



RFP #SHF-2024-01

TECHNICAL PROPOSAL



A Proposal for Humboldt County Sheriff's Office of Emergency Services • September 30, 2024

PROFESSIONAL SERVICES TO UPDATE THE MULTI-JURISDICTIONAL LOCAL HAZARD MITIGATION PLAN

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September 30, 2024

Humboldt County Sheriff's Office of Emergency Services
Attn: Local Multi-Jurisdiction Hazard Mitigation Plan
826 4th Street
Eureka, CA 95501

RE: *RFP No, SHF-2024-01*

Dear Evaluation Committee:

IEM International, Inc. (IEM) is pleased to respond to a Request for Proposals for Professional Services to Update the Multi-Jurisdiction Local Hazard Mitigation Plan for the Humboldt County Sheriff's Office of Emergency Services.

For nearly four decades, IEM has assisted local communities, states, tribes, and other planning entities with all phases of emergency management, disaster response, and recovery, including hazard mitigation planning and program development. IEM is excited to have the opportunity to be a part of the evolution of Humboldt County's planning process and stands ready to implement experience and lessons learned through decades of hazard mitigation planning and implementation services. The IEM Planning Team will ensure Humboldt County's Hazard Mitigation Plan is up-to-date and relevant.

IEM will ensure the City's HMP meets or exceeds FEMA planning requirements, incorporates initiatives from stakeholders and the public, and reflects the City's goals and vision for a resilient City. Our staff has federal, state, and local experience in developing hazard mitigation plans, including those under the latest FEMA Local Mitigation Planning Policy Guide, which became effective April 19, 2023. IEM staff will ensure Humboldt County's Multi-Jurisdictional Hazard Mitigation Plan is up-to-date and publicly accessible through the innovative website design. We helped design the first online hazard mitigation plan for the State of New York and value Humboldt's proactive approach to share the Plan digitally. Engaging the public and stakeholders through traditional and digital means is critical to our offering.

The undersigned, Keith Reynolds, is an officer of IEM and is authorized to negotiate on IEM's behalf and to obligate IEM to perform the commitments outlined herein. Mr. Reynolds can be reached by telephone at 225.952.8191 ext. 8917 or by email at Contracts@iem.com. Shelby Rushing, the programmatic contact for IEM's proposal, can be reached by telephone at 225.229.0505 or via email at Shelby.Rushing@iem.com.

Sincerely,

DocuSigned by:
A blue ink signature of Keith Reynolds.
964FBB635BAD47E...

Keith Reynolds

Manager, Contract Administration

2.0 SIGNATURE AFFIDAVIT

IEM is pleased to provide our Signature Affidavit below.

RFP COVER PAGE SIGNATURE AFFIDAVIT

NAME OF FIRM:	IEM International Inc.
STREET ADDRESS:	2801 Slater Road Suite 200
CITY, STATE, ZIP	Morrisville, NC 27560-8477
CONTACT PERSON:	Michelle Burks-Augustine
PHONE #:	919-990-8191
FAX #:	919-237-7468
EMAIL:	Contracts@iem.com

Government Code Section 6250 *et seq.*, the "Public Records Act", define a public record as any writing containing information relating to the conduct of public business. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from disclosure.

In signing this proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above named firm and hereby agrees to all the terms, conditions, and specifications required by the County in this Invitation to Bid and declares that the attached proposal and pricing are in conformity therewith.

DocuSigned by:



964FBB635BAD47E...
Signature

Keith Reynolds

Name (type or print)

Manager of Contract Administration

Title

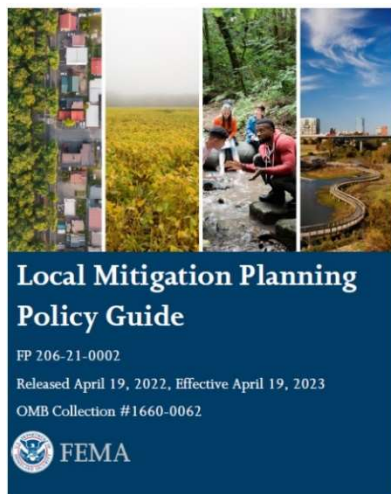
9/17/2024

Date

This firm hereby acknowledges receipt / review of the following addendum(s) (If any)

Addendum # Addendum # Addendum # Addendum #

3.0 PROJECT UNDERSTANDING



IEM understands that Humboldt County seeks an experienced and qualified firm with a background in developing hazard mitigation plans by the Hazard Mitigation Grant Program (HMGP) and Prepare California requirements to assist with updating the existing Humboldt Operational Area's Multi-Jurisdictional Local Hazard Mitigation Plan (LHMP). IEM understands the need to follow the provisions of the Disaster Mitigation Act of 2000 (DMA 2000)—and its implementing regulations in 44 CFR Part 201, under 44 CFR Part 201.6 (Local Mitigation Plans)—as well as the Local Mitigation Planning Policy Guide (2023) and Local Mitigation Planning Handbook.

The updated LHMP will be approved by the Federal Emergency Management Agency (FEMA) and the California Governor's Office of Emergency Services (Cal OES). This plan, once adopted, will allow Humboldt County and its partners, jurisdictions, and special districts that participate in this plan update to remain eligible for HMGP, HMGP-PF, BRIC, FMA, and other grant funding.

IEM has been at the forefront of developing plans in California that meet the new FEMA mitigation planning guidance, including the Santa Clara County Operational Area Hazard Mitigation Plan, one of the first in the State approved under the new guidelines.

Our team recognizes the value of having a current adopted hazard mitigation plan. Our staff members have experience at the local, state, and federal levels responding, recovering from, and helping mitigate hazards. Events like the magnitude 6.4 earthquake in northern California in 2022 remind us that our work is not just about developing a plan that meets State and Federal but setting communities up for success in mitigating their risks, reducing damages, protecting livelihoods, and ultimately saving lives.

Since 2006, IEM has worked with communities across California to provide mitigation planning, emergency operations planning, scenario development, and various other services. We understand the unique needs of rural communities such as Humboldt County and the increasing hazards posed by climate change, including more intense wildfires and the effects of warming and rising oceans on marine ecosystems and coastal economies. Additionally, IEM has extensive experience working with tribal nations and would work to include the 11 Native American tribes that call the county home in the planning process, in addition to the county's seven incorporated cities.

The County's relative isolation and rugged mountainous terrain characterize the region's beauty and require unique environmental and economic considerations regarding hazard mitigation planning. As the population center of the five-county region that comprises California's Redwood Coast, Humboldt has a unique place in the region's economic and social geography, serving as an engine of job creation for neighboring counties. To supplement our outreach to local communities and residents, our team will seek authoritative data sets such as the Census Bureau's American Community Survey (ACS) and the CDC Social Vulnerability Index (SVI) to understand better the county's population and any special considerations that will impact planning.

IEM has helped small, rural jurisdictions and large metropolitan communities across the country develop hazard mitigation plans and projects for nearly twenty years. We recognize the unique considerations of rural communities, including mapping more wildfire-prone open space, engaging with federal partners like the Bureau of Land Management, and facilitating targeted public outreach (as opportunities may be limited).

This also includes expanding on mitigation strategies that will work for an area that does not have a high urban density. We have worked with communities such as Glenn County and the Pyramid Lake Paiute Tribe to update their hazard mitigation plans and map rural communities. We were also recently contracted to update the Mono County Hazard Mitigation Plan, a process that began in September 2024.

Our leadership for this project brings the considerations of rural jurisdictions to this plan update. Project Manager Ms. Jeanne Bunting was Kansas's former State Hazard Mitigation Officer (SHMO), responsible for engaging participants in developing their regional hazard mitigation plans and mitigation grant development. Lead Planner Ms. Casey Garnett was the FEMA Hazard Mitigation Community Planner assigned to West Virginia and was responsible for conducting an early and frequent outreach and engagement initiative across the state and conducting plan reviews. Since joining our team, both have worked with rural jurisdictions nationwide, including California, Nevada, Utah, and Texas.

"The IEM Team has been responsive and adaptable to San Mateo County's needs in a complex and challenging time. IEM personnel have been professional and diligent in meeting deadlines and developing quality deliverables."

***Peggy Jensen, Deputy County Manager
San Mateo County, California***

IEM aims to build a safe, secure, and resilient world. Enhancing community resilience and adapting to a changing climate is critical to successfully achieving this mission. We have seen the devastating consequences of more frequent, severe disasters and understand the urgency driving climate adaptation efforts. As Humboldt County is projected to face increased temperatures, more intense storms, significant dry years leading to drought, and increased frequency, severity, and impact of wildfire during the 21st century, we appreciate the County's commitment to incorporating the effects of climate change into this plan in compliance with AB 2140. We have experience working with Cal OES on integrating climate change and understanding their specific requests, which will help set the County up for success in addressing this challenge for years to come.

IEM understands how crucial local input is to this plan; we will include input from stakeholders and the public. IEM is committed to helping the plan participants through each step of the planning process, including Planning Team meetings, two workshops, key stakeholder interviews, and public engagement opportunities. At IEM, our team members are driven by our passion for what we do and a strong sense of service to the communities with which we work. That energy and drive are reflected in each engagement opportunity we facilitate and our final products.

As an organization dedicated to engagement and service, we will work with the Humboldt Sheriff's Office to ensure our approach to community engagement helps educate the public on mitigation and provides the opportunity to learn from them and their knowledge and lived experiences. Throughout the LHMP update process, we will work closely with Humboldt County, plan participants, Cal OES, and FEMA to ensure our approach meets or exceeds industry requirements and the final plan reflects all plan participants' vision for mitigation in the operational area moving forward.

4.0 SCOPE OF WORK

IEM stands ready to collaborate with the County to develop an MJHMP that reflects the risks, needs, and values of the County and its planning partners. We recognize the importance of creating a mitigation plan that includes actions designed to reduce or prevent the impacts of disasters that could impact the County, such as dam failure, drought, earthquake, flooding, and wildfire. The nine tasks shown below represent the technical and administrative services we offer.

4.1 FACILITATE SPECIAL DISTRICT PARTICIPATION/ADOPTION OF THE LHMP

At IEM, we believe that active participation and involvement drive a good planning process. Through our dedicated SharePoint site for this project, we will provide clear timelines, expectations, and an At-A-Glance dashboard for plan participants to gauge the status of the plan update quickly. Further, we are prepared to lead communication via email or phone or provide Humboldt County with the plan participation communication tools needed, including a clear description of what is being asked for and our current timeline, to ensure everyone stays informed and involved throughout the plan update process.

An essential component of engaging the plan participants includes ensuring special districts can participate in and adopt the LHMP. IEM understands that under the new mitigation grant guidance, FEMA expects special districts to join in and embrace the applicable local hazard mitigation plan to be able to apply directly for FEMA mitigation grant funding. To ensure Humboldt County's special districts remain eligible to apply for mitigation grants, IEM will be responsible for connecting and coordinating with both the County and participating cities and the 18 special districts listed in the scope of work.

The process begins by securing letters of intent from each District that wishes to participate or written confirmation that the District does not want to participate in the LHMP update. For those who wish to participate, IEM will provide a sample letter of intent, develop an annex on their behalf, and coordinate with them as full participants in the planning process. If any of the identified Districts do not or cannot participate at this time, IEM will work with them to confirm their intent not to participate and document any recommended information, plans, studies, or other resources they could provide the rest of the plan participants.

In our experience, special districts often have important connections to the community and valuable data in addition to representing crucial community lifelines in California. Our staff has recently supported special districts via email, calls, and through meetings designed to engage their staff and draft annexes that reflect their unique legal and geographic statuses. A recent example of our experience includes our work with the Santa Clara Valley Water District, which provides water to Santa Clara County and relies on our support in developing the Santa Clara MJHMP update to be eligible to receive mitigation grant funding from FEMA.

Throughout the plan update, we engaged with Valley Water on topics including the NFIP, locations of vulnerable communities, historic flood records, flood risk reduction capabilities, and more. This data was integrated throughout the plan in the applicable sections and in Valley Water's annex, which Cal OES and FEMA approved in accordance with the new planning guidance. This success was partly due to IEM's consistent communication and frequent meetings and calls with the special district to ensure their unique needs were met.

Other examples of our work include Utah and Nevada, where we are working with over a dozen special districts to integrate them into their respective county hazard mitigation plans. We were also recently contracted by Mono County and have begun the outreach process to their 22 special districts, which formally did not participate in the hazard mitigation plan. We can provide similar dedicated support to Humboldt County's special districts.

4.2 HAZARD IDENTIFICATION



“The plan reached out to and got input from a broad range of stakeholders. The prioritization narratives are helpful reminders to local communities developing local plans of their own to consider vulnerable groups in action planning. The inclusion of mitigation successes is a great practice and helps support further action. The writeups are encouraging and engaging. The local capability tables are very thorough and cover a good range of local plans, programs, and resources. The plan documents a robust coordination between the Safe Dams program and TEMA’s Mitigation program. Meeting notes are very informative and show a strong planning process.”

FEMA Region 4, in reviewing the IEM-developed TN SHMP

IEM will conduct advanced Hazard Identification and Risk Assessment (HIRA) to help the plan participants identify and analyze the impact of hazards of concern and specific jurisdiction vulnerabilities. IEM will facilitate a discussion with the plan participants on what hazards to assess as part of this plan update at the Kickoff Meeting. This could include the hazards currently profiled, including dam failure, drought, earthquake, flooding, landslide, severe weather, tsunami, and wildfire, as well as new hazards identified by the plan participants.

To help facilitate this discussion, IEM will provide an overview of the hazards identified in neighboring plans and the 2023 State Hazard Mitigation Plan. In addition, IEM will be responsible for:

- **Community Profiles:** IEM will update the Community Profile section of the LHMP, including a description of the physical setting, history, community demographics, land uses, development trends and future development, infrastructure systems, and critical facilities for each of the plan participants.

The current descriptions will be expanded to include the community lifelines (**Figure 1**), or essential service elements, outlined in FEMA’s Lifelines Toolkit 2.0, including a more detailed description of transportation infrastructure for emergency response and evacuation purposes. Further, IEM will lead discussions on how any changes in development have increased or decreased hazard vulnerability.

- **Hazard Profiles Development:** IEM will be responsible for updating and drafting all hazard profiles, including clearly identifying all required elements such as the type, location, and extent of hazards, previous occurrences, severe repetitive loss and repetitive loss structure, future probability, and the influence of climate change on the hazards. There will be an in-depth discussion of how climate change has affected past and current hazard occurrences and how climate change is projected to affect the development and occurrence of future hazard incidents. As Cal OES no longer reviews climate change profiles independently, this will include integrating climate change information into each profile.



Figure 1: Community Lifelines

- **GIS Mapping:** IEM's experienced GIS Team will support the update of GIS maps. This could include but is not limited to maps of high-risk hazard areas, areas with vulnerable populations, areas of mitigation interest, and the wildland-urban interface.
- **Vulnerability Assessment:** IEM will further develop a vulnerability assessment, which includes a critical facility loss estimate and evaluation of current land use development trends. Under the new planning guidance, our staff is familiar with how Cal OES FEMA is looking more closely at the Vulnerability Assessment to understand not just general statements on who or what may be the most vulnerable but more jurisdiction-specific details and a rationale for why these community-identified assets are vulnerable. To help meet these requirements, we will develop problem statements that connect the vulnerability assessment to the mitigation actions selected. Integrating local information can help make this vulnerability assessment useful when developing practical mitigation actions.

Local data will be collected using templated forms designed to guide the plan participants through the plan update. These forms will be demonstrated at the Planning Team meetings, shared via the SharePoint site for this plan update, and accompanied by online videos walking participants through how to fill out the form. In addition to plan participant input, public and stakeholder feedback will help inform this component. During Planning Team meetings, the IEM will lead a review of any relevant feedback and document feedback and how it was incorporated into the hazard mitigation plan, if appropriate.

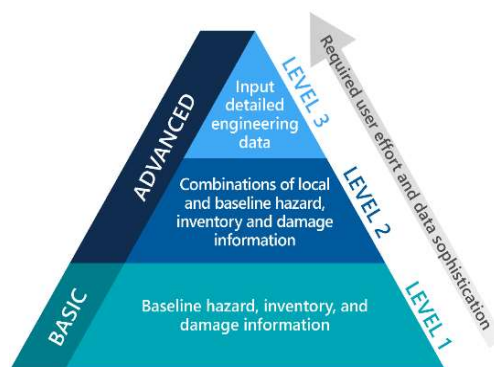
4.3 RISK ASSESSMENT

A thorough understanding of risk and vulnerabilities will be vital to developing local mitigation actions that meet the unique needs of the plan participants. IEM will review existing plans, studies, reports, and technical information, including the updated 2023 California State Hazard Mitigation Plan, California Adaptation Planning Guide, Preparing a Community Wildfire Protection Plan: A Handbook for Wildland-Urban Interface Communities, Guides to Expanding Mitigation, and other applicable guidance documents.

Using additional tools, including multiple tools that have been developed since the last plan update, like FEMA's National Risk Index, Cal Adapt, NOAA's Storm Events Database, the Climate and Economic Justice Screening Tool, Flood Insurance Studies, USGS ground acceleration mapping, NOAA Storm Events Database, the US Drought Monitor, Cal OES's My Hazards, Cal Fire hazard risk mapping, a digital stakeholders survey, and interviews with individuals and stakeholders as necessary will enable IEM and the plan participants to update the risk assessment with the best available data.

IEM's GIS Team will work with the plan participants to analyze and map areas of concern and vulnerability and ensure the best available data is incorporated into the loss estimate. In updating the plan, IEM's seasoned GIS Team can utilize the FEMA HAZUS 6.1 Risk Assessment Tool to estimate damage from the hazards for which there are HAZUS modules.

The HAZUS software analyzes the effect of the hazards on critical facilities and infrastructure. It produces potential damage and loss estimates for all public and privately owned assets in the planning area. HAZUS Modules are available to assess risk from flooding, earthquake, and high winds-related hazards. The GIS Team's use of HAZUS data is even more effective in predicting damage estimations based on stakeholder input about hazard locations and structural values. Incorporating more specific information on the County's critical infrastructure will provide higher-quality data for decision-makers.



We will work with the plan participants and all relevant stakeholders to identify and incorporate this kind of data. Using historic or scenario-based modeling, we can generate projected economic losses, building damage, and social impacts for those hazards that HAZUS does not model. Further, our maps and data analysis can be used to overlay areas of known vulnerabilities or important community lifelines with high-risk hazard locations. This information helps decision-makers determine where to prioritize mitigation efforts.

Hazards of concern will be prioritized using the information in the risk assessment, coupled with an index that analyzes factors that can influence hazard impacts, including, but not limited to, probability of occurrence, property, and the economy, spatial area impacted, maximum probable extent, warning time, and hazard event duration. A prioritized risk assessment for each hazard will be based on an agreed-upon methodology.



“The plan has a good diversity of partners from local counties, academia, state, and federal agencies...The plan does incorporate climate change into its risk assessment, including impacts on Natural, Cultural and Historic Resources. It does a thorough job of assessing the risks to water and coastal resources. The plan also incorporates a social vulnerability index into its analysis and discusses how climate change will exacerbate social vulnerabilities. The plan does outline the critical infrastructure needed to maintain community lifelines...The plan does a great job highlighting the changes in how FEMA rates properties for insurance – Risk Rating 2.0...The objectives added to the Mitigation goals help refine and define the outcomes desired.”

FEMA Region 3, in reviewing the the IEM-developed Delaware SHMP

4.4 MITIGATION STRATEGY

IEM will help facilitate the development of the Mitigation Strategy. An effective mitigation strategy serves as a blueprint for reducing the potential losses within the planning area. FEMA reports that, on average, natural hazard mitigation saves six dollars for every dollar spent. Investing in mitigation is a proactive way the plan participants could take to adapt to a changing world and the real risks of future disaster events, which could result in loss of life, property, and livelihoods.



Our experts understand how to collaboratively develop risk-based, capabilities-informed actions. Results of the risk assessment, capability assessment, and public engagement opportunities will be used to develop a mitigation strategy that fits the needs and capabilities of the plan participants. IEM will collaborate with the plan participants, stakeholders, and the public to create the **Mitigation Strategy** in five steps:

- **Step 1.** Develop Mitigation Goals and Objectives
- **Step 2.** Identify Hazard Mitigation Strategies and Actions
- **Step 3.** Create a Hazard Mitigation Action Matrix
- **Step 4:** Plan Integration
- **Step 5:** Plan Adoption and Maintenance

Step 1: Develop Mitigation Goals and Objectives. The initial step in updating the Mitigation Strategy is to identify goals that represent what the plan participants want to achieve through implementing the mitigation plan. Goals refer to broad, policy-type statements. Objectives further clarify the intent of the goals. These goals should be consistent with the hazards profiled and will be the basis for the following mitigation actions. IEM will lead a review of the goals in the prior plan, as well as additional goals and priorities of other federal and state agencies such as in the 2023 California State Hazard Mitigation Plan, County, general plans, local, special districts, and fire safe councils. Through this review, we will help the plan participants confirm or amend the following general and the objectives of the prior hazard mitigation plan:

- Protect Health and Safety
- Protect Property
- Protect the Economy
- Protect Quality of Life
- Protect Environment
- Promote Partnerships in Planning

Step 2: Identify Hazard Mitigation Strategies and Actions. IEM will lead the participants through identifying mitigation actions for each hazard included in the plan. IEM will promote the inclusion of a comprehensive range of actions, including plans and regulations, structure and infrastructure projects, natural systems protection, and education and outreach programs.

IEM will promote a risk-based, capabilities-informed approach to mitigation action development. One common challenge with the new planning process is not identifying enough mitigation actions to meet the new minimum requirement. A unique feature of our company is the close collaboration between our mitigation planning and project teams. Our staff not only brings planning experience to this initiative but has also developed mitigation projects that work.

The mitigation strategy must include a review of the prior actions. Where possible, we will develop Mitigation Success Stories or case studies of successful projects across the County. If an action has not been completed, we will evaluate why and any opportunities to enhance or maintain that action if it's still relevant. Next, our team will share mitigation strategy recommendations based on stakeholder and public feedback. This information will be gathered through digital surveys, key stakeholder interviews, and direct engagement opportunities.

Finally, we will provide example actions for each jurisdiction based on their unique considerations and our subject matter expert's experience with the hazards identified. The mitigation strategy section is a great opportunity to further refine the individual plan participant's approach to mitigation, including bringing in members of their team who may not participate throughout the plan update but have important mitigation action information to share.

We have built time into our schedule specifically for our dedicated staff to help each plan participant develop applicable actions to address their jurisdiction-specific vulnerabilities.

Case Study: Glenn County, California Mitigation Strategy Development

IEM took a four-step approach to developing the Glenn County, California mitigation strategy. First, the team collected input from the public and key stakeholders including subject matter experts on how they would address each hazard. Next, IEM worked to developing Mitigation Action Ideas – a list of potential actions based on the vulnerabilities identified in the risk assessment and gaps in the capabilities assessment. Then, IEM presented this information at the Mitigation Strategy meeting for the full planning team to discuss and make recommendations. Finally, IEM held individual meetings with each jurisdiction and facilitated the development of a mitigation action plan and action prioritization which included identifying a comprehensive range of action for each hazard.



