



**SECOND AMENDMENT
PROFESSIONAL SERVICES CONTRACT
Contract No. 2023-102**

This Second Amendment (“Second Amendment”) to the fully executed Professional Services Contract (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 and other amendments, hereby agree to the following:

A. The “Services” Section, Paragraph 1 – “Scope of Work” is amended to include the letter dated February 1, 2024, 37 pages (attached hereto) for additional Scope of Work to include the Citywide Continuity of Operations (COOP) Plan and a Continuity of Government (COG) Plan, attached hereto as Exhibit A.

B. The “Payment” Section, Paragraph 9 – “Compensation” is amended to include an additional amount of **ninety-two thousand one hundred nineteen dollars and no cents (\$92,119.00)**.

C. The total contract price for the complete performance of work under the Initial Agreement and other amendments, as amended herein, shall be **three hundred seventy-one thousand forty-four dollars and fifty cents (\$371,044.50)**.

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

IN WITNESS WHEREOF, this Second 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

Emergency Management Partners, LLC

By: _____
Greg Clifton, City Manager

By: _____

Title: _____

Dated: _____

Dated: _____

Attest:

Approved as to form:

City Clerk

City Attorney

EXHIBIT A - ADDITIONAL SCOPE OF WORK



February 1, 2024

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

RE: CITY OF FLAGSTAFF, AZ COOP & COG PLANS DEVELOPMENT

Director Brechler-Knaggs,

Emergency Management Partners, LLC (EM Partners) is delighted to submit this proposal to the City of Flagstaff for the development of a citywide Continuity of Operations (COOP) Plan and a Continuity of Government (COG) Plan. Having supported the City of Flagstaff with the development of its first Emergency Operations Plan (EOP), EM Partners is well suited – with our knowledge of Flagstaff and our Arizona and National COOP/COG experience - to support this next element of the city’s emergency management program development.

From preparedness planning to post-disaster support consulting, EM Partners brings more than 20 years of experience in all aspects of emergency management, with specific expertise in real-world operations analysis and comprehensive planning. Our team members have experience developing and updating various COOP and COG Plans throughout the country. EM Partners will apply our knowledge of the operational environment in Flagstaff, our comprehensive AZ-specific planning expertise, and our COOP/COG expertise to tailor our approach to the city’s unique needs for the development of the COOP and COG Plans.

The COOP and COG plans will be developed as all-hazards plans to document the city’s processes as they relate to continuity roles and responsibilities. We will align these plans with the Flagstaff EOP, other regional and state plans, Arizona COOP/COG guidance, the FEMA Continuity Guidance Circular (CGC), FEMA’s Guide to Continuity of Government, the National Incident Management System (NIMS) and the Incident Command System (ICS) doctrine, and Emergency Management Accreditation Program (EMAP) Standards for COOP and COG plans. The plans will be designed to be easily useable for city personnel during disruptions or emergencies. The plans will also be designed with the preparedness cycle in mind as living documents to be trained, exercised, operationalized, evaluated, and updated as needed.

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This document includes data that shall not be disclosed outside the Client and shall not be duplicated, used, or disclosed-in whole or in part-for any purpose other than to evaluate this data. If, however, a contract is awarded to EM Partners, LLC as a result of, or in connection with, the submission of this data, the Client shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Client’s right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction is contained on all pages enclosed with this document.

Relevant Experience

The table below provides examples of projects similar in scope that our team members have supported.

Project Name	Project Overview
<p>City of Flagstaff, AZ Emergency Operations Plan Development</p>	<p>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.</p> <p>The published plan can be found at https://www.flagstaff.az.gov/4746/Grants-Contracts-and-Emergency-Management.</p>
<p>Albemarle County, VA Continuity of Operations Program Development</p>	<p>EM Partners is currently supporting Albemarle County, Virginia with the development of their County Continuity of Operations Program, and their individual department Continuity of Operations Plans. This project started with identification and outreach to the various stakeholders to conduct a document review and individual business impact analysis. In coordination with the County Project Manager a series of meetings were held to explain the importance of the project to the stakeholders and identify expectations. The stakeholders have also participated in continuity of operations trainings and once the final plans are developed additional training and program maintenance will take place. This project is following current national guidance for continuity of operations.</p>
<p>Albemarle County Incident Protocols Development</p>	<p>EM Partners is currently supporting Albemarle County, Virginia with the development of incident protocols. For this project we are looking at specific incidences, to include a: Technology Incident, Facility Incident, Active Shooter/Threat Event, Severe Weather, Fire. For each incident identified protocols will be developed to help stakeholders understand their roles and responsibilities, and actions related to: Internal Communications, External Communications, Security Considerations, Roles and Responsibilities, Shelter in Place, Stay or Go Considerations.</p>
<p>Coconino County, AZ Emergency Management Operations Procedures Manual Development</p>	<p>The Coconino County Emergency Management Department has contracted with EM Partners to develop a comprehensive Operations Procedures Manual that serves as a guide for both managing their department and operationalizing their EOP. This manual will include policies and procedures for department day-to-day administration and procedures for the implementation of EOC section responsibilities, including EOC Management, Operations, Logistics, Finance, Planning, and Recovery.</p>
<p>Coconino County, AZ Emergency Operations Plan Update</p>	<p>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.</p> <p>The published plan can be found at coconino.az.gov/eop.</p>

