in Eagle Eye on Afghanistan and is a Tripwire Intelligence Report Writer.

TRAINING, CERTIFICATIONS & LICENSES

IS-2500: National Prevention
Framework

ICS-100: Intro to Incident
Command Systems

ICS-200: Basic Incident Command
System for Initial Response

IS-800d: National Response
Framework

Crisis Management Intern, FBI Honors Internship Program

- Served as the Critical Incident Operations Specialist in covert Command Post Operations during a multiagency operation
- Designed Tabletop Training Exercise programs for the San Diego Operations Center
- Oversaw and facilitated the updating of all Crisis Management Standard Operating Procedures for the San Diego Field Office and Area of Responsibility
- Authored the San Diego FBI Metropolitan Correctional Facility Crisis Response Plan
- Utilized Spanish speaking ability to assist with OpMed training instruction during the Mexican American Liaison Law Enforcement Training event hosted in San Diego, California
- Created a medical digital overlay for FBI SWAT to decrease transportation time in the event of a law enforcement medical emergency
- Worked with special teams to include SABTs, SWAT, CNTs, and ERT to aid in training exercises and various special events

Indian Country Crime Intern

- Contributed to investigative work including reviewing evidence, briefing agents, and creating electronic records for reporting
- Utilized investigative skills to take on responsibility for evidentiary analysis of two Indian country crime cases in order to provide the case agent with adequate evidence for suspect identification and the subsequent trials

Counterterrorism Intern, FBI

- Assist with casework, projects, and aid agents and professional staff in their daily duties and investigations. Specifically aided the following squads:
 - CT2: Counterterrorism
 - Directed the San Diego Joint Terrorism Task Force Mass Violence Analytics Project
 - Researched and assembled data on mass violence events in order to create a digital analysis tool to aid case agents in identifying potential offenders
 - Briefed San Diego Field Office leadership on the use of the above mentioned digital analysis tool and assisted in distribution and education of the program

- CM1: Crisis Management
 - Selected to perform Crisis Management Specialist duties and provide Executive Management with insight during a joint Crisis Negotiation Team/SWAT/ San Diego Police Department Field Training Exercise
 - Authored After-Action Review analysis for command staff to aid in strengthening the San Diego Field Office response to a critical incident
- CE1: Violent Crimes Task Force- Gang Group
 - Assessed operations to document illegal activity and decrease evidence gaps
 - Analyzed surveillance of illegal activity for video evidence collection in order to acquire adequate evidence for a full gang take-down
 - Completed an operation transcription
- HT1: Human Trafficking
 - Conducted research on the Victim Notification Project to gather victim information and properly organize and document information for case agents

Intern, Prescott Valley Police Department

- Assisted detectives and Drug Enforcement Unit in search warrants serving as a searcher, evidence photographer, and scribe
- Designed the Floor Plan of Prescott Valley Police Department's Emergency Operations Center using Visio and briefed it to the Police Departments Emergency Management team
- Attended Buried Body training taught by Dr. Laura Fulginiti and participated in the practical exercise
- Aided the Prescott Valley Police Department's Cold Case Investigations Unit on open cases
- Reviewed cases for the Criminal Investigation's Division to provide insight and brief detectives
- Researched Drug-Induced Homicide Laws to brief to the Commander in anticipation of new legislation in Arizona
- Updated and modernized the Prescott Valley Police Department Criminal Investigations Division Supervisors Manual
- Trained with the Prescott Valley Police Department SWAT Team
- Worked with each department to include Evidence, Crime Prevention, Patrol, Victim Advocacy, dispatch, and Criminal Investigations
- Developed and implemented a program aimed at reducing Catalytic Converter Thefts in Prescott Valley
- Organized counterfeit cases from evidence by case number and bill type for a U.S. Secret Service Counterfeit Submission Report

Intern, Coconino County Emergency Management

- Served as Operations Deputy Sections Chief and Logistics Deputy Sections Chief during the Rafael fire and Museum Fire Flood Emergency Operations Center
 - Supported the Planning and Management Sections
 - Assisted with the Management Section on meetings and briefings
- Continued work in the active COVID-19 Health Emergency Operations Center
- Managed a tabletop training exercise involving assisting with the virtual setting of the exercise and playing a key role in the revision process
- Produced After Action Reports following Homeland Security Exercise and Evaluation Program guidelines
- Reviewed and updated the Coconino County Emergency Operations Plan to follow the Arizona State Emergency Operations Plan

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- Served as Logistics Section Assistant of Coconino County Blitz events
 - Designed and oversaw a drive thru COVID-19 testing site in Williams, Arizona
 - Worked in the COVID-19 Health Emergency Operations Center
 - Developed Public Health Emergency Preparedness Response kits
 - Designed PPE push packages for Red Cross
 - Corresponded with first responders to get them PPE
 - Tracked inventory of PPE and assembled COVID-19 test kits
 - Assisted with the operation of the COVID-19 Fort Tuthill Testing Site including running intake and organizing swabbers
 - Facilitated site tours to government personnel such as National Guard Medics, Federal Emergency Management Agency staff, Department of Emergency and Military Affairs staff, 91st Civil Support Team staff, and staff of Arizona's Adjutant General, Major General McGuire
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