Figure 2: Examples of Mitigation in Action

Step 3: Create a Hazard Mitigation Action Matrix. After the plan, participants should focus their time and resources on creating the most efficient and practical approach to reducing hazard impacts. One approach, for example, is the evaluation and prioritization strategy known as the STAPLEE method, which includes Social, Technical, Administrative, Political, Legal, Economic, and Environmental considerations. This approach evaluates and prioritizes by reviewing each action item for its cost-effectiveness, technical feasibility, economic benefits, environmental impacts, community acceptance, staffing, funding, legal and political support, and maintenance needs. While the "Social" category considers social vulnerability, a more defined tool for measuring equity and the equitable impact of mitigation actions could also be developed as a part of this process to help better understand the impacts and how to prioritize mitigation actions.

Step 4: Plan Integration. The plan should be integrated into existing planning mechanisms to ensure goals are synchronized and mitigation efforts progress, such as through the Drought Resilience Plan required under SB 552. IEM will assist the plan participants in documenting any past plan integration, identify and evaluate other opportunities for plan integration into additional relevant policies and programs, and promote the integration of resiliency into day-to-day activities.

Step 5: Plan Adoption and Maintenance. The plan maintenance section will clearly outline the method and schedule to monitor, evaluate, and update the plan, including timelines and responsibilities. An effective plan maintenance strategy for monitoring, evaluating, and updating the plan within a five-year cycle helps ensure the plan remains relevant. The process will also describe ongoing opportunities for public engagement and input. IEM will support the plan participants in establishing a realistic plan maintenance process while ensuring the plan remains a practical, living document.

4.5 PLAN PREPARATION

IEM will be responsible for leading the hazard mitigation plan update, including authoring, formatting, and assembling the updated plan. We do not use an "IEM template" for hazard mitigation plans but adapt each plan to the unique needs and considerations of our clients. With that in mind, we anticipate this plan will include two volumes, one volume that includes all planning components of the entire planning area and one with all jurisdiction-specific plan components. We understand the planning requirements for annexes in California and are prepared to support the development of annexes for all participants intending to adopt the plan. We are familiar with Cal OES' Annex Review Tool and can lead the plan participants through completing these requirements.

Planning partner involvement in annex development is key to developing jurisdictional annexes that meet the requirements and really reflect the goals of each individual plan participant. The IEM team will be responsible for developing annex templates and facilitating two workshops, one for municipal partners and one for special districts, to walk each planning partner through the development of their annex. Multiple IEM staff will attend these workshops, providing prompts to get jurisdiction teams started and hands-on assistance in completing the draft annexes. The IEM team will then review the annexes, providing feedback, soliciting additional input where necessary, and compiling the final drafts.

4.6 KEY ELEMENTS

Our team is available and qualified to deliver all key elements of this mitigation plan update process, including but not limited to:

- A brief introduction or executive summary providing context for the plan update and a description of the need for the mitigation plan.
- A thorough description of the OA's mission, goals, programs, and policies, including a capability assessment that covers all four FEMA-identified types of capabilities as well as the participant's NFIP capabilities.
- A description of the history, physical setting, land-use patterns, and development trends of the planning area can be further used to understand and evaluate vulnerabilities.
- An analysis of climate change, including each hazard, identified a description of the possible impacts and probability of future events due to climate change.
- A hazard and risk assessment for each individual planning partner and their identified hazards of concern.
- A summary of current federal, state, and local programs and policies that address the identified risks.
- A comprehensive strategy for evaluating, adopting, and implementing the mitigation plan.
- Additional descriptions, documentation, and mitigation plan elements as required, which meet the requirements for State and FEMA approval.

4.7 PLAN DRAFTING

IEM will incorporate all information gathered throughout the plan update, the precise documentation of the planning process, a thorough risk assessment, a clear capability assessment, and a comprehensive mitigation strategy into a draft plan. Our dedicated team of technical writers, editors, and graphic design personnel with experience developing emergency management and hazard mitigation products will finalize the detailed, visually appealing, user-friendly plan document.

During the drafting stage, IEM will provide significant opportunities for the County, the Town of Mammoth Lakes, participating special districts, stakeholders, and the public to review the draft plan and edits. IEM will work with plan participants to publicize this chance to comment to maximize public participation. A public review period is an opportunity to gather any last-minute information and new perspectives or ideas, as well as share with the public the outcomes of the planning process and, ideally, garner support for mitigation endeavors. We are prepared to support outreach across various mediums during this vital stage of the planning process. Once all comments have been received, IEM will work with the plan participants to promptly address all comments as appropriate.

Once the plan participants have approved the draft, including any edits, IEM will work with the County to submit the plan and a copy of the FEMA Plan Review Tool, clearly stating where each required element has been met in the document to Cal OES. We will also submit a copy of the unique Cal OES Annex Review Tool, which helps clarify which jurisdictions have met the requirements to adopt the HMP into their Safety Element. After Cal OES has completed its final review, the draft plan will be submitted to FEMA Region 9 for review and approval. IEM has had multiple recent conversations with Cal OES to keep informed of their current requirements and review process.

Reviews for Cal OES and FEMA take approximately 45 days each. Involving Cal OES and FEMA throughout the planning process also helps ensure consistency with current guidance. One way to speed up the review is to submit the plan in sections if Cal OES/FEMA is willing to accept it. We have also received joint State/FEMA reviews. We carefully calculate the review time in our approach to the project and have staff prepared to make edits quickly if needed when the results of these reviews are received. We are committed to seeing the plan update through and have allocated time for our dedicated staff for this project to support any edits, if needed, throughout the plan review process to ensure we can expedite this update.

4.8 PUBLIC ENGAGEMENT/MEETINGS/PUBLIC HEARINGS

ITEM believes public engagement is key to successful community planning. We advocate for a Whole Community approach to public engagement. This approach calls for engaging all community sectors in the four phases of emergency management – preparedness, response, mitigation, and recovery. From this perspective, emergency management is viewed as a shared responsibility among all levels of government and all community sectors.

Public participation is also a requirement for a FEMA-approved hazard mitigation plan. Disasters will continue to increase economic and social disparities when they create additional burdens on the most vulnerable communities. As such, it will be necessary for the planning process to invite input from affected populations so the final plan will include mitigation goals, objectives, and strategies that address the needs of all community sectors.



Figure 3: Community Feedback Example

Engaging the whole community throughout the planning process ensures that a diverse selection of perspectives, knowledge, and individual lived experiences will be available for decision-makers to incorporate into the final LHMP.

ITEM will be responsible for creating and implementing a Public Engagement Plan, including creating web content and outreach materials, for this plan update (Figure 3). ITEM knows how to take the pulse of the community by using community surveys, distributing outreach materials, and conducting virtual and in-person meetings. Our extensive experience in planning has led us to work with a variety of stakeholders, from nonprofits to academia to tribes to utilities like PG&E. In developing the Public Engagement Plan for this update, the ITEM Team will answer FEMA's question, "Does the plan document show how the public was allowed to be involved in the planning process and how their feedback was included in the plan?"

We will engage the public through multiple touchpoints, from a digital survey to presenting the draft plan. The public input will be shared with plan participants and incorporated into the plan's content as requested. Different communities may necessitate more targeted outreach and engagement, especially underserved communities like the elderly, people without access to broadband, people who don't speak English as a first language, and people living with access and functional needs. Safety Elements are also required to include AFN populations'

considerations, which can be involved in the public outreach portion of this plan update. Coordinating with the local officials to access these communities will provide an opportunity for whole-community engagement in the planning process.

In addition to meetings, digital surveys will also be used to engage the public around the County. Our digital outreach will utilize plan stakeholder websites, online public participation surveys, social media posts, email campaigns, and press releases for a broad community reach.

IEM will work with the County and participants to determine the language needed. IEM will develop project updates for the County and its partners to add as the plan develops. We can also provide an ArcGIS StoryMap (Figure 4), a graphic tool for stakeholders and the public to visualize mitigation efforts as they progress and provide a link to the public survey.

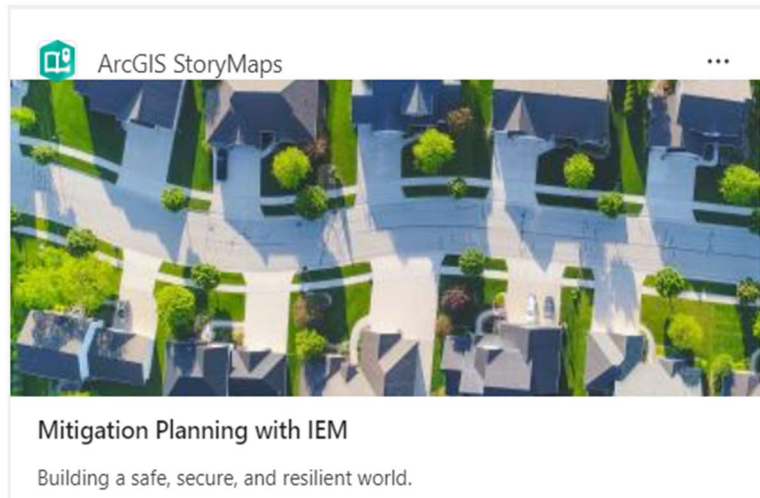


Figure 4: Example of IEM Story Map

Publicizing information on the plan update and requesting public feedback will also be important to garner input and interest in the plan development. Non-digital outreach could occur through developing hard copy versions of the digital survey, press releases, notices, or articles in local newsletters, scheduled appearances at county and municipal meetings, community visits, and one-on-one contacts. This outreach method will best serve any communities that may be removed from urban infrastructure and not have access to traditional digital modes of communication, along with those with different levels of vision, hearing, and/or learning ability.

IEM knows how to manage a successful public outreach program. A recent online survey, which took the community's pulse for a multi-jurisdictional mitigation planning project, drew over 1,200 responses.

Stakeholders will also be engaged throughout the plan update process. Specific outreach to key stakeholders can be accomplished through targeted digital surveys (such as surveys specifically for academia, stakeholder/focus group meetings, businesses, dam owners, or representatives of underserved populations), attendance of at least four partner meetings, and one-on-one calls as needed. Identifying key stakeholders early in the hazard mitigation planning process is crucial to ensure all stakeholders can meaningfully participate.

Stakeholders can include internal staff for each participating jurisdiction, including emergency management personnel, Floodplain Managers, Code Enforcement officials, Community Planners, Economic Development, Social Services partners, and more. Other stakeholders could be neighboring communities; agencies involved in hazard mitigation like Cal OES, FEMA, Cal Fire, California Department of Water Resources (DWR), California Department of Transportation (Caltrans); as well as representatives of businesses, academia, non-profits, special interest groups, and underserved communities and socially vulnerable populations.

Stakeholders can provide important information, including data, studies, areas of mitigation interest, action ideas, and feedback on the draft plan update. IEM will help the plan participants identify and engage their unique stakeholders throughout the update.

IEM will facilitate at least six Planning Team meetings and actively engage with the plan participants throughout the plan update, including through in-person, hybrid, and virtual meetings, phone calls, emails, a



“Making surveys available in multiple languages and available both online and through hard copy, as well as the multiple in-person and virtual outreach events are all activities that demonstrate a well-executed public outreach strategy. Inviting non-profit and faith-based organizations to participate in the planning process ensures socially vulnerable populations were represented... The issues section at the end of each hazard profile gives a nice, succinct summary of the hazard and its impacts to the community... The plan clearly describes the wide range and types of actions considered in the Mitigation Alternatives section... Excellent table showing changes made between the previous plan and the current plan.”

FEMA Region 9, in reviewing the IEM developed Santa Clara County MJHMP

SharePoint site, and one-on-one meetings as needed. Our team will lead the plan participants through each step of the plan update. We will carefully document the entire plan update process and who was involved, including all plan participants, stakeholders, future plan participants, and the public.

4.9 PLAN ADOPTION

Once the plan has received “Approvable-Pending-Adoption” status from FEMA, IEM will support the adoption of the plan by preparing presentations and other materials as needed to present the final draft plan to the Town and County for approval. We will also provide sample adoption resolutions to all plan participations, including the County, Town, and participating special districts. Our team will remain available to answer any plan participant questions on adopting the final draft plan and incorporating it into the Safety Element of the County’s General Plan in compliance with AB 2140. Once the plan has been adopted, we can help facilitate the sharing of adoption resolution letters with FEMA, which will ensure they document that the plan is in good standing and that the plan participants are eligible for FEMA mitigation grant funding once more.

4.10 ASSUMPTIONS, METHODOLOGIES, SPECIAL RESOURCES

IEM will utilize the FEMA Planning Review Tool, CFR, all regulations, and guidance to ensure the plan update is in compliance with Cal OES and FEMA requirements. IEM assumes that Humboldt County and all participating jurisdictions, will enter into the planning process and assist IEM with collecting the necessary information, especially subjective evaluation of local priorities and progress, to update the plan when needed.

Where possible, we would like to work with local staff and GIS personnel to revise and validate the critical infrastructure lists to ensure our HAZUS analysis and mapping best reflect local knowledge. The baseline data typically provided by the plan participants typically includes plans and local hazard information that may not be publicly available, a self-evaluation of current capabilities’ success in mitigating risk, mitigation action statuses, any new actions already identified, and an evaluation of the revised participant priorities.

We have budgeted for at least four trips for in-person meetings. We recommend these in-person opportunities include the kickoff meeting, public engagement opportunities, and the planning partner workshops, but we will work with Humboldt County to decide the final schedule. We can combine activities to maximize the amount of in-person support our team provides. In our experience, hybrid and virtual meetings have tended to be more well-attended since the pandemic and allow state and federal stakeholders who may not otherwise attend to participate. We are fully prepared to lead these digital engagement opportunities with the planning team and stakeholders throughout the plan update process.

IEM will adhere to all specifications in the RFP, including meetings and public engagement, outreach to special districts throughout the process, and all other contractual obligations.

5.0 QUALIFICATIONS

IEM has been successfully delivering Hazard Mitigation Planning consulting services for more than 21 years. Since we developed our first hazard mitigation plan for Iberville Parish in Louisiana in 2003, we have striven to develop hazard mitigation plans that reflect the community's needs.

IEM has supported California communities since 2006. We have successfully delivered experienced staff and quality deliverables to various disaster response, recovery, and mitigation efforts, including local mitigation planning, mass care/shelter planning, continuity of operations planning, response planning, training exercises, and disaster recovery consulting to Los Angeles County, Santa Clara County, Glenn County, Sacramento County, San Diego, San Francisco, and San Mateo County. We have worked with Cal OES and have trained in hazard mitigation planning in California.

IEM has included two maps on the following pages. The first map below demonstrates, we have helped our mitigation clients across the country develop hazard mitigation plans, win mitigation grants, and manage mitigation grant projects. The second map shows our partnerships in communities across the State of California.



COAST to COAST EXPERIENCE

14+ Yrs SHMO Expertise

\$1.7B Global Match Approved

97% Proven BCA Success Rate

Advanced Level HAZUS Capabilities

EMAP Accreditation Successes

HELPING COMMUNITIES BE SAFE, SECURE, and RESILIENT



Hazard Mitigation Assistance

- Division of Homeland Security and Emergency Services (NY) | HMGP | PDM | FMA | BRIC | CDBG-DR
- Nebraska Emergency Management Agency (NE) | HMGP | PDM | FMA | BRIC
- Virginia Department of Emergency Management (VA) | HMGP | PDM | FMA | BRIC
- Division of Emergency Management (UT) | HMGP | PDM | FMA
- Governor's Office of Homeland Security and Emergency Preparedness (LA) | HMGP | PDM | FMA | SWIFT
- Georgia Emergency Management and Homeland Security Agency (GA) | HMGP | PDM | BRIC | FMA
- Delaware Emergency Management Agency (DE) | HMGP | BRIC | FMA
- Central Office for Recovery, Reconstruction, and Resilience (PR) | HMGP
- Galveston County (TX) | HMGP | CDBG-MIT
- Iowa Homeland Security & Emergency Management (IA) | HMGP
- Indiana Department of Homeland Security (IN) | HMGP
- Office of Community Development (LA) | HMGP
- City of Houston (TX) | HMGP
- Assumption Parish (LA) | HMGP
- Tensas Parish (LA) | HMGP
- Washington Parish (LA) | HMGP
- Jacksonville State University (AL) | HMGP
- Florida Keys Electric Cooperative (FL) | PDM
- Eddy County (NM) | PDM
- Puerto Rico Department of Housing (PR) | CDBG-DR | CDBG-MIT
- Harris County Water Control & Improvement District No. 74 (TX) | CDBG-DR
- City of Logan (UT) | BRIC
- Port of Charleston (SC) | HMGP
- Philadelphia OEM (PA) | FMA | SWIFT
- Utah Direct Technical Assistance
- MT Montana Disaster Mitigation & Resiliency Program

Local Hazard Mitigation Plan

- City of Diamond Bar (CA)
- City of Georgetown (TX)
- City of Grand Prairie (TX)
- City of Leander (TX)
- East Feliciana Parish (LA)
- Iberville Parish (LA)
- Rapides Parish (LA)

Multi-Jurisdictional Hazard Mitigation Plan

- Chester County (PA)
- Chittenden County (VT)
- Glenn County (CA)
- Herkimer County (NY)
- Mississippi Emergency Management Agency (MS)
- Rensselaer County (NY)
- San Patricio County (TX)
- Santa Clara County (CA)
- Washington County (OR)
- Washoe County (NV)
- Orange County (NY)

Regional Hazard Mitigation Plan

- MT Regional Hazard Mitigation Plan Reviews

State Hazard Mitigation Plan

- Alabama Emergency Management Agency (AL)
- Delaware Emergency Management Agency (DE)
- Division of Homeland Security and Emergency Services (NY)
- Florida Division of Emergency Management (FL)
- Governor's Office of Homeland Security and Emergency Preparedness (LA)
- Nebraska Emergency Management Agency (NE)
- Tennessee Emergency Management Agency (TN)

Tribal Hazard Mitigation Plan

- Seminole Tribe of Florida | Enhanced (FL)

IEM Serving the State of California



STATE DIRECTED PROJECTS

- **CA DPH CA DSS Sheltering**
- **Cal EMA**
 - Disaster Housing Phase 1
 - Emergency Services State Gap Analysis
- **FEMA TA**
 - Emergency Management for Tribal Officials
 - Tribal Nations Listening Session
 - Inter-Tribal Council of California (ITCC) Emergency Operations Planning Support
- **FEMA TA Region IX**
 - Cascadia Subduction Zone Annex to All-Hazards Plan
 - Basic Emergency Operations Planning
 - Tribal Nations CPG 101 Workshops



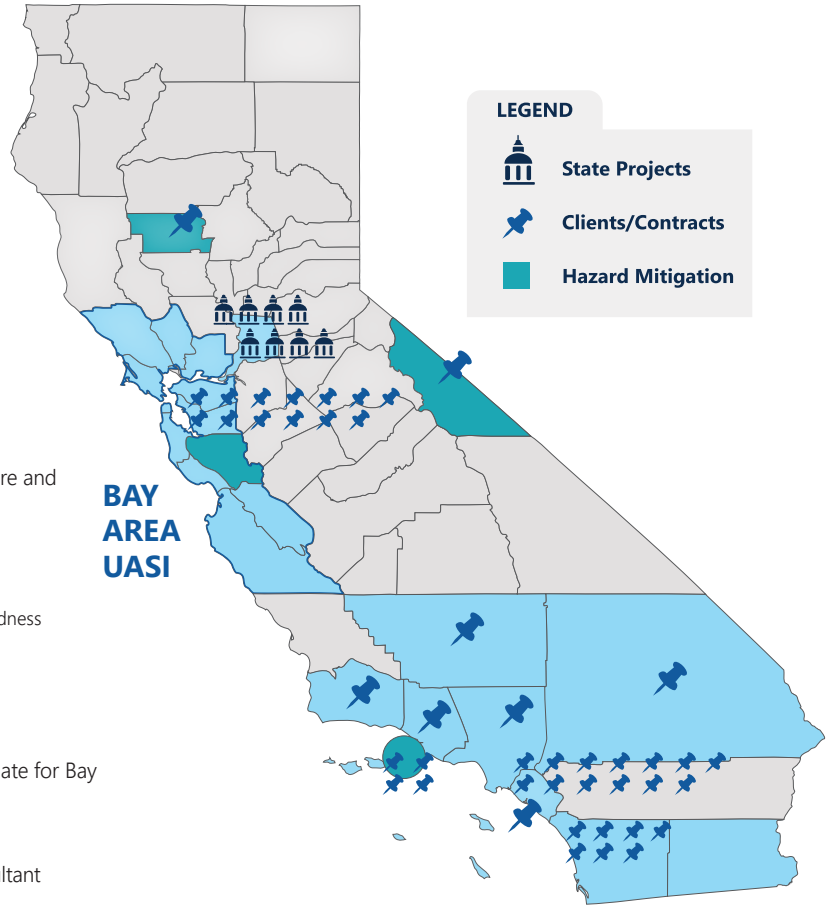
LOCAL DIRECTED PROJECTS

BAY AREA

- Alameda COVID Organization Development
- Amtrak EAP and COOP Plans for Oakland: Jack London Square and Oakland Maintenance
- Bay Area UASI
 - 2021 Public Safety Preparedness Summit
 - Bay Area Regional Recovery Pre-Qualification
 - Core Cities Access and Functional Needs Planning Project
- Public Safety Preparedness Project Plan, Regional Pandemic Preparedness
- Bay Area Ports (San Francisco Maritime Exchange) Trade Resumption/Resiliency Plan Update
- FEMA San Francisco Bay Area Earthquake Plan
- Golden Gate Bridge Highway and Transportation | District COOP, Grant Admin for COVID
- Port of San Francisco Trade Resumption/Resiliency Plan Update for Bay Area Ports
- Sacramento ARPA
- Sacramento County March Storms & Flood PA
- Sacramento County Winter Storms & Floods Recovery Consultant
- San Francisco | Emergency Management Services Qualified Vendor List, Exercise Scenario Development
- San Francisco | Election Security Gaps Needs Assessment
- San Jose Dept of Emergency Management COOP
- San Mateo County COVID-19 Plan for Recovery (30-60-90-Day Plan)
- San Mateo County COOP Planning
- Santa Clara County
 - COVID-19 Plan for Recovery, Disaster Cost Recovery
 - Hazard Mitigation Plan
 - Multi-Jurisdictional Hazard Mitigation Plan
- Santa Cruz COOP

LOS ANGELES (LA) AREA

- City of Tustin Navy Hangar Recovery
- Diamond Bar Hazard Mitigation Plan
- Downey Mass Shelter Plan Development
- LA Alliance and Regional Partners (FEMA TA Program)
 - Mass Care/Shelter Planning
 - Mass Fatality Incident Planning
 - Mass Care Health and Medical Annex
 - Mass Care Traffic Management Annex
 - Mass Evacuation Planning (2)
 - Reception Planning (2)
 - Recovery Planning
- LA City CCTA
- LA County
 - Disaster Cost Recovery Consultant
 - Mass Care Planning
 - Family Assistance Center Planning and Exercise
- LA Emergency Operations Center Functional Exercise
- LA Metro | Emergency Management and Business Continuity Assessment, COOP Planning
- LA Regional | Disaster Housing Planning (3), Recovery Planning, Supply Chain Planning



- LA Union Station/Morlin EAP and Exercises
- LA World Airports (LAWA) COOP and Response Planning
- Southern California RCPGP Supply Chain Resiliency Project

SAN DIEGO AREA




- Jewish Family Services-San Diego Migrant Sheltering Services
- North County Transit District (FEMA TA Program)
 - EOC Design and Management
 - Emergency Operations Planning
 - COOP Planning
- Port of San Diego Strategic Risk Management and Trade Resumption Resiliency Planning
 - San Diego County OA (FEMA TA Program)
 - CPG 101 Workshop
 - Emergency Operations Planning
 - Lifelines Planning
- San Diego County | Financial and Commodities Donations Planning, Reunification Planning

OTHER COUNTIES

- Glenn County Multi-Jurisdictional Hazard Mitigation Plan Update
- Kern County COOP Planning and Exercise
- Mono County Hazard Mitigation Plan Update
- Orange County | Financial Cost Recovery Consulting Services, Disaster Cost Recovery
- Orange County Transit Authority (OCTA) THIRA, COOP, and EOP
- Santa Barbara County EOC Design and Management (FEMA TA Program)
- San Bernardino County Regional Strategic Planning (2) (FEMA TA Program)
- Ventura County IND Public Awareness Campaign Support (FEMA TA Program)

IEM presents the following summaries of a few of our projects as examples of our qualifications.