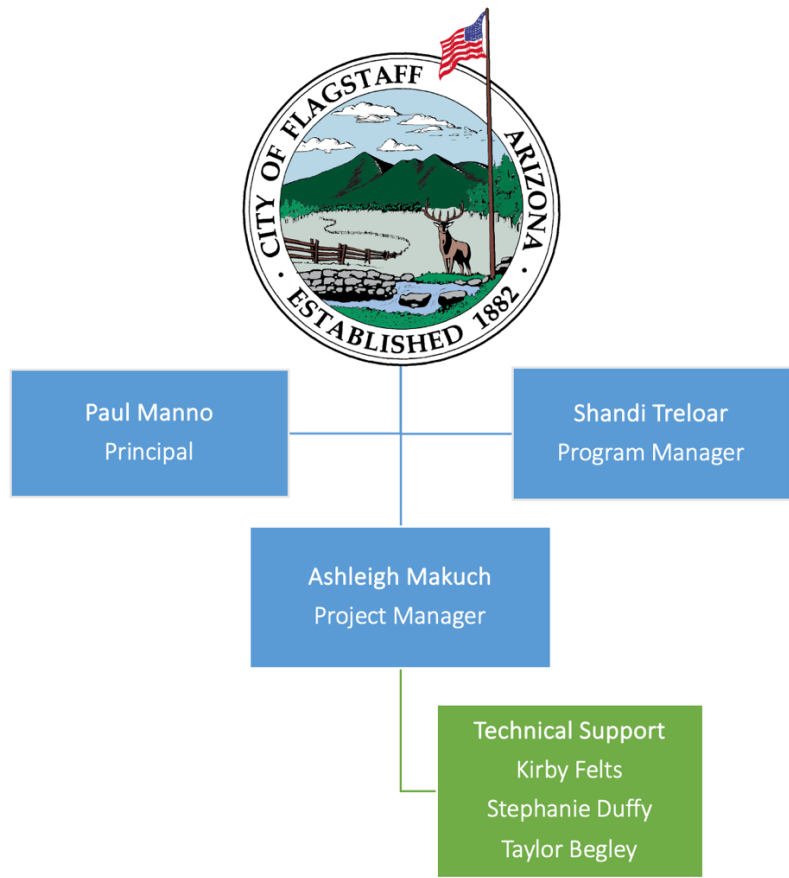
Project Name	Project Overview
<p>City of Sedona, AZ Evacuation/Re-Entry Plan and Traffic Study</p>	<p>The City of Sedona, Arizona, hired EM Partners, along with our Arizona-based subcontractor Greenlight Traffic Engineering, to develop a citywide all-hazards evacuation/re-entry plan and conduct a supporting 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.</p> <p>The published plan can be found at sedonaaz.gov/evacuation.</p>
<p>City of Sedona, AZ Emergency Management Operations Procedures Manual</p>	<p>EM Partners is developing a comprehensive Emergency Management Operations Procedures Manual for the City of Sedona that serves as a guide for operationalizing their EOP. This manual will include procedures, job aids, and checklists for the implementation of EOC section responsibilities, including EOC Management, Operations, Logistics, Finance, and Planning.</p>
<p>Town of Payson, AZ Emergency Operations Plan Update</p>	<p>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.</p>
<p>Delaware Department of Health and Social Services Continuity of Operations Planning</p>	<p>Supported the Delaware Department of Health and Social Services (DHSS) in reviewing COOP plans for nine of the eleven agencies under DHSS that have a role in providing critical health services within the community. This project supported DHSS in expanding COOP plans for these individual agencies. Our approach was to determine whether areas of improvement defined during a recent DHSS COOP Exercise are included in agency COOP plans and to ensure agency COOP plans include FEMA's recommended areas. We provided COOP checklists and templates to drive consistency in COOP plans across the nine agencies. We facilitated a virtual COOP workshop to include a COOP Overview for designated COOP planners from each DHSS division, and we assisted the DHSS division with one-on-one planning meetings to finalize agency-level COOP plans.</p>
<p>City of Fairfax, VA Emergency Management Support</p>	<p>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, including the city's Continuity of Government (COG) Plan. EM Partners recently updated the city's Damage Assessment Guide, developed the city's first Disaster Recovery Framework, and updated their Recovery Checklists.</p>