Client Name	Project Description
 <p>Diamond Bar, California</p>	<p>Project Name: Local Hazard Mitigation Plan</p> <p>Period of Performance: October 2020 - March 2022</p> <p>Project Description:</p> <p>IEM helped the City of Diamond Bar, California, develop its first LHMP since 2009. Participants worked closely with IEM to create a plan that met FEMA requirements, aligned with the State HMP, and met California State requirements for local plans. IEM ensured that participants entirely new to hazard mitigation planning were actively engaged and understood their significant role in the planning process. Diamond Bar successfully used this planning process to generate community input from City staff, Los Angeles County stakeholders, residents, and neighboring jurisdictions and address emerging hazards and risks.</p>
 <p>Santa Clara County, California</p>	<p>Project Name: Operational Area Hazard Mitigation Plan</p> <p>Period of Performance: October 2022 - August 2024</p> <p>Project Description:</p> <p>IEM led the planning effort for Santa Clara County, California, and its 12 cities, two towns, and three special districts, totaling 17 planning partners. Plan participants relied upon IEM to update the plan in a timely and effective manner despite the challenge of ongoing disaster events, including multiple atmospheric rivers hitting the area during the plan update process. During the update, IEM's consistent communication, clear expectations, ability to work independently, and flexibility helped meet the plan participants' unique needs. IEM also elicited significant stakeholder and public engagement. The multilingual public strategy of our whole community included in-person and virtual engagement opportunities. One survey our team conducted received over 500 responses. IEM worked with the County Safety Element and Community Wildfire Protection Plan teams to ensure data consistency and plan integration. IEM also collaborated early with Cal OES to ensure we met State expectations and followed the new FEMA guidelines so the plan would be approved swiftly. According to Cal OES, this plan was one of the first approved under California's latest FEMA guidance.</p>
 <p>Glenn County, California</p>	<p>Project Name: Multi-Jurisdiction Hazard Mitigation Plan</p> <p>Period of Performance: October 2020 - March 2022</p> <p>Project Description:</p> <p>IEM drafted the 2024 Glenn County, California, Multi-Jurisdiction Hazard Mitigation Plan (MJHMP) update in accordance with the 2023 Local Mitigation Planning Policy Guide on behalf of Glenn County and its planning partners, including the City of Orlando and the City of Willows. Throughout this process, IEM facilitated stakeholder meetings with various local, tribal, special district, state, and federal partners. Additionally, IEM developed public and stakeholder surveys and flyers for distribution and assisted communities in identifying areas with socially vulnerable populations. Since this plan was funded under a grant with a tight deadline, our team ensured that the plan was updated within the agreed-upon four-month timeframe to maintain the communities' eligibility for hazard mitigation grants.</p>

Client Name	Project Description
 <p data-bbox="180 436 402 499">Washington County, Oregon</p>	<p data-bbox="451 243 1019 275">Project Name: Natural Hazard Mitigation Plan (NHMP)</p> <p data-bbox="451 281 976 312">Period of Performance: January 2022 – April 2023</p> <p data-bbox="451 319 667 350">Project Description:</p> <p data-bbox="451 357 1464 604">IEM developed the 2023 NHMP update for the County of Washington, Oregon, throughout 2022. This plan provided the County, which is mainly rural on the west and more developed on the east, with the goal of creating a plan that met the needs of multiple partners and a multicultural population. Throughout the planning process and public outreach, IEM developed public surveys in 10+ languages and engaged 115 stakeholders in the plan development. All suggestions for improvement from the 2017 NHMP review by the State Hazard Mitigation Officer were incorporated in the update. The plan complied with two sets of FEMA Local Mitigation Planning requirements, as it was finalized during the transition period between the 2011 and 2023 guidance.</p>
 <p data-bbox="168 856 389 888">Weber County, Utah</p>	<p data-bbox="451 632 1003 663">Project Name: Weber County Hazard Mitigation Plan</p> <p data-bbox="451 669 976 701">Period of Performance: April 2024 - January 2025</p> <p data-bbox="451 707 667 739">Project Description:</p> <p data-bbox="451 745 1464 1056">After the County let go of its prior contractor whose draft plan did not meet the minimum requirements under the new Local Mitigation Planning Policy Guide, IEM helped draft an updated Weber County Hazard Mitigation Plan in time for the State's BRIC grant deadline. While this plan was developed on an expedited timeframe, IEM was still responsible for meeting with the plan participants and stakeholders, developing Level 2 HAZUS runs incorporating community input, creating GIS maps, conducting a capability assessment, and supporting significant revisions to the mitigation strategy. Further, IEM spent dedicated time with jurisdictions to ensure they meet the participation requirements to be eligible for grants like BRIC. It is our understanding from the State while multiple communities expressed interest in BRIC, IEM was the only plan developer that submitted a draft on time for the State's BRIC deadline. This plan is under review.</p>
 <p data-bbox="201 1346 380 1409">Washoe County, Nevada</p>	<p data-bbox="451 1073 1114 1104">Project Name: Washoe County Regional Hazard Mitigation Plan</p> <p data-bbox="451 1110 1029 1142">Period of Performance: February 2024 - October 2024</p> <p data-bbox="451 1148 667 1180">Project Description:</p> <p data-bbox="451 1186 1464 1461">IEM is currently in the process of updating the Washoe County, Nevada, hazard mitigation plan. This plan update has drawn participation from various stakeholders, including private companies, utilities, special districts, universities, and tribes. The IEM team has met with the plan participants for each step of the plan update and held one-on-one meetings with jurisdictions and tribes to answer their specific questions. We helped the county identify new priorities for hazard profiles and engage with stakeholders to incorporate local data on these hazards. We helped facilitate and present at a public workshop designed to connect the public with subject matter experts on each hazard as well as developed a Story Map, which will be available when the plan goes for public review in September as well as moving forward to maintain the plan for the next five years.</p>

5.1 KEY PERSONNEL QUALIFICATIONS

OUR TEAM HAS SUPPORTED

EVERY TYPE OF DISASTER



Our team of full-time hazard mitigation planners is highly skilled in identifying, analyzing, and utilizing available data to create hazard profiles and develop effective strategies for mitigating a wide range of hazards, including all of the dangers profiled in the county's current LHMP. Our practical planning experience and flexibility in working with each client sets us apart, enabling us to deliver top-quality,

innovative solutions that take mitigation planning to the next level. We have the expertise and resources to adapt to changing circumstances, such as altered timelines, shifting responsibilities, and real-life disasters, to keep projects on track. Our staffing is adaptable and can be scaled to match the needs of any planning project.

IEM has meticulously chosen a dedicated team of professionals with the mitigation expertise and planning experience Humboldt County needs for this plan update. Our leadership team will actively work with Humboldt County throughout the plan update. IEM's **Manager of Mitigation and Resilience, Mr. Shelby Rushing**, will oversee this project. Mr. Rushing has a long history of mitigation planning, GIS and hazard risk data analysis, and project delivery at IEM. He has helped oversee innovative projects like developing the first-ever online state hazard mitigation plan for New York, HAZUS modeling for coastal flooding, inland flooding, and earthquakes for New York City, community lifeline assessments, and more than 100 other projects for IEM.

Mr. Rushing's hazard mitigation experience also includes a background in hazard mitigation plan development, HAZUS, GIS analysis and risk assessments, and hazard mitigation grant program (HMGP) grant applications. As a Project Management Professional (PMP), he is dedicated to uplifting the next generation of emergency management leaders. He will oversee the project's financial and contractual aspects and lend his experience to the Planning Team.

Next, the County will benefit from the expertise of our **Project Manager, Ms. Jeanne Bunting**. Ms. Bunting is an experienced Project Manager with a demonstrated history of leading mitigation plan updates and successfully applying for and managing hazard mitigation grants. Ms. Bunting has a Master of Liberal Arts with an associate degree in Finance and Logistics and an extensive background in the accounting industry through her experience in the Air Force. Before joining IEM, Ms. Bunting was Kansas's State Hazard Mitigation Officer. She also served on the Wildfire Task Force for Kansas at the behest of the Kansas Governor.

Ms. Bunting has led state and local hazard mitigation plan updates nationwide. Further, she has helped communities review their options and develop mitigation grant proposals, including for earthquakes, as IEM's Deputy Project Manager for the State of Utah's BRIC Direct Technical Assistance Program. Ms. Bunting will monitor project progress to ensure all deliverables are offered at the highest quality and completed within the requested timeframe.

Finally, our leadership team includes our **Lead Planner, Kim Anthony**. Ms. Anthony is a results-oriented emergency management professional with extensive experience in coordinating and implementing response, preparedness, and mitigation initiatives. She has a Master of Public Health. Before joining IEM, she served as an Emergency Management Regional Planning Manager for the State of Tennessee, where she managed the State Hazard Mitigation Plan, Planning Committee, and six working groups.

She has extensive experience reviewing plans, including coordinating the review and approval of 190 Local Emergency Operations Plans and Hazard Mitigation Plans with regions across Tennessee. She has a background in stakeholder engagement and coordination, having coordinated communication with 400 other federal, state, local, and non-government organizations and leading hazard mitigation plan updates, including Orange County, New York, and Tarrant County, Texas. She will oversee task assignments, the planning team, stakeholders, and public outreach and engagement.

Additional key personnel include our dedicated planners, GIS specialists, and support staff. Our **Hazard Mitigation Planner III, Ms. Casey Garnett**, will support outreach and engagement as well as provide a thorough QA/QC review of each section of the plan. Ms. Garnett is a former FEMA Hazard Mitigation Community Planner and Floodplain Management Specialist. She is pursuing a Master of Science in Sustainability, Security, and Resilience and has over six years of experience in emergency management and hazard mitigation planning.

Before joining IEM, Ms. Garnett led teams across the country in hazard mitigation recovery efforts with FEMA, helped develop national training on hazard mitigation planning, reviewed plans, and trained plan developers and local communities on hazard mitigation planning. Currently, she serves as the state mitigation plan reviewer for the State of Montana, works directly with local communities to develop fundable mitigation projects, and leads hazard mitigation plan updates. Ms. Garnett's recent mitigation planning clients in California include Glenn County, Santa Clara County, and Mono County. This experience—including working with Cal OES and FEMA to incorporate the latest guidelines—will benefit Humboldt County.

Our **Hazard Mitigation Planners, Kate Smith, Myrna Chase, and Sabrina Lunsford**, will support the draft plan update, data analysis, and public outreach. **Ms. Smith** has an M.S. in Geography and over 15 years of experience in GIS and emergency management. She started hazard mitigation planning at the local level, working with Salt Lake County, Utah, to develop their hazard mitigation plan. Since joining IEM, she has helped bridge the gap between complex HAZUS and GIS data into meaningful problem statements to develop mitigation actions. Her recent mitigation planning work includes Santa Clara County, California, and Salt Lake County, Utah. Her experience meeting the unique Cal OES jurisdiction-specific vulnerability assessment requirements will benefit this plan update.

Ms. Chase has a Master of Public Administration and is an experienced emergency manager, hazard mitigation specialist, and planner focused on disaster response, recovery, and community engagement. In her current role at IEM, she develops and updates state, local, and federal hazard mitigation plans, including engaging the public and evaluating social vulnerability. Recent HMP updates she has worked on include Weber County, Utah, and Washoe County, Nevada. Additionally, she has extensive experience working with clients such as Florida and Illinois to monitor disaster events and has often worked hand-in-hand with state and local government. Prior to joining IEM, she worked for the FEMA and Red Cross, focusing on community engagement and building community partnerships.

Ms. Lunsford joined IEM after serving as a Risk Reduction Coordinator with the Kansas Army National Guard. She has since applied her technical writing and analysis skills to developing nationwide state and local hazard mitigation plans by drafting hazard profiles and thoroughly documenting plan participation, including in California. Her recent plans have included Glenn County, California, and San Patricio County, Texas. Her work includes drafting jurisdiction-specific annexes that describe the unique risks of the plan participants, a key requirement in California.

Our **Hazard Mitigation Specialists, Ms. Leslie Diaz and Ms. Laneta Hayes**, will help profile community vulnerabilities and identify effective mitigation strategies. Ms. Diaz has over 18 years of experience in federal, state, and local disaster recovery programs. She has supported several organizations recovering from substantial emergencies, including Hurricane Katrina, Hurricane Harvey, Superstorm Sandy, and COVID-19. Her work includes Public Assistance (PA), Individual Assistance (IA), HMGP, and CDBG-DR programs, where she spearheaded teams and provided subject matter expertise and innovative program solutions for a wide range of disaster types. She supports projects and hazard mitigation plan updates in Orange County, New York, helping communities understand their risks and develop effective mitigation solutions.

Ms. Hayes has an M.S. in Communication Science and over 14 years of experience in resilience and mitigation including grants management, benefit-cost analysis, and floodplain management. Ms. Hayes has a working knowledge of various types of grants, including FEMA Hazard Mitigation (HMGP), Building Resilient Infrastructure and Communities (BRIC), HUD and Community Development Block Grant (CDBG), Public Assistance (PA), Individual Assistance (IA) programs and FEMA policy and procedures including direct experience working with FEMA Disability Integration and Coordination. Further, she is a certified National Flood Insurance Program (NFIP) Adjuster. Her

experience in mitigation planning includes San Patricio County, Texas, and Orange County, New York, and she has engaged plan participants on topics such as their NFIP capability assessment.

Our GIS team, **Jessica Nester** and **Agustín Graterole**, will support the data analysis, vulnerability assessment, mapping, and web components of this project. **Ms. Nester** has over ten years of experience in GIS and emergency management. Her experience includes HAZUS modeling, mapping, and data analysis for state and local Threat and Hazard Identification and Risk Assessments (THIRAs) and Hazard Mitigation Plans, dashboard automation and development, and data management/analysis quality control. Prior to joining IEM, she worked at the county level as a Public Safety GIS and Data Analyst.

Mr. Graterole has a B.A. in Geography and experience in public and private sector projects, conducting spatial analysis, managing databases, and customizing the ArcGIS desktop by programming script tools. He is also highly skilled in developing online mapping applications. He has recently supported hazard mitigation planning projects, including conducting loss estimates utilizing HAZUS and developing GIS maps for Rensselaer County, NY's HMP update. Before IEM, he worked as a GIS Specialist for Puerto Rico's State Historic Preservation Office, incorporating proposed projects and cultural resources into maps.

Dr. Thomas Edwards, Technical Editor, has over 30 years of experience writing and editing technical reports, including hazard mitigation plans. His thorough edits and inciteful comments, coming from a notable understanding of the hazard mitigation planning requirements, will help ensure our plans are error-free and represent a best practice in formatting these extensive plans. **Ms. Kelsey Rohwer, Graphic Designer/Artist**, has 16 years of experience designing, formatting, and producing artwork for inclusion in publications, reports, and other projects. She creates visual representations of complex information to aid understanding, transforming numerous charts, graphs, maps, and concepts into clear, informative graphics. While hazard mitigation plans tend to be long and complex, Ms. Rohwer will strive to incorporate engaging materials to make the Plan more approachable for the average reader.

IEM has provided resumes for the proposed staff in **10.0Appendix A: Full Page Resumes**.

6.0 WORK SAMPLES

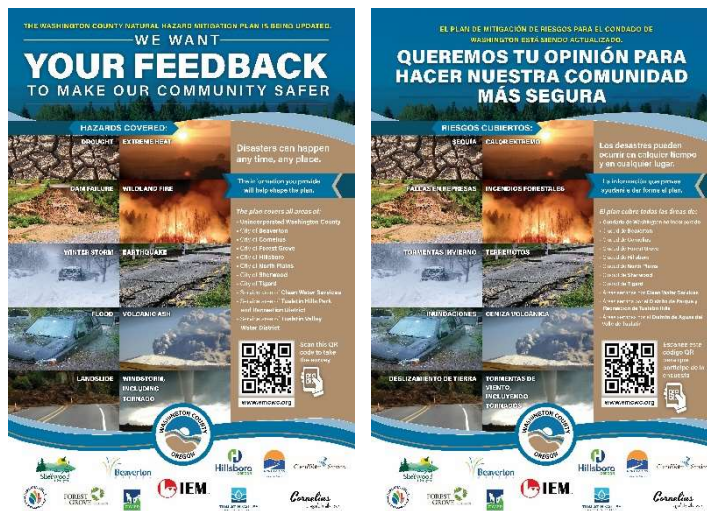
ITEM is proud to present the [Washington County Natural Hazard Mitigation Plan](#) for consideration as an example of our high-quality work. As the plan was updated as the new guidance was being phased into effect, ITEM designed it with both sets of local mitigation planning guidance in mind, including updated climate change information. The Washington County, Oregon Natural Hazard Mitigation Plan can be found online at [Plans and Agreements | Washington County, OR \(washingtoncountyor.gov\)](#)¹.

This plan showcases ITEM's ability to work with various public and private stakeholders and utilize in-person and virtual outreach to ensure plan participation and public engagement. Throughout the planning process, ITEM supported 11 plan participants, including the County, seven cities, and three districts, and engaged 115 stakeholders.

This plan update used multiple methods to reach the public, including our digital survey, in-person outreach, printed materials at community gathering places, and sharing information on social media. In addition to the engaging outreach conducted, this plan profiles hazards, including climate change, in the base plan and the annexes. It also includes annexes for participating jurisdictions and special district partners.

ITEM additionally supported the [Santa Clara County Multijurisdictional Hazard Mitigation Plan update](#), which has not yet been published online. For this plan update, ITEM worked with its 17 planning partners, including local jurisdictions and special districts, to update and revise the prior draft plan in accordance with the 2023 Local Hazard Mitigation Planning Policy Guide. In particular, our efforts included developing a separate climate change profile and expanding each hazard profile and annex where applicable to include climate change and cascading hazards.

At the request of the plan participants, we reviewed and incorporated research from relevant sources like California's Fourth Climate Change Assessment, California Department of Water Resources' Climate Change Team, California Office of Environmental Health Hazard Assessment, US Global Change Research Program, Cal-Adapt, Cal OES' California Adaptation Planning Guide, Silicon Valley 2.0 Climate Change Preparedness Tool, Santa Clara County Climate Collaborative, NOAA, EPA, NASA, and USGS. We further profiled the County's efforts to provide equitable outcomes in light of a changing climate. The complete Santa Clara County base plan and jurisdictional annexes are available upon request, they are not currently online.



¹ <https://www.washingtoncountyor.gov/emergency/plans-and-agreements>

7.0 ITEMIZED COST PROPOSAL

ITEM is pleased to provide our cost proposal that is valid for one hundred twenty (120) from September 30, 2024 below.

Staff	Position	Direct Rate	Overhead	Profit	Hourly Rate	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8	Total Hours	Total Cost
						Planning Process	Hazard Identification	Risk Assessment	Mitigation Strategy	Plan Preparation	Plan Drafting	Public Outreach/ Meetings/ Public Hearings	Plan Adoption		
Rushing, Shelby	Program Manager	\$ 100.00	\$ 68.75	\$ 14.25	\$ 183.00	5	2	2	5	2	2	10	4	32	\$ 5,856.00
Bunting, Jeanne	Project Manager	\$ 76.25	\$ 52.42	\$ 10.33	\$ 139.00	10	4	4	15	4	4	15	4	60	\$ 8,340.00
Anthony, Kimberly	Lead Planner	\$ 71.88	\$ 49.42	\$ 10.70	\$ 132.00	120	37	30	45	30	30	50	40	382	\$ 50,424.00
Garnett, Casey	Hazard Mitigation Planner III	\$ 67.50	\$ 46.41	\$ 14.09	\$ 128.00	45	30	30	30	4	40	40	40	259	\$ 33,152.00
Diaz, Leslie	Hazard Mitigation Planner III	\$ 72.93	\$ 50.14	\$ 4.93	\$ 128.00	9	0	0	90	0	0	0	10	109	\$ 13,952.00
Hayes, Laneta	Hazard Mitigation Technical Specialist II	\$ 59.37	\$ 40.82	\$ 8.81	\$ 109.00	5	85	0	100	0	0	0	10	200	\$ 21,800.00
Nester, Jessica	Geospatial Analyst	\$ 59.37	\$ 40.82	\$ 8.81	\$ 109.00	0	0	145	0	0	50	0	3	198	\$ 21,582.00
Smith, Kathryn	Hazard Mitigation Planner II	\$ 55.98	\$ 38.49	\$ 0.53	\$ 95.00	5	0	100	30	0	0	0	20	155	\$ 14,725.00
Chase, Myrna	Hazard Mitigation Planner II	\$ 49.62	\$ 34.11	\$ 11.27	\$ 95.00	50	137	0	0	0	0	40	20	247	\$ 23,465.00
Graterole Hernandez, Agustin	GIS Specialist	\$ 47.15	\$ 32.42	\$ 6.43	\$ 86.00	0	0	145	50	0	0	0	5	200	\$ 17,200.00
Edwards, Thomas	Technical Editor	\$ 46.50	\$ 31.97	\$ 7.53	\$ 86.00	0	0	0	0	0	160	0	19	179	\$ 15,394.00
Rohwer, Kelsey	Graphic Designer/Artist	\$ 44.37	\$ 30.50	\$ 11.13	\$ 86.00	0	0	0	0	0	30	20	3	53	\$ 4,558.00
Lunsford, Sabrina	Hazard Mitigation Planner I	\$ 37.70	\$ 25.92	\$ 6.38	\$ 70.00	5	137	0	0	0	0	0	10	152	\$ 10,640.00
Labor Hours						254	432	456	365	40	316	175	188	2,226	
Labor Cost						\$ 31,177.00	\$ 41,516.00	\$ 46,497.00	\$ 42,350.00	\$ 5,394.00	\$ 31,792.00	\$ 21,155.00	\$ 21,207.00		\$ 241,088.00
ODC Cost						\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 300.00
Travel Cost						\$ 1,294.00	\$ -	\$ -	\$ -	\$ 2,486.00	\$ -	\$ 7,033.00	\$ -		\$ 10,813.00
Total Cost						\$ 32,771.00	\$ 41,516.00	\$ 46,497.00	\$ 42,350.00	\$ 7,880.00	\$ 31,792.00	\$ 28,188.00	\$ 21,207.00		\$ 252,201.00

8.0 SCHEDULE

IEM can complete the proposed plan in the timeline in the RFP, as well as on an expedited project timeline. We have worked with communities across the country to meet tight timelines, including for grants. Our proposed schedule for this update begins in December 2024 and results in a draft plan becoming Approvable-Pending-Adoption in July 2025. Given that the current plan expires on March 9, 2025, the schedule proposed in the RFP will result in the current plan expiring. With our experience developing quality plans quickly, we believe our approach will help ensure the plan remains expired for as little time as possible.

If Humboldt County accepts this schedule, we anticipate a rolling review of the draft plan by the plan participants, providing the opportunity for ongoing feedback and quick revisions by the IEM team to expedite the final review process. We also anticipate working with Cal OES to prioritize their review of this plan and meet any deadlines they need to set for that review to occur in a timely manner. The project schedule below is a summary of the IEM Timeline. The final timeline will be developed in close collaboration with Humboldt County.

	2024		2025							
PROJECT PHASE	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
The Planning Process										
Document planning process										
Determine participants, define the planning area, and review previous plans and resources										
Form a steering committee										
Initial internal administrative kick-off meeting										
Coordinate with participating jurisdictions										
Develop public engagement plan and outreach survey/ materials										
Kick-off planning meeting										
Hazard Identification										
Update community profiles										
Describe hazards and develop hazard profiles										
Identify structures and critical infrastructure at risk										
Assess impacts on life, safety and health										
Review development trends										
Evaluate need for warning and evacuation procedures										
Discuss impact of climate change on hazards										
Risk Assessment										
Review, validate, and update the current risk assessment										
Conduct HAZUS analysis										
Perform hazard and loss analysis including GIS mapping										
Assess community vulnerability to hazards of concern										
Planning Partner Workshops										
Conduct planning workshops with municipal partners										
Conduct planning workshops with special districts										
Mitigation Strategy										
Identify mitigation goals and objectives										
Identify and prioritize mitigation actions										
Develop mitigation action plan matrix (funding, timeframe)										
Plan Preparation										
Develop plan maintenance procedures										
Develop strategy for continued public engagement										

	2024		2025							
PROJECT PHASE	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Plan Drafting										
Develop draft plan										
Publish draft LHMP for public review										
Solicit and incorporate input from agencies, communities, partners, and the public										
Complete FEMA Plan Review Tool										
Submit administrative draft for Planning Review										
Edit and prepare final plan draft										
Public Outreach/Meetings/Public Hearings										
Implement public engagement plan and solicit input on public review draft										
Public Outreach/Meetings/Public Hearings										
Present draft plan to the Steering Committee										
Submit final plan to Cal OES for state review										
Incorporate Cal OES/SHMO Edits and submit FEMA Review Draft										
Incorporate all final edits and prepare a final updated HMP										
Document final approval letter and FEMA Plan Review Tool										
Humboldt County Board of Supervisors adoption meeting										
Adoption meetings with participating cities and special districts										
Submit all closeout documents to county including invoicing, progress reports, and closeout reports										

9.0 EVIDENCE OF INSURABILITY AND BUSINESS LICENSURE

IEM is pleased to provide our evidence of insurability and business licensure below.



INNOEME-01

LHAMLET

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/31/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Alera Group 4325 Lake Boone Trail, Suite 200 Raleigh, NC 27607	CONTACT NAME: Lori F. Hamlet	
	PHONE (A/C, No, Ext): (919) 469-2473	FAX (A/C, No): (919) 467-4987
	E-MAIL ADDRESS: lhamlet@trisure.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
INSURED Innovative Emergency Management, Inc IEM International, Inc. 2801 Slater Rd, Ste 200 Morrisville, NC 27560	INSURER A : Charter Oak Fire Insurance Company (The)	25615
	INSURER B : Travelers Property Casualty Company of America	25674
	INSURER C : Travelers Casualty and Surety Company of America	31194
	INSURER D : Landmark American Insurance	33138
	INSURER E : Axis Insurance Company	37273
	INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:			630 3R329314	10/1/2023	10/1/2024	EACH OCCURRENCE \$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
							MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
							EMPLOYEE BENEFIT \$ 3,000,000
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			BA 3R329191	10/1/2023	10/1/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			CUP 3R389058	10/1/2023	10/1/2024	EACH OCCURRENCE \$ 10,000,000
							AGGREGATE \$ 10,000,000
							\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB 3R328606	10/1/2023	10/1/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
							E.L. EACH ACCIDENT \$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Professional/Cyber			LCY852284	10/1/2023	10/1/2024	Limit 5,000,000
E	Excess Prof/Cyber			P00100124587301	10/1/2023	10/1/2024	Limit 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Re: Operations of the Named Insured.

CERTIFICATE HOLDER

CANCELLATION

Insured's Copy 2801 Slater Rd, Ste 200 Morrisville, NC 27560-8477	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Lori F. Hamlet</i>

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

XTEND ENDORSEMENT FOR TECHNOLOGY

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

GENERAL DESCRIPTION OF COVERAGE – This endorsement broadens coverage. However, coverage for any injury, damage or medical expenses described in any of the provisions of this endorsement may be excluded or limited by another endorsement to this Coverage Part, and these coverage broadening provisions do not apply to the extent that coverage is excluded or limited by such an endorsement. The following listing is a general coverage description only. Read all the provisions of this endorsement and the rest of your policy carefully to determine rights, duties, and what is and is not covered.

- | | |
|---|---|
| <ul style="list-style-type: none"> A. Non-Owned Watercraft – 75 Feet Long Or Less B. Who Is An Insured – Unnamed Subsidiaries C. Who Is An Insured – Employees – Supervisory Positions D. Who Is An Insured – Newly Acquired Or Formed Limited Liability Companies E. Who Is An Insured – Liability For Conduct Of Unnamed Partnerships Or Joint Ventures F. Blanket Additional Insured – Persons Or Organizations For Your Ongoing Operations As Required By Written Contract Or Agreement G. Blanket Additional Insured – Broad Form Vendors H. Blanket Additional Insured – Controlling Interest | <ul style="list-style-type: none"> I. Blanket Additional Insured – Mortgagees, Assignees, Successors Or Receivers J. Blanket Additional Insured – Governmental Entities – Permits Or Authorizations Relating To Premises K. Blanket Additional Insured – Governmental Entities – Permits Or Authorizations Relating To Operations L. Medical Payments – Increased Limit M. Blanket Waiver Of Subrogation N. Contractual Liability – Railroads O. Damage To Premises Rented To You |
|---|---|

PROVISIONS

A. NON-OWNED WATERCRAFT – 75 FEET LONG OR LESS

1. The following replaces Paragraph (2) of Exclusion **g.**, **Aircraft, Auto Or Watercraft**, in Paragraph 2. of **SECTION I – COVERAGES – COVERAGE A – BODILY INJURY AND PROPERTY DAMAGE LIABILITY**:

(2) A watercraft you do not own that is:

- (a) 75 feet long or less; and
- (b) Not being used to carry any person or property for a charge;

2. The following replaces Paragraph 2.e. of **SECTION II – WHO IS AN INSURED**:

e. Any person or organization that, with your express or implied consent, either uses or

is responsible for the use of a watercraft that you do not own that is:

- (1) 75 feet long or less; and
- (2) Not being used to carry any person or property for a charge.

B. WHO IS AN INSURED – UNNAMED SUBSIDIARIES

The following is added to **SECTION II – WHO IS AN INSURED**:

Any of your subsidiaries, other than a partnership or joint venture, that is not shown as a Named Insured in the Declarations is a Named Insured if:

- a. You are the sole owner of, or maintain an ownership interest of more than 50% in, such subsidiary on the first day of the policy period; and
- b. Such subsidiary is not an insured under similar other insurance.

No such subsidiary is an insured for "bodily injury" or "property damage" that occurred, or "personal and advertising injury" caused by an offense committed:

- a. Before you maintained an ownership interest of more than 50% in such subsidiary; or
- b. After the date, if any, during the policy period that you no longer maintain an ownership interest of more than 50% in such subsidiary.

For purposes of Paragraph 1. of Section II – Who Is An Insured, each such subsidiary will be deemed to be designated in the Declarations as:

- a. A limited liability company;
- b. An organization other than a partnership, joint venture or limited liability company; or
- c. A trust;

as indicated in its name or the documents that govern its structure.

C. WHO IS AN INSURED – EMPLOYEES – SUPERVISORY POSITIONS

The following is added to Paragraph 2.a.(1) of **SECTION II – WHO IS AN INSURED**:

Paragraphs (1)(a), (b) and (c) above do not apply to "bodily injury" to a co-"employee" while in the course of the co-"employee's" employment by you arising out of work by any of your "employees" who hold a supervisory position.

D. WHO IS AN INSURED – NEWLY ACQUIRED OR FORMED LIMITED LIABILITY COMPANIES

The following replaces Paragraph 3. of **SECTION II – WHO IS AN INSURED**:

- 3. Any organization you newly acquire or form, other than a partnership or joint venture, and of which you are the sole owner or in which you maintain an ownership interest of more than 50%, will qualify as a Named Insured if there is no other similar insurance available to that organization. However:
 - a. Coverage under this provision is afforded only:
 - (1) Until the 180th day after you acquire or form the organization or the end of the policy period, whichever is earlier, if you do not report such organization in writing to us within 180 days after you acquire or form it; or
 - (2) Until the end of the policy period, when that date is later than 180 days after you acquire or form such organization, if you report such

organization in writing to us within 180 days after you acquire or form it;

- b. Coverage **A** does not apply to "bodily injury" or "property damage" that occurred before you acquired or formed the organization; and
- c. Coverage **B** does not apply to "personal and advertising injury" arising out of an offense committed before you acquired or formed the organization.

For the purposes of Paragraph 1. of Section II – Who Is An Insured, each such organization will be deemed to be designated in the Declarations as:

- a. A limited liability company;
- b. An organization, other than a partnership, joint venture or limited liability company; or
- c. A trust;

as indicated in its name or the documents that govern its structure.

E. WHO IS AN INSURED – LIABILITY FOR CONDUCT OF UNNAMED PARTNERSHIPS OR JOINT VENTURES

The following replaces the last paragraph of **SECTION II – WHO IS AN INSURED**:

No person or organization is an insured with respect to the conduct of any current or past partnership or joint venture that is not shown as a Named Insured in the Declarations. This paragraph does not apply to any such partnership or joint venture that otherwise qualifies as an insured under Section II – Who Is An Insured.

F. BLANKET ADDITIONAL INSURED – PERSONS OR ORGANIZATIONS FOR YOUR ONGOING OPERATIONS AS REQUIRED BY WRITTEN CONTRACT OR AGREEMENT

The following is added to **SECTION II – WHO IS AN INSURED**:

Any person or organization that is not otherwise an insured under this Coverage Part and that you have agreed in a written contract or agreement to include as an additional insured on this Coverage Part is an insured, but only with respect to liability for "bodily injury" or "property damage" that:

- a. Occurs subsequent to the signing of that contract or agreement; and
- b. Is caused, in whole or in part, by your acts or omissions in the performance of your ongoing operations to which that contract or

agreement applies or the acts or omissions of any person or organization performing such operations on your behalf.

The limits of insurance provided to such insured will be the minimum limits that you agreed to provide in the written contract or agreement, or the limits shown in the Declarations, whichever are less.

G. BLANKET ADDITIONAL INSURED – BROAD FORM VENDORS

The following is added to **SECTION II – WHO IS AN INSURED**:

Any person or organization that is a vendor and that you have agreed in a written contract or agreement to include as an additional insured on this Coverage Part is an insured, but only with respect to liability for "bodily injury" or "property damage" that:

- a. Occurs subsequent to the signing of that contract or agreement; and
- b. Arises out of "your products" that are distributed or sold in the regular course of such vendor's business.

The insurance provided to such vendor is subject to the following provisions:

- a. The limits of insurance provided to such vendor will be the minimum limits that you agreed to provide in the written contract or agreement, or the limits shown in the Declarations, whichever are less.
- b. The insurance provided to such vendor does not apply to:
 - (1) Any express warranty not authorized by you or any distribution or sale for a purpose not authorized by you;
 - (2) Any change in "your products" made by such vendor;
 - (3) Repackaging, unless unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;
 - (4) Any failure to make such inspections, adjustments, tests or servicing as vendors agree to perform or normally undertake to perform in the regular course of business, in connection with the distribution or sale of "your products";
 - (5) Demonstration, installation, servicing or repair operations, except such operations

performed at such vendor's premises in connection with the sale of "your products"; or

- (6) "Your products" that, after distribution or sale by you, have been labeled or relabeled or used as a container, part or ingredient of any other thing or substance by or on behalf of such vendor.

Coverage under this provision does not apply to:

- a. Any person or organization from whom you have acquired "your products", or any ingredient, part or container entering into, accompanying or containing such products; or
- b. Any vendor for which coverage as an additional insured specifically is scheduled by endorsement.

H. BLANKET ADDITIONAL INSURED – CONTROLLING INTEREST

1. The following is added to **SECTION II – WHO IS AN INSURED**:

Any person or organization that has financial control of you is an insured with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" that arises out of:

- a. Such financial control; or
- b. Such person's or organization's ownership, maintenance or use of premises leased to or occupied by you.

The insurance provided to such person or organization does not apply to structural alterations, new construction or demolition operations performed by or on behalf of such person or organization.

2. The following is added to Paragraph 4. of **SECTION II – WHO IS AN INSURED**:

This paragraph does not apply to any premises owner, manager or lessor that has financial control of you.

I. BLANKET ADDITIONAL INSURED – MORTGAGEES, ASSIGNEES, SUCCESSORS OR RECEIVERS

The following is added to **SECTION II – WHO IS AN INSURED**:

Any person or organization that is a mortgagee, assignee, successor or receiver and that you have agreed in a written contract or agreement to include as an additional insured on this Coverage Part is an insured, but only with respect to its

liability as mortgagee, assignee, successor or receiver for "bodily injury", "property damage" or "personal and advertising injury" that:

- a. Is "bodily injury" or "property damage" that occurs, or is "personal and advertising injury" caused by an offense that is committed, subsequent to the signing of that contract or agreement; and
- b. Arises out of the ownership, maintenance or use of the premises for which that mortgagee, assignee, successor or receiver is required under that contract or agreement to be included as an additional insured on this Coverage Part.

The insurance provided to such mortgagee, assignee, successor or receiver is subject to the following provisions:

- a. The limits of insurance provided to such mortgagee, assignee, successor or receiver will be the minimum limits that you agreed to provide in the written contract or agreement, or the limits shown in the Declarations, whichever are less.
- b. The insurance provided to such person or organization does not apply to:
 - (1) Any "bodily injury" or "property damage" that occurs, or any "personal and advertising injury" caused by an offense that is committed, after such contract or agreement is no longer in effect; or
 - (2) Any "bodily injury", "property damage" or "personal and advertising injury" arising out of any structural alterations, new construction or demolition operations performed by or on behalf of such mortgagee, assignee, successor or receiver.

J. BLANKET ADDITIONAL INSURED – GOVERNMENTAL ENTITIES – PERMITS OR AUTHORIZATIONS RELATING TO PREMISES

The following is added to **SECTION II – WHO IS AN INSURED**:

Any governmental entity that has issued a permit or authorization with respect to premises owned or occupied by, or rented or loaned to, you and that you are required by any ordinance, law, building code or written contract or agreement to include as an additional insured on this Coverage Part is an insured, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" arising out of the existence, ownership, use, maintenance, repair,

construction, erection or removal of any of the following for which that governmental entity has issued such permit or authorization: advertising signs, awnings, canopies, cellar entrances, coal holes, driveways, manholes, marquees, hoist away openings, sidewalk vaults, elevators, street banners or decorations.

K. BLANKET ADDITIONAL INSURED – GOVERNMENTAL ENTITIES – PERMITS OR AUTHORIZATIONS RELATING TO OPERATIONS

The following is added to **SECTION II – WHO IS AN INSURED**:

Any governmental entity that has issued a permit or authorization with respect to operations performed by you or on your behalf and that you are required by any ordinance, law, building code or written contract or agreement to include as an additional insured on this Coverage Part is an insured, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" arising out of such operations.

The insurance provided to such governmental entity does not apply to:

- a. Any "bodily injury", "property damage" or "personal and advertising injury" arising out of operations performed for the governmental entity; or
- b. Any "bodily injury" or "property damage" included in the "products-completed operations hazard".

L. MEDICAL PAYMENTS – INCREASED LIMIT

The following replaces Paragraph 7. of **SECTION III – LIMITS OF INSURANCE**:

- 7. Subject to Paragraph 5. above, the Medical Expense Limit is the most we will pay under Coverage C for all medical expenses because of "bodily injury" sustained by any one person, and will be the higher of:
 - a. \$10,000; or
 - b. The amount shown in the Declarations of this Coverage Part for Medical Expense Limit.

M. BLANKET WAIVER OF SUBROGATION

The following is added to Paragraph 8., **Transfer Of Rights Of Recovery Against Others To Us**, of **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**:

If the insured has agreed in a contract or agreement to waive that insured's right of recovery against any person or organization, we

waive our right of recovery against such person or organization, but only for payments we make because of:

- a. "Bodily injury" or "property damage" that occurs; or
- b. "Personal and advertising injury" caused by an offense that is committed;

subsequent to the execution of the contract or agreement.

N. CONTRACTUAL LIABILITY – RAILROADS

- 1. The following replaces Paragraph **c.** of the definition of "insured contract" in the **DEFINITIONS** Section:

- c. Any easement or license agreement;

- 2. Paragraph **f.(1)** of the definition of "insured contract" in the **DEFINITIONS** Section is deleted.

O. DAMAGE TO PREMISES RENTED TO YOU

The following replaces the definition of "premises damage" in the **DEFINITIONS** Section:

"Premises damage" means "property damage" to:

- a. Any premises while rented to you or temporarily occupied by you with permission of the owner; or
- b. The contents of any premises while such premises is rented to you, if you rent such premises for a period of seven or fewer consecutive days.

10.0 CURRENT WORKLOAD

IEM is confident in our ability to provide adequate resources to Humboldt County and its partners within the estimated timeframe. Although our current client list includes multiple counties across the United States, we ensure we are well-equipped to address all our client's needs. IEM currently maintains a robust permanent workforce that includes industry experts in disaster planning, response, recovery, hazard mitigation, and grants management. Our well-structured, experienced team and efficient resource allocation can meet all of Humboldt County's needs. Our other existing clients that relate to this work include:

Table 1: IEM's Current Similar Contracts

Client Name	Description of Scope of Services
Rensselaer County, New York	Multi-Jurisdictional All Hazard Mitigation Update
Orange County, New York	Multi-Jurisdictional Multi-Hazard Mitigation Update
Salt Lake County, Utah	Multi-Jurisdictional Multi-Hazard Mitigation Plan Update
Washoe County, Nevada	Multi-Jurisdictional Multi-Hazard Mitigation Plan Update
Tarrant County, Texas	Hazard Mitigation Plan
San Patricio County, Texas	Hazard Mitigation Plan
Weber County, Utah	Pre-Disaster Mitigation Plan

APPENDIX A: FULL PAGE RESUMES

IEM is pleased to provide resumes for the following proposed staff.

- **Shelby Rushing**, Program Manager
- **Jeanne Bunting**, Project Manager
- **Kimberly Anthony**, Lead Planner
- **Casey Garnett**, Hazard Mitigation Planner III
- **Leslie Diaz**, Hazard Mitigation Planner III
- **Kathryn Smith**, Hazard Mitigation Planner II
- **Myrna Chase**, Hazard Mitigation Planner II
- **Laneta Hayes**, Hazard Mitigation Technical Specialist II
- **Sabrina Lunsford**, Hazard Mitigation Planner I
- **Jessica Nester**, Geospatial Analyst
- **Augustin Graterole Hernandez**, GIS Specialist
- **Thomas Edwards**, Technical Editor
- **Kelsey Rohwer**, Graphic Designer/Artist



Shelby Rushing
Program Manager

Mr. Rushing is experienced in GIS support, providing data analyses and compiling data from multiple sources for emergency management and disaster recovery projects.

17+ YEARS

EXPERIENCE IN GEOGRAPHIC
INFORMATION SYSTEMS AND
DATA ANALYSIS

EXPERTISE

- ▶ Geographic Information Systems (GIS)
- ▶ Data Analysis
- ▶ Advanced Research

EDUCATION

- ▶ Master of Geographic Information Systems (MGIS), Pennsylvania State University, 2015
- ▶ B.A., Mass Communication, Louisiana State University, 2003

PROFESSIONAL QUALIFICATIONS

Mr. Rushing, IEM's Deputy Manager of Geospatial Programs, has over 17 years of experience in geographic information systems (GIS), data analysis, and project management within the field of emergency management. He oversees the production of geospatial data visualization, analysis, modeling, reporting, and dashboarding for IEM's Enterprise Geospatial Services division. In addition to GIS and data, his varied background includes emergency planning, operations support, aviation support, recovery/mitigation, hazard modeling, scenario development, and technical writing and editing. He has led teams across a variety of disciplines to support IEM's customers with the delivery of geospatial products and emergency management outcomes, including exercises, after-action reviews, emergency operations plans, community lifelines assessments, HMGP and CDBG-DR application and project development, interactive web maps, data models, and many other solutions. As a Project Management Professional (PMP) and Geographic Information Systems Professional (GISP), Mr. Rushing is a dedicated contributor to the field of geospatial services and works to develop the next generation of leaders in this dynamic industry.

EXPERIENCE

Various Roles, IEM | 2006-Present

Emergency Management Specialist | 2015-Present

Emergency Management Associate | 2008-2015

Technical Writer/Editor | 2006-2008

- Currently serving as project manager for Complex Coordinated Terrorist Attack planning efforts in Tennessee Homeland Security District 2, centered in Knoxville. Tasks include the development of a Regional Tactical
- Interoperable Communications Plan (TICP), a Rescue Task Force Functional Exercise and Drill, a Regional CCTA Plan with 16 county-level job aids, Resource Awareness training, Area Command training, a Family Assistance Center plan, and a Lessons Learned conference. Managed all aspects of the project, including client interface, budget, reporting, staff management, and in-person meetings and events.
- Provided GIS support for the statewide Distribution Management Plan developed for the Idaho Office of Emergency Management. Developed static and interactive maps of infrastructure elements, including airports, highways, rail lines, and ports, and a Social Vulnerability Index data for the state.
- Created a SharePoint site for Atlanta UASI training and exercises, including multiple document libraries, calendars, maps, graphics, and pages. Configured user groups and permissions. Worked with the client to identify needs and objectives and provided a site demonstration to the larger UASI group.