Project Name	Project Overview
<p>Virginia Department of Emergency Management Hurricane Contingency Planning Support</p>	<p>The Virginia Department of Emergency Management (VDEM) determined the need for support for contingency planning in the COVID-19 environment. This project required a thorough understanding of the Commonwealth of Virginia Emergency Operations Plan (COVEOP), the Hurricane Support Annex, and the Hurricane Evacuation Study to develop a working contingency plan to allow the agency to pivot response recovery efforts in the COVID-19 environment. Functions considered in this contingency planning included Safety, Public Health, Search and Rescue, Oil Spill/Hazardous Substance, Firefighting, Environmental Protection, Transportation Restoration, Power Restoration, Water/Wastewater Restoration, Commerce Restoration, Security, Wildlife, Stakeholder Outreach, Media Relations, Communications, and Information Management. Program planning efforts required integration with the COV Incident Management Team (COVIMT) and the VDEM Planning Division Director. Contractor support focused on the planning objectives and coordination with regional and local stakeholders to complete the plan within the required, brief timeframe – and under budget- allowing the already overburdened resources and staff of the Commonwealth to continue essential duties.</p>
<p>FEMA Public Assistance Technical Assistance Contract- Nationwide</p>	<p>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.</p>
<p>Fairfax County, VA COVID-19 Recovery Support</p>	<p>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.</p>
<p>Fairfax County, VA COVID-19 After-Action Review</p>	<p>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 completed over 15 individual interviews and have had over</p>

Project Name	Project Overview
	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. Full resumes are included in Attachment A



Staff	Qualifications
<p>Paul Manno Principal-in-Charge</p>	<p>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 over 10 years of experience managing federal task orders under a technical assistance contract with FEMA. 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 will serve in a minimal role as program manager and ensure all resources needed for this project are in place.</p>

Staff	Qualifications
<p>Shandi Treloar Program Manager</p>	<p>From preparedness planning to post-disaster support consulting, Shandi Treloar brings over 17 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 Fairfax County AARs, and the State of Kansas CARES Act EOC Enhancement Grant program development.</p>
<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, 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 National Emergency Management Basic Academy trainer. Ashleigh has supported EOP development, updates, and review for many local, county, tribal, and state agencies in Arizona. Ashleigh is a FEMA Level II Master Continuity Practitioner; she supported the State of Arizona Continuity of Operations and Continuity of Government (COG) programs and plan updates, as well as revising and instructing the G-550 COOP Workshop course across Arizona. She was also responsible for the Coconino County COOP program for 25 departments during her time with the county. Ashleigh is currently managing emergency management planning projects in Arizona with the Town of Payson, the City of Flagstaff, the City of Sedona, and Coconino County.</p>
<p>Kirby Felts Senior Planner</p>	<p>Kirby Felts has over 21 years’ experience in emergency management serving public, private, and higher education organizations. Kirby excels at iterative, collaborative planning efforts. She has led many organizations through continuity of operations program development, including Albemarle County, Virginia, the University of Virginia, the National Institutes of Health, the U.S. Department of Treasury, the Administrative Office of the U.S. Courts, Naval Air Station Patuxent River, and the Animal and Plant Health Inspection Service. Her expertise focuses on comprehensive emergency management, continuity of operations, business continuity, crisis communications, and training and exercises. Her career in emergency management – requiring management of people, projects, information sharing, proposals, financials, and technology – yields concrete skills transferable to any work environment. Over the past two years, Ms. Felts has been supporting multiple projects including the State of Oregon COVID-19 after-action reviews, Fairfax County, VA COVID-19 after-action reviews, the Commonwealth of Virginia’s Hurricane and Shelter planning, and the Albemarle County COOP planning project.</p>

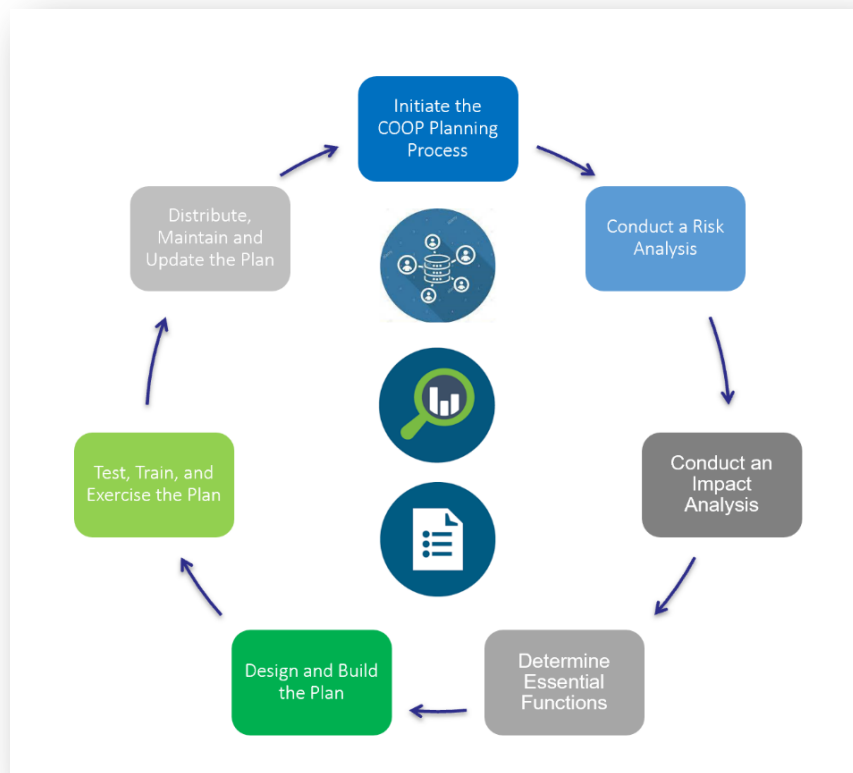
Staff	Qualifications
<p>Stephanie Duffy Jr. Planner</p>	<p>Stephanie is an accomplished program coordinator with over 10 years of experience planning and managing national and regional training and conferences related to federal and local prosecutors and law enforcement. Stephanie is dynamic and results-driven 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 has most recently supported multiple after-action review projects as well as EOP projects in Arizona.</p>
<p>Taylor Begley Analyst</p>	<p>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 most recently supported the Flagstaff EOP project and is currently supporting the Coconino County Operations Procedures Manual project.</p>

Project Approach

The COOP and COG plans will be developed as all-hazards plans to document the city’s processes relating to the continuity roles and responsibilities. The COOP Plan will be designed with a Base Plan that includes information applicable citywide and 15 Division-specific Annexes that outline continuity information for each city division. The COG Plan will be designed as a high-level city government plan addressing the three branches of government – Executive, Legislative, and Judicial – and the interdependencies with the city COOP Plan and Annexes.

We will align these plans with the Flagstaff EOP, other regional and state plans as applicable, Arizona COOP/COG program guidance, the FEMA Continuity Guidance Circular (CGC), FEMA’s Guide to Continuity of Government, the FEMA Comprehensive Preparedness Guide 101 (CPG 101), the National Incident Management System (NIMS) and the Incident Command System (ICS) doctrine, and Emergency Management Accreditation Program (EMAP) Standards for COOP and COG plans. The plans will be designed to be easily useable for city personnel during disruptions or emergencies. The plans will also be designed with the preparedness cycle in mind as living documents to be trained, exercised, operationalized, evaluated, and updated as needed.

We will streamline the planning processes for developing the COOP and COG plans by jointly conducting data collection, planning meetings, and other applicable aspects of the processes because we understand these two plans should inform each other in order to be effective. We will follow the COOP Planning Model developed based on state and federal guidance as depicted in the graphic below.



The following table outlines the specific activities we will take to complete this project.

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	<p>Our proposed Project Manager, Ashleigh Makuch, will conduct a virtual Project Kickoff Meeting with the City Project Lead and key stakeholders to validate the expectations and requirements for the development of both the COOP and COG Plans. During this meeting, we will:</p> <ul style="list-style-type: none"> • Introduce the project team. • Establish a shared understanding of roles and responsibilities and overall project goals and objectives. • Identify the Planning Team and the engagement strategy. • Identify and request key documentation for review. <p>Prior to the meeting, Ashleigh will confirm meeting objectives with the City Project Lead and disseminate an agenda to all participants before the meeting.</p>
Project Communications	<p>Ashleigh will serve as the primary point of contact for the project. She will be available to 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.</p>
Project Reporting	<p>Our team will schedule re-occurring meetings with the City Project Lead and submit a bi-weekly status report outlining the following:</p> <ul style="list-style-type: none"> • Percentage of budget expended • Action items accomplished the last two weeks • Items that need resolution or assistance • Anticipated action items for the following two weeks <p>This reporting process has proven highly successful on projects of similar size and scope.</p>
<i>Data Collection and Analysis—Employ diverse information-gathering strategies to capture timely and accurate information related to city department operations.</i>	
Document Collection and Analysis	<p>As part of the BIAs, we will work with the Planning Team and stakeholders to identify and collect policies, plans, and response documents that are applicable to COOP and COG for review and assessment. This may include, but not be limited to, the city EOP, the Coconino County Multi-Jurisdictional Hazard Mitigation Plan, City Charter and Code, citywide and division-specific policies, and other applicable documents.</p>
Risk Analysis	<p>We will utilize the review of the City of Flagstaff profile and related risk analysis information from the Coconino County Multi-Jurisdictional Hazard Mitigation Plan, as well as any applicable regional or state Threat and Hazard Identification and Risk Assessment (THIRA) data, to understand the situation and risks as they apply to the city for both COOP and COG.</p>