- Developed a Story Map for the Puerto Rico Electric Power Authority (PREPA) to showcase the Hazard Mitigation Grant Program (HMGP) 404 projects and FEMA Public Assistance Permanent Work 428 projects to be undertaken following the devastation wrought by Hurricane Maria in 2017. This interactive story map provides a comprehensive view of PREPA's infrastructure, damages, projects, and costs by presenting GIS data layers, images, narrative text, and related documents.
- Developed an ArcGIS Online web mapping application for the State of Illinois to assist decision-makers in analyzing FEMA Public Assistance application data from across the state for its COVID-19 disaster declaration (DR-4489). Provided regular updates by processing data linked from the state's online grant management system.
- Created an interactive ArcGIS Online Map Journal for the Florida Division of Emergency Management (FDEM) to help decision-makers track the status of FEMA Public Assistance applications and grants related to the state's COVID-19 declaration (DR-4486) through multiple workflows. This tool is regularly updated based on data linked from FDEM's grant management system.
- Created an interactive ArcGIS Online Map Journal for the Virginia Department of Emergency Management (VDEM) to help decision-makers track the status of FEMA Public Assistance applications and grants related to the state's COVID-19 declaration (DR-4512). This tool will be regularly updated based on data from the FEMA Grants Portal and provided by VDEM staff.
- Supported the San Mateo Recovery Initiative, attending committee meetings, taking notes, facilitating discussions, developing documentation, and participating in planning to support the county's recovery efforts from the COVID-19 pandemic. Served as primary contract support for the Economic Recovery and Community Infrastructure committees.
- Conducted a Community Lifelines Assessment for the City of San Marcos, Texas, to identify vulnerabilities and dependencies among the city's lifelines. Interviewed dozens of personnel across all seven lifelines and developed a written report examining the most vulnerable lifelines to allow the city to prioritize restoration and enhance its overall resilience.
- Provided GIS support for the Mississippi Emergency Management Agency (MEMA) District 3 Hazard Mitigation Plan. Created maps for the nine-county district and performed Hazus-MH modeling.
- Provided GIS support to Rebuild Florida, which focused on recovery from Hurricane Irma. Created a web map displaying flood zones across the state, mobile home parks, and other relevant layers to assist project specialists in identifying potential applicants for the program.
- Served as project manager for an effort to review and update Emergency Operations Plans (EOPs) for 14 sites selected by PANYNJ, conduct a crosswalk of existing plans to identify commonalities, and develop an agency-wide All-Hazards EOP, a Corporate Crisis Communications Plan, and a COVID-19 Response Standard Operating Guide (SOG).
- Led a team of planners, subject matter experts, and emergency managers to fulfill project objectives and ensure customer satisfaction. Developed project budget, schedule, management plan, staffing, design, and work assignments. Created weekly project reports, led internal team meetings, and interfaced with Port Authority personnel on a regular basis.
- Led an after-action review (AAR) for a false alarm bomb threat at Newark International Airport in September 2019 that caused a mass self-evacuation. Coordinated a team of aviation and emergency management subject matter experts to deliver an in-person meeting with EWR and Port Authority personnel and develop a written After-Action Review discussing findings and conclusions.
- Provided GIS support to Rebuild North Carolina, which focused on recovery from Hurricane Matthew. Identified flood zones; Repetitive Loss and Severe Repetitive Loss properties; HMGP-funded acquisition, elevation, and reconstruction projects and unmet needs; eligible and awarded properties; and properties impacted by hurricanes Matthew and Florence. Using these and other layers, created a webmap with unique symbology to assist project specialists in identifying areas of greatest need and potential candidates for buyouts.
- Provided GIS support to a scenario planning effort and capability assessment for the Dallas/Fort Worth Area to increase preparedness for a complex coordinated terrorist attack.
- Developed disaster scenarios to drive mass fatality planning in the 15-county Central Region of Ohio, including Franklin County and the City of Columbus. Scenarios included tornado, flooding, pandemic, terrorism, and an aircraft incident. Utilized GIS tools, including Hazus-MH, to model the impacts of these scenarios on the region and assessed the ability of local responders to provide mass fatality support. Created maps to illustrate scenario impacts and available resources.
- Served as project coordinator for the 2019 New York State Hazard Mitigation Plan in a dynamic, interactive website. Led a team of mitigation specialists and coordinated with GIS personnel, web developers, and state employees to analyze FEMA plan requirements, organize a work plan, and break up the work into individual assignments and work packages to ensure project completion by the submission deadline. The plan was approved by FEMA and adopted by the State of New York in December 2018.

- Provided project support to Incident Command System Training for Port Authority facilities. Assisted in developing training modules and documents, attended training sessions, produced meeting notes, and linked findings to updated planning processes.
- Served as Task Lead to conduct an After-Action Review of a severe winter weather event that impacted John F. Kennedy Airport in January 2018. Coordinated a team of aviation and emergency management subject matter experts and facilitators to produce a well-received in-person meeting with Port Authority personnel, meeting materials, and a written After-Action Review discussing findings and conclusions.
- Developed disaster scenarios and provided modeling and analysis for Prince William County, Virginia. Worked with a team of analysts to develop scenarios for Extreme Rainfall and Flooding, Armed Assailant/Complex Coordinated Attack, and Passenger Rail Incident and project their consequences in the social, natural, built, economic, and political environments. Analysis included Hazus flood modelling and the creation of relevant maps and data tables. The scenarios and analysis will help drive planning and exercises and will be included in the county's Threat and Hazard Identification and Risk Assessment (THIRA).
- Served as Natural and Built Environmental Modelling Lead for this project to identify and analyze the context and intersections of hazards, people, and the built environment in Washington, DC, and establish a uniform foundation and structure of data on which future emergency planning efforts can be evaluated. Conducted Ward-level analysis of infrastructure and vulnerabilities to produce a community risk assessment for the District.
- Collected relevant datasets, developed disaster scenarios, and developed projected consequences and analysis for a total of 13 threat/hazard scenarios—an armed assailant/complex coordinated attack, a cyberattack, an explosives attack, a hurricane, a pandemic, a transportation incident, severe weather, extreme temperatures (heat), winter storm, IT systems failure, infrastructure collapse, civil unrest, and utility failure—to help drive planning and exercises in the District.
- Developed an interactive ArcGIS web mapping application to display the results of aerial surveys of infrastructure owned by the Fayetteville, North Carolina, Public Works Commission (PWC), including sewer and electrical rights-of-way, electrical sub-stations, dams, water towers, and water and wastewater treatment plants.
- Coordinated with drone operators to capture video and imagery data of PWC's utility infrastructure and worked with PWC information technology and GIS personnel data to upload the data to a PWC server and create the web mapping application to enable PWC employees to navigate through the files and get a sense of their spatial orientation throughout the city.
- This web map serves as a spatially-arranged entry point into the photos, videos, and other data collected during the sUAS survey. Users can pan and zoom around the map or use the search bar to find individual features such as rights-of-way, PWC-owned properties, or other points of interest. Clicking on a feature brings up a pop-up window with information on that feature, such as name, location, damage/impact information, and links to the photos and videos collected for that site.
- Provided additional support to update the web map with new imagery/video collected after Hurricane Florence.
- Provided GIS support to ReLA leadership, including mining U.S. Census and FEMA applicant data to better understand demographic and income trends affecting eligibility for households impacted by the March and August 2016 flooding events across the state of Louisiana. Created static maps and interactive online maps with Census tract-level analysis. Compiled data from multiple sources to create a state-wide flood layer used for visualization and analysis.
- Contributed maps and analysis to the updated Herkimer County (New York) Herkimer County Multi-Jurisdictional Hazard Mitigation Plan. Collected relevant datasets from various sources, including county and jurisdictional officials, public sources, and others, to create a portrait of the county's circumstances and risks for the purposes of hazard mitigation and future planning efforts.
- Served as Task Lead for a scenario development project with the City and County of San Francisco. Aggregated existing plans, datasets, and other documentation into dynamic Geographic Information System (GIS) layers and applied scientific modeling (including Hazus-MH), simulation, and validation to provide San Francisco with a repeatable, evidence-based, and defensible set of consequence data regarding floods, explosive devices, chemical releases, and cyber-attacks.
- Created choropleth maps of New York City Public Use Microdata Areas (PUMAs) to help visualize the projected impacts of coastal storms, radiological detonation devices (RDD), improvised explosive devices (IED), and improvised nuclear devices (IND) scenarios.
- Developed disaster scenarios and maps for a Vulnerability Atlas of the Gulf Cooperation Council to help member countries (Saudi Arabia, Kuwait, Bahrain, Oman, UAE, Qatar) enhance their scenario-based planning and regional response capabilities.
- Compiled data from governmental, international, and private sector sources to produce maps detailing demographic information, critical infrastructure, and the natural and built environment of the region.

- Conducted GIS analysis using tools including ArcGIS and HAZUS-MH to develop disaster scenarios intended to drive regional planning and resource allocation. Scenarios reflected the priorities of the GCC for hazards that would have the greatest impact on the region and included chemical release, tropical cyclones, hazard materials incidents (i.e., oil spills), earthquakes, regional flooding, and epidemic outbreaks.
- Analyzed and organized State data on 2,466 letters of intent from potential HMGP sub-applicants. Produced reports for the State Governor's Office, including daily status reports, tables, pie charts, histograms, and GIS maps summarizing the outreach activities of regional field teams.
- Participated in project design meetings to help organize the activities of 150 field staff assigned to the project, working with project management to design efficient systems for accomplishing the review of 1,266 submitted applications in an extremely compressed timeframe. Contributed written and graphic design elements that were implemented to accomplish project goals.
- Designed a project database and reporting system that incorporated inputs from field staff, application reviewers, benefit-cost analysis (BCA) teams, and decisions from project leadership while ensuring document control and data integrity.
- Developed a standard operating procedure (SOP) and coordinated the activities of 20 staff to produce 660 printed applications for delivery to the Federal Emergency Management Agency (FEMA) in a 30-day timeframe. Total page count was over 200,000.
- Provided GIS support to a pilot program of a statewide survey and hazard analysis of the roughly 20,000 buildings the state owns or occupies to help fix gaps and errors in existing state databases and provide a wealth of new information on hazard vulnerability and resiliency. Worked with the project lead to organize pilot data and symbolize surveyed buildings on static and interactive maps according to their resiliency, vulnerability to various risks, and other characteristics to help the state better understand the spatial patterns the surveys revealed.
- Provided mapping support for the RCPT's Public Health Hazard Vulnerability Analysis project, creating a total of 90 maps. Created choropleth maps of New York City area Public Use Microdata Areas (PUMAs) to help visualize the projected impacts of coastal storms, radiological detonation device (RDD), improvised explosive device (IED), and improvised nuclear device (IND) scenarios. Automated aspects of map creation using a Python script. Also created neighborhood profile maps of the most highly impacted PUMAs throughout New York City.
- Provided continued assistance under a follow-on contract with the NYC Department of Health and Mental Hygiene (DOHMH). Refined mapping products and worked with the task lead to coordinate the development of a final report.
- Led the effort to develop a Disabilities and Access and Functional Needs EOC Toolkit for the use of jurisdictions in the greater NYC area. Facilitated meetings with SMEs and local responders to gather input and produced a final product that included job action sheets and templates.
- Created a companion Plan Review Support Tool for the Promising Practices and a Guidebook with Support Tools for Access and Functional Needs Integration in Emergency Management to assist jurisdictions in implementing the guidebook's suggestions on the integration of individuals with disabilities and others with access and functional needs into their plans.
- Served as Task Lead for the development of Post-Disaster Reunification of Children: A Nationwide Approach, which describes the way the country responds to the needs of children separated from their families following a disaster. This document intends to assist jurisdictions in developing their reunification plans by illustrating best practices from across the country.
- Worked with RCPT members and federal agency representatives to collect information to aid the development of a series of Federal Integration Plans (FIPs) in the functional areas of infrastructure protection, radiological dispersal devices (RDDs), logistics, sheltering, disaster housing, mass fatality, and debris with a focus on integrating federal support into catastrophic incident response in the region.
- Created maps for emergency planning zones surrounding U.S. chemical stockpile sites, including critical facilities maps, risk contour maps, and maps of program sites and local businesses.
- Served as Task Lead for an update to the parish EOP for St. Tammany Parish, Louisiana. Assisted in updating the EOP to meet the requirements of new state guidance within a compressed timeframe and with a limited budget.
- Coordinated a team of researchers, exercise personnel, and analysts to bring the parish's EOP into compliance with state guidelines and exercise the plan with relevant parish stakeholders.
- Created chemical flow maps for New Castle County to help planners visualize the dangers of the top 10 hazardous materials traveling through the state; the maps compared the relative volumes of chemicals along major transportation routes.
- Produced maps for an interactive multimedia tool to be used by HHS decision-makers in exercises designed to model the response to a nationwide smallpox epidemic.
- Created chemical flow maps displaying hazardous chemical transport throughout North Carolina; also created profile maps for 21 counties to help planners visualize the state's chemical facilities in the context of schools, police and fire stations, hospitals, nuclear plants, and pipelines.

- Served as Co-Task Lead for a reception planning effort in the Los Angeles County Operation Area (LACOA). Worked with stakeholders from the Los Angeles Alliance to develop a reception guidance document and template for the 88 cities and municipalities within the LACOA to develop reception annexes and plans using best practices and fostering an integrated response operation.
- Delivered three workshops in Los Angeles to assist in developing the guidance document and template, working with stakeholders to refine these products and customize them to the jurisdiction's needs. Assisted with meeting facilitation, walking participants through the various topic areas to increase understanding and improve the documents.
- Deployed to MSY prior to Hurricane Gustav in 2008 to support the pre-storm movement of CTNs evacuees out of the city. Using first-hand knowledge of the evacuation operation outlined in the Federal Support Plan, briefed colleagues on the operation and assisted FEMA and the Department of Defense (DOD) with various tasks, including developing flight-tracking spreadsheets and situation reports.
- During Hurricane Ike, deployed first to FEMA Region VI in Denton, Texas, and later to the Texas State EOC in Austin in support of FEMA Region VI's Air Operations Branch. Synthesized air operations information from a variety of sources to provide situational awareness to federal entities stationed at the regional, state, and local levels.
- Created a web map of surveyed airports across the U.S. using the ArcGIS Online platform. The map links relevant data points on each airport survey to their physical locations.
- Assisted states and local jurisdictions with emergency plans to incorporate federal support into all aspects of emergency management as a core team member of FEMA's Mass Evacuation and Transportation Planning (METP) project.
- Helped to develop a federal support plan template, an aviation branch manual, the State and Local Aviation Planning guide, and many other documents; also provided analysis on policy and transportation-related documents received from clients.
- Led a project to analyze the capacity of the Union Passenger Terminal in New Orleans to process transportation-dependent citizens during an evacuation and suggested ways to improve the process.
- Played an integral role in facilitating rail debarkation planning efforts in Memphis, Tennessee, which was the destination for evacuees leaving New Orleans by federally-contracted rail during a hurricane; worked closely with officials from Louisiana and Tennessee as well as Amtrak and other participating entities to coordinate rail evacuation efforts and ensure the success of the operation.
- Communicated with all of the federal, state, local, nongovernmental, and private sector entities with a role in a potential evacuation, assessed the existing processes, and communicated these to transportation modelers, who developed computer-based assessments of the process; developed a report that suggested ways the process could be improved based on results.
- Developing the evacuation and transportation portal—a resource for team members, clients, and others to share documents and information in a SharePoint environment.
- Supported IEM's development of the Intermodal Freight Guide for the NY-NJ-CT-PA RCPT/ Regional Logistics Program (RLP); produced maps for the logistics guide, which depict the locations of airports, intermodal rail terminals, and waterway terminals, as well as major transportation routes and other relevant features in the region.

CERTIFICATIONS AND TRAINING

- Project Management Professional (PMP)
- Geographic Information Systems Professional (GISP)
- Hazus Practitioner/Hazus Trained Professional
- SECRET Clearance
- COVID-19 Contact Tracing Course – Johns Hopkins University
- FEMA IS-2901: Intro to Community Lifelines



Jeanne Bunting
Project Manager

Ms. Bunting, a former SHMO of Kansas, is an expert in implementing collaborative mitigation efforts, including hazard mitigation plans and the development of hazard mitigation grant applications.

14+ YEARS

EXPERIENCE IN HOMELAND
SECURITY & EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Hazard Mitigation Planning
- ▶ Mitigation Programs
- ▶ Project Management

EDUCATION

- ▶ M.S., Liberal Arts, Baker University, 2013
- ▶ B.A., Business Administration, Baker University, 2010

PROFESSIONAL QUALIFICATIONS

Ms. Bunting has more than 14 years of experience in Hazard Mitigation and Planning. Her expertise includes managing, developing, and reviewing a variety of projects, as well as ensuring that the scope of work is fulfilled and that projects are proceeding according to grant requirements. Ms. Bunting is adept in HMGP, BRIC, and PDM software and has reviewed, audited, and processed FEMA award applications for Mitigation Programs with solid coordination with State and Federal partners and stakeholders. She has led state and local hazard mitigation planning initiatives across the country, including engaging with a variety of local, state, and federal stakeholders both in-person and virtually.

EXPERIENCE

Hazard Mitigation Specialist III, IEM | 2022-Present

- Lead in the application development of Building Resilient Infrastructure and Communities (BRIC) and Flood Mitigation Assistance (FMA) grants for VDEM.
- Led the Tennessee State Hazard Mitigation Plan update, which received positive feedback from FEMA Region 4.
- Led the development of a Letter of Interest for North Carolina BRIC via Centralina, which culminated in the lead in the development of the BRIC application.
- Participated in drafting the following mitigation plans: Washington County Oregon Jurisdictional Annexes, the Alabama State Hazard Mitigation Plan, and the Delaware State Hazard Mitigation Plan.
- Performed Planning Section Chief duties for IEM during Hurricane Fiona to support our PR team.
- Participated in various proposals on behalf of IEM.

Various Roles, Kansas Division of Emergency Management | 2009-2022 State Hazard Mitigation Officer | 2019-2022

- Managed various projects, including the project, team, budget, and presentations.
- Managed the Kansas State Hazard Mitigation Office, developing and reviewing projects per Section 406 of the 44 CFR.
- Performed Benefit-Cost Analysis.
- Proficient at writing Regional Mitigation Plans and State Hazard Mitigation Plans.
- Proficient in HMGP, BRIC, and PDM applications.
- Reviewed, audited, and processed FEMA grant Applications for Mitigation Programs.
- Reviewed, audited, and processed payments.
- Reviewed, audited, processed, and managed the budget for the Mitigation Program.
- Reviewed trend analysis for program improvement.
- Advised applicants on guidance in the 44CFR to ensure grant applications meet standards.

- Succeeded in implementing the Regional plan initiative and the Sunflower Safe Residential Safe Room program are two programs that succeeded in implementing, with the planning initiative saving the state approximately \$4 million.
- Strong coordination with State and Federal partners and stakeholders.
- Planning Section Chief in the State Emergency Operations Center.
- Deployed in support of the Kilauea Volcano Response.

Mitigation Planner | 2012-2019

- Served as the Project Manager for Regional Mitigation Plans for the State of Kansas, saving 3.7 million dollars.
- Author of the State Hazard Mitigation Plan and the Regional Mitigation Plan for Leavenworth, Johnson, and Wyandotte Counties, saving the counties approximately \$300,000.
- Reviewed, audited, and submitted county/regional plans to FEMA for approval.
- Oversaw contractor(s) while writing the Regional Mitigation Plans.
- Trend analysis of data for mitigation plans.
- Reviewed County Emergency Operations Plans (CEOP) for accuracy and to ensure the Kansas Planning Standards are met when tasked.
- Ensured all 22 identified hazards were incorporated into the plan, including all health markers, trends, and analysis.
- Educated, presented, and instructed in all subjects relating to mitigation.
- Plans Chief during Wolf Creek exercises and state emergencies and disasters in the state emergency operations center (SEOC).

Mitigation Program Specialist | 2009-2012

- Reviewed, audited, and processed FEMA grant Applications for Mitigation.
- Reviewed, audited, and processed payments.
- Trend analysis for program improvement.
- Advised applicants on guidance in the 44CFR to ensure grant applications meet standards.
- Ensured the Scope of Work was met and projects were progressing on time in accordance with grant requirements.
- Reviewed Emergency Operations Plans for accuracy and inclusion of the Kansas Planning Standards.
- Plans Chief during Wolf Creek exercises and state emergencies and disasters in the state emergency operations center (SEOC).
- Instructed and presented mitigation plans and projects.

Various Roles, Kansas Air National Guard | 1995-2009

Financial Superintendent | 1998-2000/2003-2009

- Established and implemented revised accounting and finance systems, policies, and procedures to ensure compliance with Department of Defense Directives.
- Coordinated with the National Guard Bureau and all base organizations to ensure regulatory guidance was followed on entitlements and benefits. Trained base personnel on program changes, including entitlements, benefits, and financial system programs.
- Audited travel, pay, and accounting records per regulation and guidance.
- Trained, advised, and guided base personnel on program changes and implementations. This included all subject matter areas: travel, military pay, civilian pay, accounting, and budget.
- Managed resources to include people, time, and money.
- Formulated and implemented long-range plans to comply with DOD and in accordance with higher headquarters tasks and mission changes as they pertained to finance. This included, but was not limited to, all subject matter areas within the Finance arena to meet deadlines for system changes.
- Taught, trained, instructed, and presented on all financial matters, including new systems.
- Managed IEM's development of evacuation time estimates for nuclear power plants in the states of Arizona, Texas, Virginia, and North Carolina, including congestion analyses, recommendations for evacuation routes, and strategy changes to mitigate domestic hazards.

Resource Advisor/Budget Analyst | 2000-2003

- Responsible for cost and trend analysis to advise the Commander on shortfalls and programs that were working.

- Managed program objectives related to workdays and money, Formulated Budget, and Workdays for current and future years.
- Provided extensive training on a workday and budget management to ensure compliance with the Anti-Deficiency Act.
- Ensured obligation of money did not exceed limitations.
- Reviewed, audited, and analyzed programs for errors and inconsistencies and implemented process improvements.
- Initialized and managed the decentralization of Operations and Maintenance money and workdays to ensure accountability.
- Instrumental in ensuring the President's Budget maintained its integrity regarding Depot Level Repairable (DLR).
- Formulated and executed long-range plans and programs as they pertained to Finance, in accordance with visions and mission changes set forth.

Budget Analyst | 1995-1998

- Formulated budgets and ensured the propriety of funds.
- Executed, administered, monitored, and managed a 40-million-dollar budget for Forbes, ensuring compliance with the Anti-Deficiency Act.
- Monitored higher headquarters tasking and guidance, ensuring compliance at the base level.
- Submitted and audited various reports.
- Provided guidance and training to all levels of the base populace on all Finance programs and regulations.

CERTIFICATIONS AND TRAINING

- IS-2200
- G-400
- IS-1100
- IS-909
- IS-029
- IS-318
- G-300
- IS-551
- IS-913
- IS-328
- IS-350
- IS-393
- IS-794
- IS-453
- IS-329



Kimberly Anthony
Lead Planner

Ms. Anthony is a collaborative planner who has extensive emergency management.