Activity	EM Partners Approach
<p>Identification of Essential Functions</p>	<p>Essential functions are the foundation of continuity plans. Our team will work with the City Project Lead and city stakeholders to identify essential functions and services for the city government as a whole, the three branches of government (Executive, Legislative, and Judicial), and for each of the 15 divisions. In order to collect the appropriate information for the identification of city and division essential functions, we may utilize tools for essential function surveys, Business Process Analysis (BPA) and/or Business Impact Analysis (BIA) adapted for government as applicable.</p> <p>The project team will use these tools to identify the city’s essential functions, the functions’ interdependencies, and the potential impact if those essential functions are not performed for a specified period of time. Considerations for essential functions should include:</p> <ul style="list-style-type: none"> • Life-Safety • Property • Environmental • Legal • Financial <p>We will utilize a combination of virtual interviews and questionnaires or surveys distributed to stakeholders in order to collect this information. Once these are completed, we may schedule information sessions to meet and work with stakeholders to fill in any additional information and provide guidance if needed.</p> <p>Once the city’s essential functions are identified and BIAs/BPAs are complete, essential functions will be prioritized based on impact, management priorities, and the Recovery Time Objective (RTO) for resuming the function’s activities.</p>
<p>EMAP Assessment</p>	<p>The Emergency Management Accreditation Program (EMAP) assessment is voluntary for local governments, and its purpose is to provide a mechanism for continuous improvement in emergency management and homeland security efforts. EMAP will be a key data element that will guide plan development. EM Partners will use the most current EMAP standards and utilize Ashleigh Makuch, a certified EMAP Assessor, for this assessment. EM Partners will analyze data collected against the EMAP Standard and ensure that applicable Standard elements are addressed in the COOP and COG plan development for alignment with international best practices for emergency management.</p>
<p>COOP Plan Development—<i>Develop a continuity of operations plan for the city and its divisions that is in alignment with state and national planning standards and unique to the operations and needs of the city.</i></p>	
<p>Initial Planning Team Meeting <i>(one combined meeting for COOP and COG review)</i></p>	<p>We will facilitate an initial in-person planning meeting to kick off the planning process for both the COOP and COG plans, gain the Planning Team’s input on goals and objectives for the project and the plan outline, and set expectations for Planning Team participation and information-sharing throughout the planning process.</p>

Activity	EM Partners Approach
<p>Draft COOP Plan Development</p>	<p>Our team will first provide the city with a plan outline that identifies each component of the plan. Once approved, the outline will be used to draft COOP Base Plan and Division Annexes. The plan will be based on data collected and will be developed based on guidance from FEMA’s Continuity Guidance Circular (CGC), Comprehensive Planning Guide 101 (CPG-101), National Incident Management System (NIMS) doctrine, and EMAP standards.</p> <p>Our team will develop the COOP plan using the information collected in the essential function identification as the foundation. Throughout the planning process, we will focus on developing a flexible COOP plan to support the continuation of essential functions during incidents with or without warning and consider natural, human-caused, and technological hazards.</p> <p>Considerations that may be developed within the City’s COOP Plan include:</p> <ul style="list-style-type: none"> • Guidelines and parameters for all city divisions during a plan activation. • Priorities and considerations for utilizing alternate locations to perform essential functions, including the use of teleworking. • Process, triggers, and limitations for implementing delegation of authority. • Defining the order of succession for city leadership positions. • Roles and responsibilities for managing COOP events at the city level and coordinating with the individual COOP Managers. • Parameters for allocating staff, equipment, financial resources, and other assets to support the recovery or continuation of essential functions. <p>Considerations that may be developed within the Division Annexes include:</p> <ul style="list-style-type: none"> • Defining the divisions’ essential functions and those functions that may be deferred over a period of time, and the process to do so and reconstitute all functions, including notification to stakeholders. • Roles and responsibilities for managing a COOP event within the division, coordinating with the COOP Managers of other divisions, and supporting the city’s overarching COOP Plan. • Requirements for an alternate location, the use of teleworking, or a hybrid work environment to conduct essential functions. • Identification of the equipment/supplies and communication requirements to support the essential functions. • Identification of the division’s vital records and electronic systems/applications. • Process, triggers, and limitations for implementing delegation of authority • Defining the order of succession for division leadership positions, including considerations if a division head is moved up to city leadership as part of the city’s order of succession.

Activity	EM Partners Approach
	<ul style="list-style-type: none"> Division Staffing Plan to provide adequate staffing and prepare division personnel individually and collectively to sustain essential functions.
COOP Division Annex Workshops	<p>We propose facilitating a series of in-person workshops over the course of one week with divisions and city leadership to gather the necessary information (based on the plan outline and the considerations listed in the previous approach item) to draft their respective annexes. We will propose a list of workshops with various stakeholders and groups of divisions based on similar essential functions, interdependencies, etc. Our facilitator(s) will walk the divisions through a discussion on the considerations, functions, resources, capabilities, and authorities as they apply to the annex outline.</p>
Draft Review and Meeting <i>(one combined meeting for COOP and COG review)</i>	<p>Upon completion of the full COOP Plan, including the Base Plan and Division Annexes, EM Partners will provide the Town Project Lead and applicable stakeholders with the document for review and comment. A review period, consistent with the project schedule, will be established to gather feedback from the city and applicable stakeholders, and may include an in-person or virtual Draft Review Meeting (that also will include the COG review), which we will use to facilitate a thorough review process.</p>
Final COOP Plan	<p>Upon completion of the review period, draft review meeting, incorporation of the recommended changes, and consensus of the plan contents by the stakeholders, EM Partners will prepare the final plan for approval. Final documents will be delivered in Word and PDF formats.</p>
<p>COG Plan Development—<i>Develop a continuity of government plan for the city and its three branches of government that is in alignment with state and national planning standards and unique to the city.</i></p>	
Draft COG Plan	<p>Our team will first provide the city with a plan outline that identifies each component of the plan. Once approved, the outline will be used to draft COOP Base Plan and Division Annexes. The plan will be based on data collected and will be developed based on guidance from FEMA’s Guide to Continuity of Government for State, Local, Tribal, and Territorial Governments, FEMA’s Comprehensive Planning Guide 101 (CPG-101), National Incident Management System (NIMS) doctrine, and EMAP standards.</p> <p>The COG Plan will address the overall coordinated effort of the city to continue essential functions specific to the Executive, Legislative, and Judicial branches of the city government during incidents impacting the city government’s stability. The COOP Base Plan and Division Annexes will provide the foundation for the overarching city government coordination addressed in the COG Plan.</p> <p>Considerations that may be developed within the COG Plan include:</p> <ul style="list-style-type: none"> Establishment of a legal and operational framework for the maintenance and preservation of constitutional governance. Identification and prioritization of essential government functions and services that must be maintained under all conditions.

Activity	EM Partners Approach
	<ul style="list-style-type: none"> • Procedures and protocols for activating the COG plan, including specific triggers and the circumstances under which the plan would be implemented. • Identification of alternate facilities, including secure locations for the continuity of legislative, executive, and judicial functions. • Detailed succession orders for key elected and appointed officials to ensure the uninterrupted functioning of government leadership. • Procedures for the protection and accessibility of vital records, databases, and legal documents necessary for government operations. • Development of interoperable communication systems to enable coordination among all levels of government and with external partners. • Protocols for managing the transition from normal operations to COG mode and the eventual reconstitution of normal government operations.
COG Planning Meetings	We will incorporate the COG planning process elements into the Initial Planning Team Meeting and the Draft Review Meeting as described in the COOP approach above. We will ensure the appropriate team members with information on the overall city COG and the three branches of government are incorporated into the Planning Team and these meetings. We anticipate the information for the COOP and COG planning processes will naturally inform each other through this streamlined approach.
Final COG Plan	Upon completion of the review period, draft review meeting, incorporation of the recommended changes, and consensus of the plan contents by the stakeholders, EM Partners will prepare the final plan for approval. Final documents will be delivered in Word and PDF formats.

Proposed Project Schedule

The project timeline, including any specific deliverable deadlines, for the COOP and COG Plans will be determined with Flagstaff during the kickoff meeting. We recommend **approximately 6-9 months** for the development of these plans as outlined in our approach. We understand the COOP/COG project is to begin after the Flagstaff Airport project is complete in 2024. This would be an **estimated project start of January 2025 and an estimated completion by September 2025**. This timeline can be adjusted in coordination with the city based on priorities and operational demands on the key stakeholders.