5+ YEARS

EXPERIENCE IN EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Emergency Management
- ▶ Public Health Preparedness
- ▶ Operational Planning
- ▶ Geographic Information Systems
- ▶ Program Development
- ▶ Strategic Planning

EDUCATION

- ▶ MPH, Master of Public Health, University of Wisconsin, Madison, 2019
- ▶ B.S., Nutrition, Leadership, University of Minnesota, Minneapolis, 2017
- ▶ Project Management Certificate (PMP), Austin Peay State University, Clarksville, 2024
- ▶ Semester At Sea, Global Cultures and Health, Multiple International Locations, 2016

PROFESSIONAL QUALIFICATIONS

Ms. Bunting has more than 14 years of experience in Hazard Mitigation and Planning. Her expertise includes managing, developing, and reviewing a variety of projects, as well as ensuring that the scope of work is fulfilled and that projects are proceeding according to grant requirements. Ms. Bunting is adept in HMGP, BRIC, and PDM software and has reviewed, audited, and processed FEMA award applications for Mitigation Programs with solid coordination with State and Federal partners and stakeholders. She has led state and local hazard mitigation planning initiatives across the country, including engaging with a variety of local, state, and federal stakeholders both in-person and virtually.

EXPERIENCE

Hazard Mitigation Planner III, IEM | 2024-Present

- Lead in the application development of Building Resilient Infrastructure and Communities (BRIC) and Flood Mitigation Assistance (FMA) grants for VDEM.
- Led the Tennessee State Hazard Mitigation Plan update, which received positive feedback from FEMA Region 4.
- Led the development of a Letter of Interest for North Carolina BRIC via Centralina, which culminated in the lead in the development of the BRIC application.
- Participated in drafting the following mitigation plans: Washington County Oregon Jurisdictional Annexes, the Alabama State Hazard Mitigation Plan, and the Delaware State Hazard Mitigation Plan.
- Performed Planning Section Chief duties for IEM during Hurricane Fiona to support our PR team.
- Participated in various proposals on behalf of IEM.

Emergency Management Regional Planning Manager, Tennessee Emergency Management Agency | 2021-2024

- Managed four regional planners in developing emergency operations, preparedness, response, recovery, and mitigation plans for 95 counties and jurisdictions.
- Monitored and coordinated information and resources for all-hazards emergency/disaster situations and special events as the Planning Section Chief, Situation Unit Leader, and Resource Unit Leader in the State Emergency Operations Center.
- Coordinated the communication, consultation, and coordination with roughly 400 federal, state, local, and non-governmental organization stakeholders.
- Managed the State Hazard Mitigation Plan, Planning Committee, and six working groups that align with the National Mitigation Framework, EMAP Standards, and the Enhanced Mitigation criteria.

- Coordinated the review and approval of 190 Local Emergency Operations Plans and Hazard Mitigation Plans with Regional Planners from West, Middle, East, and Southeast Tennessee.
- Responsible for innovating the Critical Infrastructure Hub (Critical2TN), TEMA Planning Website, Gray Skies Website, Online Planning Library, and additional ArcGIS services that support planning administrative and disaster functions.
- Increased local hazard mitigation plan population coverage from 61% to 95% in three years.

Emergency Management Planner, Tennessee Emergency Management Agency | 2019-2021

Financial Superintendent | 1998-2000/2003-2009

- Established and implemented revised accounting and finance systems, policies, and procedures to ensure compliance with Department of Defense Directives.
- Coordinated with the National Guard Bureau and all base organizations to ensure regulatory guidance was followed on entitlements and benefits. Trained base personnel on program changes, including entitlements, benefits, and financial system programs.
- Audited travel, pay, and accounting records per regulation and guidance.
- Trained, advised, and guided base personnel on program changes and implementations. This included all subject matter areas: travel, military pay, civilian pay, accounting, and budget.
- Managed resources to include people, time, and money.
- Formulated and implemented long-range plans to comply with DOD and in accordance with higher headquarters tasks and mission changes as they pertained to finance. This included, but was not limited to, all subject matter areas within the Finance arena to meet deadlines for system changes.
- Taught, trained, instructed, and presented on all financial matters, including new systems.
- Managed IEM's development of evacuation time estimates for nuclear power plants in the states of Arizona, Texas, Virginia, and North Carolina, including congestion analyses, recommendations for evacuation routes, and strategy changes to mitigate domestic hazard.

Opioid Response Strategic Coordinator, Wisconsin Department of Health Strategies | 2018-2019

- Worked closely with State Bureaus and Program directors to ensure federal grant funds were utilized appropriately, providing the best outcome for Wisconsin residents.
- Coordinated and monitored 37 mini-grants (~\$1.3 million) outsourced to local and regional partners to combat the opioid crisis.
- Developed and maintained project management tools to track grant program funding and work plans, including fiscal and administrative reporting timelines and deliverables.

DR-4751: Tennessee Severe Storms and Tornadoes (2023), SEOC Planning Section Chief, 2023

- Directed the strategic planning procedures, coordinated interagency collaboration with FEMA FIT, and managed information flow to facilitate effective response and recovery operations.
- Utilized ArcGIS Critical2TN to establish a comprehensive common operating picture, integrating over 3,930 preliminary damage assessments and mapping critical points of interest, including debris management sites, Disaster Recovery Centers (DRCs), shelters, and volunteer reception areas.

DR-4724: Hawaii Wildfires (2023), EMAC A-Team Leader, 2023

- Coordinated all EMAC activities with Hawaii Authorized Representatives.
- Completed 57 RSA agreements from 20 assisting states with an estimated cost of \$8.3 million of mutual aid assets.

DR-4734: Florida Hurricane Idalia (2023), EMAC Type IV A-Team Leader, 2023

- Prepared daily situation reports, reviewed all offers, prepared sections I and III of the Req-A, and guided the operational procedures of the EMAC system.
- Managed four assisting states, 121 personnel, and an estimated cost of \$1.5 million of mutual aid assets.

DR-4673: Florida Hurricane Ian (2022), EMAC Type I A-Team Leader, 2022

- Prepared daily situation reports, reviewed all offers, prepared sections I and III of the Req-A, and guided the operational procedures of the EMAC system.
- Managed 25 assisting states, 1816 personnel, and an estimated cost of \$30 million of mutual aid assets.

Hazardous Materials Hickman Creek Fish Kill (2021), Planning Section Chief, 2021

- Collected and managed all incident-relevant operational data between multiple federal, state, and local stakeholders. Prepared the Incident Action Plan and disseminated it to all EOC personnel.

DR-4609: Tennessee Severe Storm & Flooding (2021), Debris Task Force Liaison, 2021

- Coordinated with the National Guard, TN Department of Transportation, TN Department of Agriculture, FEMA, mutual aid, and local officials on debris removal for all affected jurisdictions in Humphreys County.
- Establish a common operating picture to capture C/D debris load counts with mutual and state assets assisting with 1737 loads.

DR-4514: COVID-19 (2020-2021), Alternate Care Sites Logistics Chief, 2020-2021

- Responsible for complete planning, design, operations, and implementation of two alternate care sites (Memphis: 402 beds; Nashville: 67 beds).
- Oversee procurement coordination (~\$20 million) with the National Guard, United States Army of Corps Engineers, and TN Health Department to ensure timely implementation of Alternate Care Sites.
- Coordinate all logistical supplies and 26 contracts to ensure proper mobilization and demobilization documentation.

DR-4476: Tennessee Severe Storm, Nashville Tornado (2020), Liaison Officer, 2020

- Monitored and coordinated information and resources of 38 counties at the Regional Coordination Center.

CERTIFICATIONS AND TRAINING

- International Association of Emergency Managers, Certified Emergency Manager
- FEMA - CIM-IR, ICS-300, ICS-400, L101, L102, L103, L105, L146, L449, L451, L452, L453, L454, L0962, L0965, G108, G191, G205, G2300, G290, G300, G393, G400, AWR- 347, H218, H306, H400, SAR101, SAR301, K1301

ACHIEVEMENTS

- Homeland Security Emergence Program, CHDS, Monterey, CA, 2023
- Planning Section Chief, Type III Incident Management Team, 2023
- Advanced Academy Scholar, FEMA, Emmitsburg, MD, 2021
- Basic Academy Scholar, FEMA, Emmitsburg, MD, 2021
- EMAT TN Achievement Award, 2021
- Emergency Management Accreditation Program Assessor Qualified, 2023



Casey Garnett

Hazard Mitigation Planner III

Ms. Garnett has supported and served as a primary point of contact between FEMA and federal, State, and Local partners. Background in planning and response, including floodplain management.

5+ YEARS

EXPERIENCE IN HAZARD
MITIGATION & EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Hazard Mitigation Planning
- ▶ FEMA Programs
- ▶ Disaster Recovery

EDUCATION

- ▶ B.A., Psychology, University of Maryland, 2017
- ▶ Associates, General Studies, Harford Community College, 2015

PROFESSIONAL QUALIFICATIONS

Ms. Garnett is a former FEMA Hazard Mitigation Community Planner and Hazard Mitigation Task Force Leader driven to improve community resilience by connecting people to plans and plans to projects. She is best known for her communication skills, experience facilitating and participating in stakeholder meetings, reviewing hazard mitigation plans and grant applications, delivering hazard mitigation and leadership training at the Emergency Management Institute (EMI) and other venues, and providing bilingual assistance to disaster survivors in English and Spanish. She has multiple years of experience with the FEMA hazard mitigation planning process, including meeting the optional HHPD element. She also worked with FEMA headquarters on training on the new planning policy guide. She has multiple years of leadership experience and has led a team during disaster events and mitigation projects across the country.

EXPERIENCE

Hazard Mitigation Specialist, IEM | 2023-Present

- Helped write local and state hazard mitigation plans, including promoting planning process best practices and drafting risk assessment, capabilities assessment, and mitigation strategy plan sections.
- Facilitated meetings and workshops with clients and stakeholders.
- Responsible for assisting local jurisdictions with developing mitigation strategies and viable, cost-effective mitigation projects for grants such as BRIC.
- Developed and presented presentations and trainings to clients and stakeholders.

Project: Santa Clara County Multi-Jurisdictional Hazard Mitigation Plan, Santa Clara County, California

- Supported an expedited update of the MJHMP to ensure grant eligibility.
- Updated the MJHMP in accordance with the new 2023 FEMA Local Mitigation Planning Policy Guide.
- Wrote portions of the planning process, risk assessment, mitigation strategy, and jurisdictional annexes utilizing the best available data, including local and state input.
- Liaised with community stakeholders, special districts, and Cal OES to incorporate local input and required state revisions.

Project: Tennessee State Hazard Mitigation Plan, State of Tennessee

- Actively collaborated with state partners, including planning, NFIP, Dam Safety, mitigation staff, and university stakeholders to update the plan quickly.

Project: Utah Direct Technical Assistance, State of Utah

- Contracted to provide direct technical assistance on behalf of the State over the next couple of years for communities interested in mitigation, particularly in pursuing BRIC funding.
- Reviewed BRIC applications and developed RFI on behalf of the State.
- Served as the POC with assigned counties, working on answering their questions, compiling necessary documents for BRIC and FMA applications, and drafting language for BRIC grant applications.
- Actively developing BRIC grant applications on behalf of local jurisdictions

Project: Glenn County Multi-Jurisdiction Hazard Mitigation Plan Update, Glenn County, California

- Led the team responsible for developing the Glenn County MJHMP on an extremely expedited schedule to ensure compliance with the Cal FIRE grant.
- Primary point of contact with Glenn County responsible for leading meetings with the county and its stakeholders.
- Independently developing the draft plan as requested by the client due to limited county staff availability.
- Working closely with the IEM Team to ensure the client's vision for this plan is incorporated into IEM's work and the timeline is met as requested.

Project: Montana Mitigation Consulting, State of Montana

- Hired to support the development of the new Montana Disaster Mitigation & Resiliency Program Guidance and new regional Hazard Mitigation Plans.
- Edited and delivered new Resiliency Program Guidance, which incorporated equity and required a few edits by the client.
- Responsible for drafting an implementation plan that reflects the goal of the state to maximize the amount of mitigation funding available.
- Reviewed regional hazard mitigation plan on behalf of the state and developed 13 Plan Review Tools for local and tribal communities, indicating what revisions were required.

Project: City of Philadelphia Mitigation Consulting, Philadelphia, Pennsylvania

- Met frequently with clients to identify ongoing capacity and capability-building needs.
- Developed training on various customizable topics, such as nature-based solutions and FEMA's hazard mitigation assistance grant programs.
- Facilitated engaging workshops with city stakeholders on hazard mitigation grants, including an overview of current mitigation grant programs, IEM's Funding Matrix, and how to write a grant application.

Project: City of Grand Prairie Hazard Mitigation Plan, Grand Prairie, Texas

- Reviewed the plan and provided concrete solutions for steps to take to comply with FEMA's new Local Mitigation Planning Policy Guide.
- Identified opportunities to expand public outreach and engage representatives of underserved and socially vulnerable populations.

Various Roles, Federal Emergency Management Agency (FEMA) | 2018-2023**STORM Act Training Program Specialist (detailee) | 2022-2023**

- Performed various administrative duties related to developing training materials for the newly created Safeguarding Tomorrow through Ongoing Risk Mitigation (STORM) Revolving Loan Fund, including drafting briefs for Regional HMA leadership to present.
- Actively engaged with contractors, leadership at FEMA HQ, Regional staff, and State partners to identify training and technical assistance needs.

Hazard Mitigation Community Planner | 2021-2023

- Provided substantive input and guidance to plan owners and plan developers to meet minimum requirements and incorporate best practices into local hazard mitigation plans (HMPs) and a State HMP in FEMA Region 3.
- Delivered technical assistance and training that supported State and local hazard mitigation planning by presenting multiple pieces of training on topics

- including the planning process, risk assessment, mitigation strategy, and plan implementation at regular touchpoints with new state staff.
- Reviewed over a dozen single and multi-jurisdictional plans, including plans in Pennsylvania for compliance with FEMA minimum requirements and optional HHPD elements as outlined in the Local Plan Review Guide and Local Planning Policy Guide.
- Worked collaboratively with state, local, and Federal partners on outreach and partnership initiatives, including two Plan Implementation & Grants Development
- Workshops (one of which was the largest in Region 3), two annual Risk Reduction Consultations, and the interagency WV Silver Jackets team.
- Presented guidance to State Directors and senior Region 3 leadership on climate change planning and Region 3 best practices, including data from Pennsylvania.
- Served as a mitigation planning subject matter expert on coordination calls and training with State, local, and academic partners to improve and incorporate the best available flood risk data into local and State hazard mitigation planning efforts.

Hazard Mitigation Grants & Planning Task Force Lead (Planning) | 2021–2022

- Deployed as a Supervisory Community Planner for Region 3's HMGP COVID initiative across six states, including Pennsylvania.
- Served as the technical advisor to the Regional Mitigation Division on planning and reported on all hazard mitigation activities and programs related to mitigation planning for the Region 3 COVID-19 disasters.
- Represented Planning on meetings with internal and external stakeholders.
- Led weekly team meetings with staff, met with new staff to answer their administrative and technical questions, and facilitated training opportunities for new planners.
- Monitored and evaluated community plan status and staff work through a novel work tracker.
- Made staffing recommendations and documented staff performance, including incorporating the suggestions of disaster leadership and State Team Leads.
- Facilitated, drafted, and received approval for the Region 3 FY22 Coffee Break webinar schedule, which detailed public presentations on planning that reflected the current priorities of the Region.
- Supported the development of projects by initiating lists of mitigation actions found in the local hazard mitigation plans for states with minimal HMGP project oversubscription and shared them with State partners.

Hazard Mitigation Group Supervisor | 2021–2022

- Deployed as a Hazard Mitigation Group Supervisor to DR-4605-WV and DR-4603-WV in charge of leading meetings with staff, coordinating mitigation grant efforts, and reporting to senior staff.
- Directed meetings and correspondence with State partners, including the State Hazard Mitigation Officer.
- Monitored 406 mitigation projects and State progress with the HMGP program and provided regular updates to regional and disaster leadership.
- Provided timely and effective performance evaluations to staff, which resulted in noticeable progress in an identified area for improvement.
- Presented a summary and described the next steps for mitigating these disasters to regional senior leadership, including the Regional Administrator.

Hazard Mitigation Community Planner | 2021–2022

- Assisted in developing two Admin Plans and two Mitigation Strategies necessary for the State to receive HMGP funding.
- Coordinated with state staff to promote and document the adoption of hazard mitigation plans.
- Successfully balanced steady-state and disaster responsibilities and informed supervisors of ongoing duties and availability.

Vaccination Center Deputy Task Force Lead, Pod Leader, Eligibility Checker | 2021–2021

- Served as a team lead and assisted with eligibility determinations at a community vaccination center in Pennsylvania that delivered over 300,000 COVID-19 vaccines.
- Led and trained a team of local hires responsible for setting up and running a community vaccination center in an underserved area of Philadelphia to improve equity in COVID-19 vaccine distribution.
- Provided direction for program activities, including assigning staff tasks, coordinating with health care professionals and interpreters, and outdoor vaccine area logistics.

- Facilitated the logistics of delivering vaccines in a vaccination pod through clear directions to staff and interagency coordination with groups such as the National Guard, Red Cross, and Team Rubicon.

Hazard Mitigation Floodplain Management Specialist | 2018-2021

- Led floodplain management mapping team responsible for making flood zone determinations for FEMA Public Assistance (PA), Environmental & Historic Protection (EHP), and Consolidated Resource Center (CRC) personnel.
- Produced over 500 FIRMette maps required for PA and 406 Hazard Mitigation grant applications in Oklahoma, Arkansas, Louisiana, and Texas.
- Developed and maintained working relationships with FEMA staff, State stakeholders, and management at various levels.
- Monitored performance and program delivery through the use of Microsoft Excel.
- Translated and effectively communicated the rules when reviewing floodplain management ordinances for post-disaster requirements.
- Responsible for assessing damaged houses due to Hurricane Florence in North Carolina.
- Determined which houses were substantially damaged using FEMA's SDE tool.
- Met with communities to discuss floodplain management subjects.
- Demonstrated the ability to communicate with internal and external partners.

FEMA Corps Member, AmeriCorps NCCC | 2017-2018

- Deployed as a Hazard Mitigation Floodplain Management Specialist working with Hazard & Performance Analysis to analyze and summarize open-source data relevant to increasing the effectiveness of FEMA and local programs intended to reduce the loss of life and property in Texas.
- Collaborated with an AmeriCorps team and FEMA HPA supervisor on conducting a watershed study based on the lessons learned from the Texas and Louisiana watershed studies.
- Handpicked by FEMA to conduct outreach as a Disaster Survivor Assistance Specialist on a Spanish-speaking composite team due to working Spanish fluency.
- Registered survivors, performed case updates, provided survivors with tailored responses to their questions regarding their case and programs FEMA offers and referred survivors to vital resources.
- Completed over 100 registrations through canvassing streets and at fixed locations in San Juan, Carolina, Rio Grande, and Humacao municipalities.
- Employed Spanish speaking, reading, and writing skills daily while translating for another FEMA Corps team in the field and local hires during onboarding.
- Performed DSA outreach in response to Hurricane Irma, aiding all survivors and communities professionally and applicant-centric.

Intern, Office of Congressman Phil Roe, U.S. House of Representatives | 2017-2017

- Represented the Congressman professionally by answering phone calls, emails, and letters from constituents, ensuring timely correspondence with community stakeholders.
- Provided exemplary customer service by leading constituents and congressional guests on tours around the U.S. Capitol Building.
- Contacted other Congressional Offices to help staffers complete legislative projects in a timely manner.

Research Assistant, The Culture Lab, University of Maryland | 2016-2017

- Assisted a postdoctoral researcher studying the psychological and neural mechanisms of stigma and social norms between different cultures worldwide.
- Displayed flexibility and problem-solving skills by using a wide range of analytical and evaluative methods to analyze scientific articles.
- Wrote and edited a significant portion of a cross-cultural neuroscience research article.
- Participated in weekly meetings with supervisor to discuss goals and new pathways for research.

CERTIFICATION AND TRAINING

- E0207 & E0272
- L0212, L0273, & L0386
- X0272 & X0285
- 276: Benefit-Cost Analysis Fundamentals (FEMA HQ led, noncredited)
- G318: Mitigation Planning for Local and Tribal Communities & G329: State Hazard Mitigation Planning
- IS-100.B, 162, 200. B, 212.b, 230.D, 253.a, 276.a, 318, 329, 320, 323, 328, 329, 393.b, 546.a, 559, 632.A, 634, 650.A, 700.b, 727, 800.B, 822, 922, 1000, 1014



Leslie Diaz
Hazard Mitigation Planner
III

Ms. Diaz's experiences include Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation (HMGP), and Community Development Block Grant –Disaster Recovery (CDBG-DR) programs.

18+ YEARS

EXPERIENCE IN DISASTER
RECOVERY AND PROGRAM
MANAGEMENT

EXPERTISE

- ▶ Public Assistance
- ▶ Individual Assistance
- ▶ Hazard Mitigation
- ▶ CDBG-DR

EDUCATION

- ▶ B.S., Psychology, Tulane University, 1990

PROFESSIONAL QUALIFICATIONS

Ms. Diaz has over 18 years of experience in specialized disaster recovery programs with federal, state, and local governments. Her background includes program development and management, continuity of operations, policy development, and creating and implementing standards of practice. Ms. Diaz has supported several organizations in recovering from substantial emergencies, including Hurricane Katrina, Hurricane Harvey, Superstorm Sandy, and COVID-19. Her work includes Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation (HMGP), and Community Development Block Grant – Disaster Recovery (CDBG-DR) programs, where she spearheaded teams, providing subject matter expertise and innovative program solutions.

EXPERIENCE

Various Roles, IEM | 2013-Present

Hazard Mitigation Specialist | 2021-Present

Public Assistance Task Lead | 2018-2020

Hazard Mitigation Grant Program (HMGP) Specialist | 2015-2018

QA/QC Specialist | 2013-2014

- Provide technical guidance regarding HMA programmatic compliance to seven applicants and the client (COR3) for HMGP, CDBG-DR, and CDBD-MIT, respectively.
- Lead project scoping and developed project methodologies for 47 projects, totaling over \$110M, providing resilient approaches for each jurisdiction's vulnerabilities.
- Worked collaboratively with peers to bring a pioneering coral reef restoration project (\$9.75 million) to fruition. This pilot project will serve as a model to strengthen and develop resilient coasts and beaches not only across Puerto Rico but also other islands experiencing similar conditions.
- Managed a team of four Subject Matter Experts and 16 Data Analysts. Provided direction on recovery grant processes in accordance with the Stafford Disaster Recovery (DR) and Emergency Assistance Acts (EAA) and PA Regulations, Laws, and Policies through coordination with the City of Houston.
- Providing guidance and training regarding PA policies and procedures to staff; preparing project management reports and invoices monthly to the client; developing and reviewing project worksheets (PW), SOW, and DDD for Categories A-G projects; creating a PW review process and checklist tool for staff.
- Developed HMGP 404 applications (\$2B) through coordination with the New York State Division of Homeland Security & Emergency Services for Superstorm Sandy. Managed Sewer/Coastal Resiliency Initiative projects (\$388M) and NYS DOT Bridge replacement project (\$518M).
- Developed and managed acquisition/demolition project implementation of Long Island/Staten Island Properties (\$37.7M) to be utilized as Global Match Credits.