Project Pricing

The table below outlines our team’s overall estimated cost for this project. We present estimated costs per task with a **not-to-exceed budget total**. 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 travel will be billed using current GSA rates.

Project Management	Data Collection and Analysis	COOP Plan Development	COG Plan Development
<ul style="list-style-type: none"> Project plan and communications Project kickoff meeting Regular status meetings Regular status reports for the duration of the project 	<ul style="list-style-type: none"> Existing document review Stakeholder surveys and interviews – essential functions, BPAs, BIAs Data analysis EMAP alignment 	<ul style="list-style-type: none"> Development of COOP Base Plan Development of 15 Department Annexes Planning Meetings and Workshops Final Plan 	<ul style="list-style-type: none"> Development of COG Plan Planning Meetings (combined with COOP) Final Plan
\$9,745.00	\$19,380.00	\$35,530.00	\$17,880.00
			Travel Costs: <div style="text-align: right;">\$9,584.00</div>
			Total Estimated Cost: <div style="text-align: right; color: white;">\$92,119.00</div>

We will not exceed the total estimated cost of **\$92,119.00** 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

Attachment A - Resumes

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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KIRBY FELTS



EM PARTNERS

EDUCATION

MA, Journalism from the University of Maryland

BS, Psychology, College of William and Mary

YEARS OF EXPERIENCE

21

PROFILE

Ms. Felts has over 20 years of professional experience with 17 years providing emergency preparedness support to private and public sector organizations. Her expertise is focused on comprehensive emergency management, continuity of operations, business continuity, crisis communications, and training and exercises. Her career in emergency management – requiring management of people, projects, information sharing, proposals, financials, and technology – yields concrete skills transferable to any work environment.

Most recently Kirby has been supporting the State of Oregon with their COVID-19 After-Action Review and the Commonwealth of Virginia's Hurricane and Shelter planning. She has worked in close coordination with state officials for both Oregon and Virginia, consistently meeting deadlines and exceeding expectations. Before her time on these projects, Kirby was the Emergency Management Coordinator for the Charlottesville-UVA-Albemarle County Office of Emergency Management where she successfully revised the Emergency Operations Plan to better utilize FEMA's Emergency Support Functions. In addition to the EOP update, Ms. Felts also supported the UVA Health System's Family Assistance Center planning and hosted the regional FAC trainings.

TRAINING, CERTIFICATIONS & LICENSES

HSEEP Certified

FEMA Professional Development Series: 120, 230, 235, 240, 241, 242, 244

LEAD program at the University of Virginia's Weldon Cooper Center, March 2016.

Community Emergency Response Team (CERT) Training

Sport Event Risk Management Workshop, June 2009

Senior Officials Workshop for All-Hazards Preparedness, June 2010

Peer Support Training, April 2014

Presented on Women in Emergency Management, World Conference on Disaster Management, June 2006

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

- Project lead for the State of Oregon 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

- Project lead for the development of 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.

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

- Leading Fairfax County in conducting their emergency management 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.

Lead Planner, Fairfax County, VA Financial Recovery Planning

- Lead planner for the Fairfax County Financial Recovery Plan update. This plan maps out the process and procedures for how each County department and agency tracks and documents costs during and after a disaster in order to streamline the grant application process and maximize reimbursements.

Charlottesville Community
Emergency Response Team
(CERT) VDEM Training

FEMA Independent Study Courses:
100, 200, 300, 400, 700, 775, 800

AFFILIATIONS AND AWARDS

VDEM Access and Functional
Needs Advisory Committee, May
2015 - May 2019

VDEM Situational Awareness
Working Group, May 2015 –
December 2015

Incident Management Information
Sharing Committee (a White House-
supported initiative), March 2014 –
January 2017

International Association of
Emergency Managers (IAEM),
Regional Representative,
Universities and Colleges Caucus,
October 2009 - March 2012

Virginia Emergency Management
Association (VEMA)

- Institutions of Higher Education
Interim Steering Committee,
2010 - 2012
- Board of Directors, Region 3
Representative, June 2012 –
June 2017
- Awarded Emergency
Management Professional of
the Year, March 19, 2015,
Leadership Charlottesville,
Class of 2010

Emergency Management
Professional Organization for
Women's Enrichment (EMPOWER),
Founder and Board Member, 2005-
2015

Senior Consultant, Virginia Department of Emergency Management Hurricane Contingency and Shelter Planning, EM Partners, LLC

- Managing the hurricane contingency planning and shelter support project for response to a hurricane in a COVID environment. This requires coordination with localities and VDEM Regional staff across the Commonwealth.