- Assisted with the development of NYC Housing Authority 404 HMGP and 428 PAAP projects (PA & HMGP) to ensure compliance for both programs and utilized aggregated damages to quantify benefits to prove cost-effectiveness for a “universal” solution impacting multiple communities (\$200M for both 404 & 428).
- Generated the most accurate and thorough representation of all HMGP 404 applications through coordination with the New York State Department of Homeland Security & Emergency Services (DHSES).
- Accomplished the finalization of complete applicant packages that were submitted to FEMA.
- Conducted application eligibility evaluations, initial completeness reviews of contents in FEMA checklists, reviews of all documentation, forms, and supporting information to assure compliance with all procedures, and creating RFI letters to obtain necessary information for application progress through the grant course.

Various Roles, Leslie Diaz (Consultant) | 2019-2021

Quality Control Manager | 2021

Senior Recovery Manager | 2020-2021

Internal Auditor | 2019-2021

- Provided technical assistance to local government representatives regarding FEMA PA COVID-19 program rules, policies, and procedures.
- Assisted with the project application process, including completing eligibility reviews, creating expense summary records, and preparing damage descriptions (DDD) and scopes of work (SOW).
- Managed a team responsible for emergency housing assistance application eligibility review, QA/QC, and payment processing.
- Responsible for oversight, development, and training of staff and ensuring the team’s quality and professional delivery of services.
- Assisted with creating a training manual regarding COVID-19 applications for disaster recovery professionals.
- Tasked to lead a team of Accountants to perform an audit and assessment of the City of New Orleans’ (City) Internal Control Systems for all departments that utilize HUD funding.
- Assessing processes and controls employed to protect the City’s assets, ensuring the accuracy of financial records, maintaining operational efficiency, identifying risks and weaknesses, and performing testing to assess whether City programs are carrying out the required fiscal operations intended and authorized by the City.

Public Assistance Project Executive, AER | 2018

- Provided subject matter expertise for Public Assistance Alternative Projects (PAAP) 428 projects due to Hurricanes Maria and Irma through coordination with various municipalities and PNP organizations.
- Represented sub-grantees in meetings with the State, FEMA, and local officials.
- Managed operations and coordination between all functional areas and teams (15 Project Specialists and three Subject Matter Experts, both on-site and remote).
- Developing and reviewing PWs, SOWs, DDDs, and cost estimates; facilitating applications for PA funds; establishing and conducting site visits; and reviewing Consultants’ timesheets and expenses for accuracy (e.g., ensuring time was billed to the appropriate project).

Eligibility Manager, Cohnreznick | 2014-2015

- Provided direction on the recovery grant processes in accordance with Robert T. Stafford DR and EAA, CDBG regulations, and PA Program guidelines through coordination with the Governor’s Office of Storm Recovery (“GOSR”).
- Demonstrated a clear understanding of how CDBG national objectives intersect with the FEMA-PA PWs, HMGP, and other federal DR sources while ensuring concurrent eligibility to meet program requirements.
- Evaluated storm recovery projects that may have been eligible to utilize CDBG-DR funds to pay the required non-federal match for FEMA PA, HMGP Programs 406, in addition to recovery programs funded by the EPA, FHA, FTA, and USAC, which NYS utilized because of Hurricane Sandy (4085) and Irene (4020) and Tropical Storm Lee (4031).

Project Specialist, DSI | 2014

- Interfaced daily with Jackson County, Florida officials to manage Disaster 4177, PA applications.
- Worked in partnership with Applicants, providing comprehensive information, explanation, and technical assistance.
- Served as liaison between the Applicant and FEMA during grant application development.

- Assisting the Public Assistance Coordinator with project reviews, assisting Applicants with small project development, conducting site visits to inspect for damage and mitigation opportunities, obtaining GPS coordinates and photos, developing the scope of work, description of damages, and cost estimates for eligible repair work.

HMGP Regional Specialist, Hammerman & Gainer | 2013

- Oversaw recovery grant processes in accordance with the Robert T. Stafford DR, EAA, and HMA Unified Guidance regulations through coordination with The State of New Jersey Department of Community Affairs (DCA).
- Supported nine Housing Recovery Centers, acting as liaison between the program and DCA. Managed CDBG-DR implementation for reNew Jersey Stronger HMGP Elevation Program and delivered leadership in the development and coordination of the program.
- This effort also included creating HMGP Elevation Program policies for implementation, designing standard operating procedures, talking points, checklists, etc., as tools for staff, enacting various official program documents to notify applicants of status/determinations, and developing and presenting training to Center Managers, Intake and Scan Specialists, and Call Center staff.

Grant Administration Consultant, Franklin Associates | 2013

- Provided guidance on CDBG-DR implementation for the NY Rising Program.
- Performed a leadership role in formulating, advancing, and synchronizing the program.
- Worked with senior staff to establish procedures to implement program rules; expanded the resourcefulness of the program; devised and executed customer service training to staff; produced manuals and checklists and gathered resource materials for staff.

Group Lead/Interim Deputy Director, Shaw Group | 2009-2012

- Provided oversight of the recovery grant processes in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act regulations for the 404 HMGP through coordination with the Office of Community Development ("OCD") for DR-1603 and DR-1607.
- Served as Group Lead of four Team Leads and 24 Mitigation Analysts (both on and offsite).
- Responsibilities included interfacing with OCD to manage Elevation, Pilot Reconstruction, and Individual Mitigation Measures applications; establishment of a new grant processing office; creating and maintaining tracking tools to produce daily reports for distribution to senior staff and OCD; and confirming progress of caseloads to submit to OCD for approval by GOHSEP and FEMA to a quality closeout.

Debris Removal Project Foreman, Shaw Group | 2008-2009

- Monitored debris removal and disposal in disaster-declared areas in the aftermath of Hurricanes Gustave and Ike, ensuring project safety standards were met.
- Verified subcontractors' use of prescribed safety equipment and inspected debris to determine acceptability; provided support to Project Managers by maintaining filing for invoices and payroll records, completing Truck Certification Logs and Load Ticket Summaries; and prepared reports for submission to FEMA and Jefferson Parish Office.

Housing Advisor Team Lead, Quadel Housing Services | 2006-2008

- Interfaced daily with management and OCD regarding the Louisiana Road Home Program (funded through CDBG- DR).
- Supervised Housing Advisors and Housing Specialists and served as interim Center Manager.
- Responsibilities also included tracking grants; working with Regional Office/SHMO to resolve issues; conducting meetings with staff regarding policy/ procedural changes; performing QA/ QC to ensure accuracy of files and compliance of policies; advising applicants regarding CDBG and acquisitions; conducting reviews of applicants' files to determine eligibility and duplication of benefits; and conducting training in Housing Assistance Centers.

CERTIFICATIONS AND TRAINING

- Benefit Cost Analysis, 2023
- Flood Mitigation IS-00322, 07/2019
- Public Assistance and Program Eligibility IS-01000 05/2019
- Public Assistance Alternative Procedures IS-01005 05/2019

- Integrating 406 Mitigation Considerations into Public Assistance Grant IS-01014 07/2019
- Tornado Mitigation IS-319.a, 2021
- Hazard Mitigation Assistance IS- 00212.b, 2021
- Wildfire Mitigation IS-00320, 2021
- Earthquake Mitigation IS-00323, 2021



Kate Smith
GIS/Technical Writer

Ms. Smith has over 15 years of experience in emergency management, and she excels in helping clients understand and visualize risk through maps and modeling.

15+ YEARS

EXPERIENCE IN GIS &
EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Technical Writing
- ▶ GIS
- ▶ Hazard Mitigation
- ▶ Mapping
- ▶ Data Collection and Analysis

EDUCATION

- ▶ M.S., Geography, University of Utah
- ▶ B.S., Geography, Brigham Young University, 2003

PROFESSIONAL QUALIFICATIONS

Ms. Smith is a client-focused Mitigation Planner and Geospatial Information Systems (GIS) Specialist. She has expertise in compiling, analyzing, and modeling information from diverse sources to build data-driven resources that effectively identify natural hazard vulnerabilities. She develops mitigation strategies to improve community resilience. Ms. Smith is a strategic thinker who investigates how new technologies and processes can improve quality and productivity. She is dependable, hard-working, adaptable, and accountable. Ms. Smith is committed to meeting and exceeding agency and client expectations.

EXPERIENCE

Hazard Mitigation Planner II, IEM | 2022-Present

- Analyzes impacts from various hazards in Santa Clara County, California. Gathers authoritative GIS data on hazard zones, critical facilities, infrastructure, demographics, and building inventory. Utilizes Hazus and GIS overlay tools to determine exposure and potential losses for multiple natural hazards. Prepares maps and other visual tools to facilitate interpretation of data results.
- Collaborates with clients and the IEM geospatial team to gather GIS data on critical facilities, infrastructure, and other community assets for Hazus analysis for Delaware SHMP. Composed maps of historical hazard impacts and other measures of vulnerability.
- Provided technical writing and review of hazard profiles for Alabama SHMP. Assisted with preparing materials for client planning meetings and documenting participation. Collaborated with planning partners to gather GIS data related to natural hazards, community assets, and historic hazard impacts.
- Assisted in updating community profiles for Washington County MJHMP for participating jurisdictions. Utilized GIS tools to identify structures and parcels within the FEMA 100-year floodplain and calculated total area and percentage of building and land exposure and potential dollar losses, summarized by occupancy and land use type.
- Develops and updates Local, Multi-Jurisdictional, and State Hazard Mitigation Plans.
- Collects and analyzes data related to natural hazards, community assets, and historical hazard impacts.
- Conduct vulnerability, capability, and risk assessments.
- Collaborates with local, state, tribal, and federal officials and other stakeholders to foster engagement in the mitigation planning process.
- Solicits and documents data and input from stakeholders to develop mitigation strategies.
- Technical writing and review of plans, documents, and reports.

- Assists with developing GIS/Mapping resources, spatial modeling, and analysis to develop and update risk assessment maps and other visualization tools (dashboards and similar dynamic displays).

GIS Technician, Draper City, Utah | 2016-2017

- Edited and maintained parcel dataset in SDE geodatabase.
- Utilized scripts and other automation techniques to merge datasets from two county databases into a common schema.
- Used GIS to produce data layers, maps, tables, and reports.
- Assisted with transitioning local business data into geospatial format.

Adjunct GIS Instructor, Salt Lake Community College | 2013-2016

- Prepared and presented instructional materials and software demonstrations on advanced GIS analysis techniques.
- Utilized Canvas online reporting system to document course syllabus and lesson materials and post grades on course assignments, presentations, and exams.
- Reviewed student work and provided constructive feedback.

Mitigation Planner/GIS Specialist, Unified Fire Authority/Salt Lake County EM | 2004-2014

- Updated local multi-jurisdictional hazard mitigation planning materials to comply with state and federal regulations.
- Facilitated mitigation planning team meetings, performed risk assessment analysis on hazard data and presented results, documented participant feedback, consolidated historical hazard impact records, and prepared written documents based on this information.
- Coordinated successfully with representatives from multiple local jurisdictions and state and FEMA representatives to accomplish planning goals, analyze hazard vulnerability, and develop appropriate mitigation strategies to limit hazard exposure risk.
- Supported the development of county emergency operation plans and strategic planning documents and assisted local officials in designing and implementing municipal emergency plans and other emergency management programs.
- Participated in training and exercises and after-action reporting related to emergency operations, response, and recovery planning efforts.
- Utilized GIS tools to identify geographic extent and vulnerability to natural hazards, collected, analyzed, and interpreted spatial data and imagery, and presented results in customized electronic and printed maps and reports.
- Reviewed data to verify currency, accuracy, usefulness, quality, and completeness of documentation.
- Provided geospatial intelligence via maps, dashboards, and other data visualization tools to support emergency response operations at the county Emergency Operations Center during multiple county emergencies.

CERTIFICATIONS AND TRAINING

- FEMA Advanced Professional Series FEMA Professional Development Series
- Advanced HAZUS for Earthquake
- Local Hazard Mitigation Workshop
- Planning and managing a GIS
- GIS Program Management
- Introduction to Multiuser Geodatabase Introduction to ArcGIS Server



Myrna Chase
Hazard Mitigation Planner II

Ms. Chase is experienced in federal, state, local, and NGO emergency management, disaster recovery operations, and program implementation.

10 + YEARS

EXPERIENCE IN DISASTER
RESPONSE AND RECOVERY
MANAGEMENT

EXPERTISE

- ▶ Disaster Recovery
- ▶ Community Engagement
- ▶ VOAD external relations
- ▶ Governmental Affairs
- ▶ Disaster Recovery Planning

EDUCATION

- ▶ MPA, Master of Public Administration, Capella University, 2023
- ▶ B.A., Political Science, Norfolk State University, 1992

PROFESSIONAL QUALIFICATIONS

Ms. Chase is an experienced emergency manager focused on disaster response and recovery, governmental affairs, and community engagement. She is innovative with common-sense leadership, staff empowerment, and accountability. She is adept at cross-functional communication and is focused on re-energizing the field of disaster response and recovery coordination and planning. She has expertise in federal disaster grant programs and public policy

EXPERIENCE

Hazard Mitigation Planner II, IEM | 2024-Present

- Develop and update state, local, and federal hazard mitigation plans.
- Assist with plan research, data collection, and data management.
- Coordinate input from various plans, data sources, and stakeholders
- Facilitate planning team meetings, public outreach, and other stakeholder engagement.
- Technical writing and evaluation include risk assessments.
- Collect and review data for incorporation into the capability assessment.
- Identify mitigation solutions to reduce the identified hazard vulnerability.
- Provide guidance on FEMA Section 201 mitigation planning requirements.
- Provides client-facing technical consulting on program policy and procedures.
- Assist state and local governments with developing hazard mitigation plans, including formulating mitigation goals, strategies, and objectives.
- Assist with client and project development by tracking opportunities, identifying client needs, and creating proposals.

Site Coordinator, New York City Emergency Management-Hagerty/IEM Sub-Contractor | 2023

- Provided NYCEM Operations with situational awareness for assigned sites through monitoring of the operation and personnel.
- Gathered information necessary to assess and determine needs and actions for assigned shelter sites for asylum seekers.
- Proactively assisted in problem-solving in collaboration with representatives from partner agencies at shelter sites for asylum seekers.
- Reported and documented incidents at the shelter site to escalate resolutions through the Incident form reporting process.
- Provided updated census population data for assigned shelters through an established reporting process.

Unmet Needs Team Member, Florida Division of Emergency Management | 8-2023 to 11-2023

- Supported FDEM ESF 6 and the Individual Assistance Branch from September 20, 2023, to November 17, 2023, providing FEMA appeal guidance, individual assistance program explanations, and support to 970 survivors of Hurricane Idalia remotely utilizing a call center software system.
- Tracked all work utilizing a Smartsheet system to manage the status of survivors and outreach times and identified unmet need types to compile data to assess trends in survivors' needs based on demographics.

Liaison Officer, Illinois Emergency Management Agency-IEM Contractor | 10-2022 to 4-2023

- Provided IEMA Unified Area Command with situational awareness for assigned sites through monitoring of the operation and personnel.
- Gathered information necessary to assess and determine needs and actions for assigned shelter sites for asylum seekers.
- Proactively assisted in problem-solving in collaboration with representatives from partner agencies at shelter sites for asylum seekers.
- Reported and documented incidents at the shelter site to escalate resolutions through UAC using the ICS 214 form and Incident form reporting process using Smart Sheet.
- Checked in shelter staff using Reporting Dashboard to Personnel Accountability Form Smart Sheet for reporting process.
- Provided updated census population data for assigned shelters using the ICS 209 Smart Sheet form for reporting.

Disaster Response Specialist II, IEM | 2022-Present

- Provides support to IEM's State and Local Disaster Response and Recovery Team with its disaster response and recovery efforts, working hand-in-hand with state and local government and private nonprofit representatives to guide them through both the response and recovery process.
- Collaborates with IEM's FEMA Public Assistance Disaster Recovery Specialist to develop state and local response and pre- and post-disaster recovery plans
- Provides project management support for projects under State and Local Disaster Response and Recovery Division.
- Coordinates meetings, developed meeting materials, and facilitated meetings for clients.
- Exercises independent judgment and gives recommendations to clients within Federal and State statutes, regulations, policies, and procedures.
- Collaborates with Federal, State, and Local representatives, clearly communicating all aspects of the recovery process.
- Serves in a State or Local Emergency Operations Center response capacity.
- Provides response and recovery-related training to state and local government clients.
- Develops Disaster Recovery Frameworks for clients, including job descriptions and job aids.

Liaison Officer, Illinois Emergency Management Agency (IEMA) – IEM Contractor | 2022-2023

- Provided IEMA Unified Area Command with situational awareness for the assigned site through monitoring of the operation and personnel.
- Gathered information necessary to assess and determine needs and actions for an assigned shelter site.
- Proactively assisted in problem-solving in collaboration with representatives from partner agencies at the shelter site.
- Reported and documented incidents at the shelter site to escalate resolutions through UAC using the ICS 214 form and Incident form reporting process using Smart Sheet.
- Checked in shelter staff using Reporting Dashboard to Personnel Accountability Form Smart Sheet for the reporting process.
- Provided updated census population data for assigned shelters using the ICS 209 Smart Sheet form for reporting.

Emergency Rental Assistance Program District Chief, Virgin Islands Housing Finance Authority | 2021-2022

- Managed VIHFA Eligibility Team case management staff and provided guidance to outside partner agencies with program regulations, policies, and procedures and problem-solving complex files for a 21.3-million-dollar Emergency Rental Assistance Grant from the U.S. Treasury Department-supervised team in completing the processing 800+ applications in six months.
- Reviewed and signed off on early denial letters, reviewed applicant files, and provided final approval of eligibility determination

- Transmitted agreements for VIHFA execution upon signature by landlords and prepared payment packages to account for approval and processing
- Reviewed weekly report summarizing file reviews and application status/disposition prepared by Eligibility Team managers.
- Chaired Appeals Committee-reviewed appeals upon receipt, gathered information, as appropriate, convened appeals committee, generated response letter in accordance with Appeals Committee findings

Governmental Affairs Specialist, FEMA | 2017-2021

Hurricane Irma, Florida

Hurricane Maria, Puerto Rico

Winter Storms, South Dakota

Hurricane Michael, Florida

Hurricane Laura, Louisiana

Hurricane Delta, Louisiana

Hurricane Zeta, Louisiana

Winter Storm, Louisiana

- Developed productive relationships through direct communication and outreach with state and local public officials as a deployed reservist in a major disaster.
- Prepared and presented response and recovery information related to FEMA Individual Assistance, Public Assistance, Hazard Mitigation, and National Flood Insurance Program to state and local public officials.
- Conducted in-person meetings and presentations with state, county/parish, and local elected public officials to identify issues, answer questions, manage expectations, and clarify policies and procedures for FEMA programs.
- Coordinated town hall meetings upon request of state and local county officials to discuss community concerns related to FEMA programs.
- Coached and trained local hires on the IGA mission, FEMA program policies, and procedures.
- Attended weekly meetings with the Federal Coordinating Officer, government administrators, and elected officials to discuss the implementation of FEMA programs, Individual Assistance appeals process, public assistance grant program service delivery, and obligation of grant funds.
- Conducted foundational training and developed a governmental affairs checklist to assist new specialists with presenting response and recovery information related to FEMA programs policies and procedures.
- Submitted daily governmental affairs liaison activity report to become part of the executive summary for consideration to the External Affairs Officer and Federal Coordinating Officer.

Community Engagement Specialist, North Carolina Emergency Management | 2018-2019

Hurricane Florence

- Conducted disaster survivor needs assessment intake at the disaster recovery center and provided referrals to federal, state, and county disaster recovery resources for over 500 disaster survivors.
- Educated disaster assistance applicants on the FEMA grant program registration process and appeals process.
- Assisted disaster survivors with referrals to additional community and state resource information.
- Supported FEMA direct housing recertification inspectors and disaster case managers during visits to disaster survivors.
- Compiled Federal, State, and local government recovery program information and nonprofit and community resource assistance information into a resource guidebook.

Volunteer Infrastructure Program Fellow, AmeriCorps | 2015-2016

- Developed and implemented a volunteer program engaging high-value volunteers, particularly specialized/skilled volunteers who take on leadership roles in the organization.
- Developed business partnerships that provide support for the Partner Site.
- Recruited and trained community members as volunteers to support the infrastructure of programs within nonprofit organizations.
- Tracked program and infrastructure development at the Partner Site, utilizing a defined AmeriCorps Member Work Plan.
- Served side-by-side with volunteers to provide guidance, to better understand the client's needs, and to improve the volunteer experience.

External Relations Community Partnership Supervisor (Volunteer), American Red Cross | 2015-2016

- Successfully collaborated with Volunteer Organizations Active in Disaster (VOAD) members organizations, community partners, and the Virgin Islands Territorial Emergency Management Agency to develop a VOAD response and recovery plan.
- Collaborative with community leaders and organizations to build capacity, coordinate response and recovery activities, and address challenges to reaching vulnerable populations.
- Engaged private sector partners to invest in the VOAD response and recovery plan.
- Partnered with the Salvation Army and several local church organizations to implement the Salvation Army's "Preparing Together" program.

CERTIFICATION AND TRAINING

- ICS Trainings
- HMGP Trainings
- FEMA Trainings
- Benefit-Costs Analysis
- COOP Planning
- Emergency Operations Planning
- Operations Strategic Planning
- Pet-friendly Shelter Planning



Laneta Hayes

Hazard Mitigation Technical Specialist II

Ms. Hayes has technical knowledge of FEMA HMA policies and regulations. She has implemented her skills in successfully submitting more than 500 viable, cost-effective projects to FEMA in the state of New York alone.

11+ YEARS

EXPERIENCE IN EMERGENCY
MANAGEMENT AND PUBLIC
ASSISTANCE

EXPERTISE

- ▶ Emergency Management
- ▶ Benefit-Cost Analysis
- ▶ Individual Assistance
- ▶ Public Assistance
- ▶ Grants Management

EDUCATION

- ▶ M.S., Communication Science, University of South Alabama, 1989
- ▶ B.S., Communication Science, University of South Alabama, 1982

CERTIFICATIONS & TRAINING

▶

PROFESSIONAL QUALIFICATIONS

Ms. Hayes is an emergency management professional with more than 11 years of experience providing oversight to grants management in the aftermath of disasters. Ms. Hayes has a working knowledge of various types of grants, including Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation Grant Programs (HMGP), and FEMA policies and procedures. In the aftermath of Superstorm Sandy, she provided technical assistance and assisted in developing more than 500 viable, cost-effective subgrant applications throughout the State of New York. Ms. Hayes is a seasoned professional with expert-level experience with the FEMA Benefit-Cost Analysis (BCA) tool, currently version 6.0. Ms. Hayes has also been deployed to manage grants for the Deepwater Horizon Oil Spill disaster in Louisiana & Mississippi. Additionally, Ms. Hayes possesses professional experience working with survivors with special needs (Medical Communication disabilities) during and after an event.