Senior Consultant, National Institutes of Health Planning Support

- Supported establishment of the National Institutes of Health (NIH) Crisis Response Team program that linked all institutes and centers into the corporate response system, which required coordinating and facilitating meetings with the NIH Division of Emergency Preparedness and Coordination, other NIH institutes and centers, and multi-disciplinary working groups with vested interests in plan development and implementation.
- Evaluated existing NIH emergency, operational, and related emergency management policies and procedures against federal planning guidance, industry standards, and best practices while supporting the development and implementation of several program management and planning initiatives.
- Developed crisis response team exercises for National Institute for Child Health and Human Development (NICHD), National Cancer Institute, National Institute for Environmental Health and Safety, and the National Heart, Lung, and Blood Institute.
- Developed and executed employee emergency preparedness outreach activities for NICHD utilizing a variety of communication formats including hard-copy publications, intranet websites, classroom training, presentations, and informational awareness fairs.

Project Manager, Metropolitan Washington Council of Governments Regional Planning Support

- Managed a team of 30 consultants in the development of the Regional Emergency Coordination Plan Framework for the Metropolitan Washington Council of Governments (COG). This effort involved 17 jurisdictions in the National Capital Region and state and federal emergency response partners.

Emergency Management Coordinator, Office of Emergency Management, Charlottesville-UVA-Albemarle County

- Transitioned the Charlottesville-University of Virginia (UVA)-Albemarle County Emergency Operations Plan (EOP) to an Emergency Support Function-based plan.
- Coordinated mitigation, preparedness, response, and recovery activities related to natural and man-made disasters, and managed the maintenance of the EOP for Charlottesville, UVA and Albemarle County.
- Developed and delivered table-top and functional exercises for Charlottesville area regional partners to build and sustain emergency response and recovery capabilities. These exercises were developed using the HSEEP guidance.
- Ran regional emergency management program with guidance from the ECC Management Board; coordinated mitigation, preparedness, response, and recovery activities related to natural and man-made incidents and acted as liaison between local, state and federal resources during disasters.
- Created and led an iterative, collaborative planning process involving more than 30 meetings and over 100 community partners to effectively transition the Charlottesville-UVA- Albemarle County Emergency Operations Plan to an Emergency Support Function-based plan.
- Oversaw the procurement and implementation of the VEOCI incident management system. Implementation included training at the VEOCI boot camp then bringing trainers locally to Charlottesville to train additional personnel to use the system.
- Participated in VDEM's Access and Functional Needs Advisory Committee.

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- Researched, evaluated, and integrated technology tools into emergency management program to support situational awareness, and information sharing and management. Technology includes social media tools, CodeRED, and VEOCI.

Assistant Director, Office of Emergency Preparedness, University of Virginia

- Evaluated existing UVA emergency, operational, and related emergency management policies and procedures against state and federal laws, planning guidance, industry standards, and best practices.
- Adjusted state continuity of operations (COOP) planning templates to better align with university operations, resulting in an over-arching enterprise-wide COOP plan and supporting school and department COOP plans; scored 95% by the state and described as thorough and well-organized.
- Sustained and broadened preparedness outreach through presentations to diverse University groups including Resident Advisors, Orientation Leaders, Office of Technology Conference attendees, and Health Sciences Foundation staff.

Senior Consultant, USACE Exercise Support, Marasco Newton Group

- Managed or supported the development of over 20 emergency preparedness exercises for USACE. These table-top exercises were designed to integrate the interests of many stakeholders, target issues of mutual concern, and facilitate discussion with federal, state, and local participants as well as non-profit and private industry participants. Exercises developed for USACE covered multiple scenarios including catastrophic hurricanes, earthquakes, and floods, and weapons of mass destruction.
 - Managed a team of 30 consultants in the development of the Regional Emergency Coordination Plan Framework for the Metropolitan Washington Council of Governments (COG). This effort involved coordination with representatives from 17 local governments, the District of Columbia, the State of Maryland, the State of Virginia, and the COG Homeland Security Task Force.
 - Researched, wrote, and edited portions of the District Response Plan for the District of Columbia Emergency Management Agency, which was completely revised post-September 11, 2001.
 - Managed or supported the development of over 20 emergency preparedness exercises for the U.S. Army Corps of Engineers (USACE). These tabletop exercises were designed to integrate the interests of many stakeholders, target issues of mutual concern, and facilitate discussion with federal, state, and local participants as well as non-profit and private industry participants. Exercises developed for USACE covered multiple scenarios, including catastrophic hurricanes, earthquakes, and floods, and weapons of mass destruction.
 - Supported the U.S. Coast Guard "Spill of National Significance" exercise held in April 2002.
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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

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

YEARS OF EXPERIENCE

3

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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