EXPERIENCE

Hazard Mitigation Assistance (HMA) Specialist – Technical Assistance and Benefit-Cost Analysis (BCA) Support, Commonwealth of Puerto Rico (Central Office for Recovery, Reconstruction, and Resiliency (COR3), DR-4339 Hurricane Maria, IEM | 2021-Present

- Apply technical knowledge of FEMA Hazard Mitigation Assistance (HMA) programs specific to DR-4339 Hazard Mitigation Grant Program (HMGP) federal regulations; state and local laws and policies to assist in the recovery of Commonwealth of Puerto Rico (PR) (state and local jurisdictions) following Hurricane Maria.
- Develop for submission of more than 40 hazard mitigation actions to PR COR3 to be accepted and submitted as viable, eligible, cost-effective hazard mitigation strategies.
- Provide technical assistance for HMA programmatic compliance from COR3 regarding state/federal regulations, policies & procedures.
- Evaluate sub-application proposals to ensure appropriateness, accuracy, viability, eligibility, completeness & cost-effectiveness.
- Developed mitigation strategies & offered applicants guidance regarding viable mitigation actions.
- Assist in conducting Benefit-Cost Analysis (BCA) using FEMA BCA software for PR governmental agencies to ensure cost-effectiveness.
- Collaborate with PR governmental staff and consultants in developing cost-effective project applications and necessary technically feasible documentation, including a Scope of Work (SOW), Alternatives, Budgets, and project Worksheets (PW).
- Interpretation of FEMA regulations in relation to Scope of Work (SOW).

- Develop Requests for Information (RFI) correspondence based on a review of grant applications, engineering design, timeline, cost estimate, and studies/reports with BCAS to establish FEMA HMGP compliance and eligibility.
- Provide outreach to state and local governmental agency coordinators, engineers, and consultants to assist with sub-applications and assure application development and completeness.
- Manage project implementation through closeout.

Field Liaison – Mission Management Specialist, Technical Assistance and Support During Hurricanes Ian and Nichole, IEM | 2022

- Applied Technical Knowledge of FEMA regulations in State Emergency Management Agency ESF19 Fuels for fuel, water, and propane distribution delivery to state and local agencies in response to DR-4673 and EM-3587-FL.
- Handled over 100 missions totaling over \$15,000,000.00 for Infrastructure ESF19 Fuels Division.
- Provided outreach to state and local governmental Points of Contact to ascertain needs for mission accomplishment.
- Coordinated mission response with state and local officials and private fuel vendors.
- Developed live visual tracking and reporting system for daily reporting of mission statuses to State Emergency Management officials.
- Monitored and handled incoming missions on WebEOC for dissemination to vendors, allowing rapid response to communities in disaster areas.
- Provided accurate FEMA-compliant record keeping of mission activities.

Communication Specialist, Ascension Healthcare System Sacred Heart Autism Center | 2015-2021

- Developed and integrated communication program into applied behavioral analysis (aba) program for pediatric outpatients.
- Evaluate communication disorders and develop/implement communication programs.
- Generate detailed reports of findings, recommendations, and data analysis of progress for submission to insurance companies.

Disaster Reservist, Mississippi Emergency Management Agency (MEMA) | 2016-2021

- Deployed as a member of the planning unit of the state's multi-agency coordination team (MAC) for MEMA's response during man-made events, natural events, and exercises.
- Assistant to the Incident Commander, documenting relevant information, analyzing event data, developing reports, and formal and informal dissemination of information as needed.
- Active member during the ICS Planning process.
- Maintained continuity of state service delivery and ensured cost effectiveness regarding multiple units such as Logistics and Operations during exercises and emergency response events/efforts to ensure appropriate documentation was secured, processes were followed, and accurate financials were prepared and eligible for federal reimbursement in the event of a federal declaration, or funds are provided
- Logistics tracking and accountability tracking for MAC and Emergency Response team(s).
- Organized MAC meetings.
- Developed Incident Action Plans and situation reports.
- Develop and review exercise summary reports for the State Emergency Operations Center (SEOC).
- Maintained real-time unit activity data log to document historical data and develop event reports and narratives in compliance with ICS procedures.
- Designee as the MAC planning unit representative at the Joint Field Office (JFO).
- Multi-agency emergency response coordination includes but is not limited to federal, state, local, and National Guard in the National "Patriot South Exercise."
- Maintained FEMA and MEMA continuing education training in compliance with federal and state requirements.

Hazard Mitigation Assistance (HMA) Specialist – Technical Assistance and Benefit-Cost Analysis (BCA) Support, New York Division of Homeland Security and Emergency Services (DHSES) | 2013

- Applied technical knowledge of FEMA Hazard Mitigation Assistance (HMA) Programs specific to DR-4085 Hazard Mitigation Grant Program (HMGP) Federal regulations; State and Local Laws and Policies to assist in the financial recovery of State of New York (NYS) (State and local jurisdictions) following Hurricane Sandy.

- Successfully developed and submitted more than 500 Mitigation actions (sub of \$1.2b sub applications) to NYS DHSES, which were accepted and submitted as viable, eligible, cost-effective mitigation strategies.
- Provided technical assistance to sub-applicants regarding programmatic guidance, state/federal regulations, policies & procedures.
- Evaluated sub-application proposals to assure appropriateness, accuracy, viability, eligibility, completeness & cost-effectiveness.
- Developed mitigation strategies & offered applicants guidance regarding viable mitigation actions.
- Conducted Benefit-Cost Analysis (BCA) using FEMA BCA software and developed sound, cost-effective methodologies to support BCAs.
- Collaborated with state, local, and private sector peers in developing sub-applications from risk and vulnerability assessments, project scoping, development, and submittal to FEMA Region II in an expedited 6-week timeframe.
- Provided outreach to state & local governmental agency coordinators, engineers, & consultants to assist with sub-applications; development of feasible alternatives & assure application completeness.
- Managed project implementation through close out.

Grant Claims Reviewer/Claimant Awards Assistant, U.S. District Court for the Eastern District of Louisiana, Brown Greer, PLC/Adecco USA | 2012-2013

- Assisted in the analysis, review & development of grant applications for individual & business applicants' financial benefit grant awards related to the Deepwater Horizon Oil Spill environmental disaster for the U.S. District Court for the Eastern District of Louisiana.
- Coordinated with team to ensure compliance & continuity of program regulations.
- Reviewed & analyzed applications for completeness.
- Provided technical assistance for applicants in grant development using programmatic guidance, project requirements, and associated deliverables in accordance with court order.
- Guided applicants in documenting applications outlining proposed projects via written & electronic processing.
- Performed accurate data collection from damage assessments to support application for funds.
- Assisted applicants in determining eligible proof of damage and mitigation activities that may have occurred above repair, restoration, or recovery of damages in accordance with court-ordered Deepwater Horizon Settlement Agreement mandates.
- Performed grant benefit-cost analysis to assess the cost-effectiveness of projected grant awards.
- assembled & documented cohesive grant award applications to submit for a request for payment.

Claims Reviewer/Evaluator, British Petroleum and Gulf Coast Claims Facility (GCCF), Worley Catastrophe Response | 2010-2011

- Handled processing, review, analysis, and case management of emergency advance payment Individual Assistance application grant claims for British Petroleum (BP) post-Deepwater Horizon Oil Spill disaster.
- Conducted in-person & telephone interviews with grant applicants & documented applications in disaster-hit areas for BP and Gulf Coast Claims Facility.
- Provided applicants with guidance for required grant application supplemental proof of loss documentation to meet program requirements.
- Calculated emergency Individual Assistance & Business Assistance grant payments based on BP claims award guidelines/regulations.
- Determined eligibility for Individual and Public Assistance awards by review of causation documentation.
- Analyzed claim applications for completeness in accordance with regulations.
- Reviewed applications & sent requests for additional information correspondence to applicants to move the application process forward.
- Reviewed the scope of damages in person & telephone interviews with applicants.
- Calculated & determined applicants' personal disaster-related losses & made written recommendations for benefit award payments.
- Assessed applicants' efforts & instructed on guidelines & documented.
- Maintained accurate written narrative of events.

CERTIFICATION AND TRAINING

- National Flood Insurance Program (NFIP) Authorized Flood Adjuster – FCN #0070005327
- FEMA Emergency Management Institute Certification
- Basic Estimating Certification – Wind and Hail
- Fundamentals of Grant Writing Certification
- Fundamentals of Adjusting Certification



Sabrina Lunsford

Hazard Mitigation Planner I

Ms. Lunsford's experience includes a keen attention to detail in mitigation planning, risk reduction, technical writing, and research.

2+ YEARS

MITIGATION PLANNING AND RISK REDUCTION

EXPERTISE

- ▶ Hazard Mitigation
- ▶ Risk Reduction
- ▶ Program & Project Management
- ▶ Leadership
- ▶ Technical Writing
- ▶ Research
- ▶ Self- Management
- ▶ Interpersonal Skills
- ▶ Attention to Detail
- ▶ Problem Solving
- ▶ Community Lifelines
- ▶ Hazard Identification

EDUCATION

- ▶ M.S., Marriage and Family Therapy, Friends University, 2019
- ▶ B.S., Psychology, Fort Hays State University, 2017

PROFESSIONAL QUALIFICATIONS

Ms. Lunsford came to IEM as a Planner 1 after serving as Risk Reduction Coordinator for the Kansas Army National Guard. She has actively participated in developing multiple plans, including writing, conducting hazard research, and compiling statistics and analyses. She has also taken extensive FEMA training, including courses on the hazards that could impact San Bernadino. She understands the importance of documenting the planning process to meet FEMA guidelines and identify key stakeholder contributions to enable plan maintenance moving forward. Sabrina demonstrated remarkable foresight before the COVID-19 pandemic restrictions by identifying the potential for high-risk casualties. She then devised and implemented standard operational procedures, best practices, and a range of safety measures across the company to minimize the risk of exposure and transmission to hundreds of vulnerable individuals and employees who visit and work for a private practice facility. Her commitment to mitigation and risk reduction enabled the facility to maintain total operational capacity throughout the pandemic.

EXPERIENCE

Hazard Mitigation Planner, IEM | 2023-Present

- Assist state and local governments with developing hazard mitigation plans, including formulating mitigation goals, strategies, and objectives.
- Assist with client and project development by keeping track of opportunities, identifying client needs, and creating proposals.
- Participated in Technical writing and evaluations, including the Tennessee State Hazard Mitigation Plan, the Alabama Enhanced State Hazard Mitigation Plan, and other risk assessments.
- Develop and update state, local, and federal hazard mitigation plans.
- Assists with planning research, data collection, and data management.
- Coordinates input from various plans, data sources, and stakeholders
- Facilitates planning team meetings, public outreach, and other stakeholder engagement.
- Collects and reviews data for incorporation into the capability assessment.
- Identifies mitigation solutions to reduce the identified hazard vulnerability.
- Provide guidance on FEMA Section 201 mitigation planning requirements.
- Provides client-facing technical consulting on program policy and procedures.

Pre-registration Analyst, Stormont Vail Health Care Hospital | 2022-2023

- Understood and followed the Stormont-Vail confidentiality policy and always maintained the confidentiality of patients, co-workers, volunteers, and physician offices.
- Received calls, faxes, or computer-generated orders from physician offices to schedule patients for hospital services. This includes the transcription of orders from providers outside of our organization.
- Followed the Stormont-Vail confidentiality policy.

- Received calls, faxes, or computer-generated orders from physician offices to schedule patients for hospital services.
- Taking into consideration the need for specialized resources such as anesthesia, hospitalists, pediatric intensivists, interpreters, etc., and coordinating these resources with the planned service.
- In/Out of network status, prior authorization, and medical necessity and taking appropriate actions to ensure proper billing, including completing Medicare ABN, Blue Cross Limited Waiver, or Financial Obligation documents.
- Collected and updated the comprehensive data set at the time of scheduling or preregistration, validating patient information, which includes a collection of patient demographics, insurance sources, accident information, and completion of the MSPQ.
- Created estimates when appropriate and calculated patient liabilities according to established procedures and as needed.
- Initiated the self-pay workflow, verified insurance, and coordinated benefits promptly, which included initiating pre-certifications (notice of admission) for bedded patients.
- Collected/updated the comprehensive data set during scheduling or preregistration.
- Created estimates when appropriate and calculated patient liabilities according to established procedures and as needed.
- Verified insurance and coordinated benefits in a timely manner.
- Applied advanced technical billing knowledge to track and resolve failed edits.
- Assisted team with problem-solving.

Risk Reduction Coordinator, Magellan Federal/Dystech/Kansas National Guard | 2020-2021

- Oversaw the ARNG Substance Abuse and Suicide Prevention Programs.
- Established positive relationships with State Points of Contact (POCs).
- Provided direct supervision, management, and oversight of the Prevention Coordinator(s) (PC) and Suicide Prevention Program Coordinator (SPC).
- Coordinated and conducted Substance Abuse Prevention (SAP) Training for ARNG Units that meet or supersede AR 600-85 requirements and AR 350-53.
- Coordinated Suicide Prevention (SP) and Bystander Training for ARNG leaders and units that met or superseded AR 600-63 requirements, DA-PAM 600-24, and ALARACT 057-2014.
- Provided delivery and review of Unit Risk Inventory (URI) and Reintegration Unit Risk Inventory (RURI) reports to the corresponding state-level POCs.
- Created and provided Unit commanders with the Risk Mitigation Plan (RMP), which includes recommended training based on URI results.
- Managed DAMIS accuracy and timeliness for SAP training and case management.
- Ensured CIMS accuracy and timeliness for SP.
- Managed the Substance Abuse referred Soldier cases from initial referral to final disposition status.
- Served as a member of the Commander's Readiness and Resiliency Council (CR2C) and the Adjutant General's Alcohol and Drug Intervention Council (ADIC).
- Established and maintained relationships with community-based providers.
- Attended and provided information briefings for Substance Abuse and Suicide—Interim Progress Reviews.
- Created and provided monthly Status reports for both SAP and SP.

Office Manager, Dermatology PA | 2017-2020

Medical Assistant | 2012-2020

- Implemented a new practice management system.
- Built insurance billing and claims processing system.
- Supervised, trained, and evaluated administrative staff.
- Created office policies and procedures manual.
- Created drug and alcohol program and monitored employee and patient risk for misuse.
- Collaborated with PCP in monitoring patients' mental health.
- Created absentee and vacation policies and an accrual system.
- Electronically documented patient history and complaints.
- Compliance and credentialing of physician and practice.
- Trained all new employees and students.
- Initiated any prior authorizations needed from insurance companies regarding additional tests or medications.
- Prepared patients for surgery using proper techniques.

- Assisted physician with surgery as well as sutured closures following surgery.
- Made sure regulations, guidelines, and standards were followed.
- Used popular software for electronic medical records (EMR), billing, scheduling, and payroll software.
- Participated in the hiring and onboarding of new administrative staff.
- Devised and implemented COVID-19 protocols.
- Developed and implemented office policies and procedures.

Interim Coordinator of Training and Collection Site Monitoring, Kansas Health Solutions | 2013-2015

- Trained employees and supervisors per DOT regulations
- Developed training programs that include PowerPoint presentations, demonstrations, and tests.
- Trained personnel in the proper collection of urine drug screening, hair collections, and EBT training, both onsite and in-house.
- Supervised and scheduled mobile collectors for collections.
- Followed through to ensure work was complete at the end of each quarter and met quotas.
- Knowledge of bill preparation for website training.
- Coordinated, scheduled, and performed Regional Training up to, but not limited to, 100 individuals for DOT both in Kansas and Oklahoma.
- Complete collection site reviews, ensuring all contracted sites comply with regulations.
- In-depth knowledge of the Federal Code of Regulations.
- Notified the DER of each quarter of random participants and find alternates when needed using the proper route.

CERTIFICATIONS AND TRAINING

- Mitigation Planning for Local and Tribal Communities
- Plan Review for Local Mitigation Plans
- Mitigation Planning for Tribal Communities
- Building for the Earthquake of Tomorrow
- Mitigation eGrants System for the Subgrant Applicant
- Mitigation eGrants for the Grant Applicant
- Preparing the Nation for Space Weather Events
- Introduction to Unified Hazard Mitigation Assistance (HMA)
- Introduction to Retrofitting Flood-Prone Residential Buildings
- Eng Prin and Prac for Retrofitting Flood-Prone Res Struc, FEMA Pub 259, 3rd ED
- Tornado Mitigation Basics for Mitigation Staff
- Wildfire, Hurricane, Flood, and Earthquake Mitigation Basics for Mitigation staff
- Earthquake Basics Science Risk and Mitigation
- Community Tsunami Preparedness
- Mitigation Planning for States
- Preparing for Mass Casualty Incidents: Guide for Schools, Higher Education, and Houses of Worship
- Planning for the Needs of Children in Disasters
- Integrating 406 Mitigation Considerations into Public Assistance Grant
- Introduction to Incident Command System
- Hazard Mitigation Flood Insurance in Disaster Operations
- Hazard Mitigation Floodplain management in disaster Operations



Jessica Nester
Geospatial Analyst

Ms. Nester is highly proficient in data analysis and emergency management.

10+ YEARS

EXPERIENCE IN GIS &
EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Data Analysis
- ▶ Microsoft SQL Server
- ▶ Hazus-MH
- ▶ ArcGIS Suite
- ▶ SQL
- ▶ Tableau/Data Visualization
- ▶ Scripting
- ▶ Python
- ▶ Power BI

EDUCATION

- ▶ M.S., Geosciences, University of North Carolina at Wilmington, 2015
- ▶ B.A., Earth Sciences, Kent State University, 2013

CERTIFICATION & TRAINING

- ▶ ICS 400

PROFESSIONAL QUALIFICATIONS

Ms. Nester is a geospatial and data analysis professional with a focus on public safety and emergency management. Her experience includes data collection and analysis, geospatial modeling, mobile field application solution development, and teaching and leading others. Ms. Nester is detail-oriented and highly proficient in data and geospatial analysis.

EXPERIENCE

Geospatial Analyst, IEM | 2022-Present

- Develop innovative geospatial solutions for Hazard Mitigation and Emergency Management.
- Responsible for Hazus modeling, dashboard automation and development, field mobile solutions, and data management/analysis.
- Developed scenarios and provided mapping and data analysis for state and local Threat and Hazard Identification and Risk Assessments (THIRAs) and Hazard Mitigation Plans.

New York City Emergency Management (NYCEM) Loss Estimation Modeling

- Served as solution lead responsible for the successful delivery of Hazus modeling runs for New York City to be used in the City's 2024 Hazard Mitigation Plan update.
- Coordinated 42 Hazus model runs for Inland and Coastal Flooding, Coastal Storms (wind and storm surge), and Earthquakes, and performed quality control over all modeling results.
- Developed a fully illustrated and annotated Methodology Report detailing the modeling process and all model inputs, with an appendix showcasing key results.
- Prepared slides and led bi-weekly meetings with NYCEM throughout the life of the project to provide progress updates and solicit feedback.

Rebuild Florida

- Served as solution lead responsible for the development of Python script automation and dashboard development for tracking the Rebuild Florida initiative.
- Built an interactive ArcGIS dashboard with construction project site locations and project progress overlaid with social vulnerability index, FEMA Individuals and Households Program (IHP) data, and Hurricane Ian storm path.

LUMA Damage Inventory Data Analysis

- Served as solution lead responsible for collaboration with LUMA and multiple IEM Divisions to support the damage assessment reporting and analysis because of the aftermath of Hurricane Fiona in Puerto Rico.
- Built an interactive ArcGIS dashboard with inspection site locations, live weather and radar alerts, project progress, and network analysis routes to optimize field worker inspections.

United States Forestry Service Cannabis Reclamation and Training and Inventory Tracking

- Developed functional field application solutions for the United States Forestry Service that simplify the end-user data collection process.
- Incorporated webhooks for data automation and created interactive dashboards for maintaining end-user data collection in the field.

El Paso Region Supply Chain Tabletop Exercise

- Supported tabletop exercise with map development of El Paso region for winter weather advisory and dam failure models.
- Collected and analyzed impacts on population and local roads affecting the supply chain for a dam failure scenario.

East-West Gateway Council of Governments (EWGCOG) Supply Chain Plan

- Incorporated and updated medical facility inventory as a user-defined inventory for a 1,000-year flood model run in Hazus.
- Supported IEM team for additional flood and earthquake impact scenarios.

Alabama 2024 Hazard Mitigation Plan

- Served as geospatial lead responsible for data collection and analysis for Alabama's Emergency Management Agency's 2024 Hazard Mitigation Plan update.
- Delivered updated inventory, demographics, and state-owned facilities for successful Hazus model runs that provide loss estimation of Probabilistic Hurricanes, Probabilistic Earthquake, and 100-year flood scenarios for the entire state of Alabama.

Jacksonville, Florida THIRA

- Built custom Category 5 Hurricane scenario in Hazus and analyzed the impact of wind damage on the population in the Jacksonville region for this event.
- Collected and analyzed data for impacted populations in a theoretical hurricane, pandemic, hazardous materials, domestic terrorism, and cyber-attack scenarios.

City and County of Denver THIRA

- Developed a probable wildfire scenario in FlamMap and a 100-year flood scenario in Hazus for the Denver region and analyzed population impacts.
- Collected and analyzed data for impacted populations in theoretical wildfire, flood, pandemic, domestic terrorism, and cyber-attack scenarios.

Atlanta Urban Area Security Initiative (UASI) THIRA

- Developed a custom hurricane scenario in Hazus and analyzed the impact of wind damage to infrastructure and population in the Atlanta region.
- Collected and analyzed data for impacted populations in a theoretical hurricane, pandemic, hazardous materials, domestic terrorism, and cyber-attack scenarios.

Public Safety GIS and Data Analyst, New Hanover County | 2016-2022

- Developed and maintained a client-based record management system and geospatial databases necessary to the operations and business plan of the fire department.
- Performed data analysis techniques and communicate data through interactive dashboards, maps, and reports.
- Deployed and trained fire department staff on technology essential for field data collection.
- Proficiency using ESRI ArcGIS Software (Pro, Enterprise, and Online), ESRI Field Applications, Tableau (Desktop and Online), and Microsoft SQL Server.
- Experience applying Python Scripting and Information Technology.

ParkServe GIS Contractor, Trust for Public Land | 2016

- Mapped parks in every major U.S. city to analyze a ten-minute walk access for the surrounding population.
- Data collection and digitizing park data from government contact and verify/validate the data.

Adjunct Instructor – Geology, Coastal Carolina Community College | 2016

- Prepared and led classroom lectures and laboratory handouts and materials.
- Evaluated student exams, labs, and participation in the course for a grade.

GIS/Field Contractor, Green Assets Environmental Consultants | 2015-2016

- Digitized forestry land use maps and collected forestry inventory data.
- Experience with tree identification and collecting tree diameter and height measurements

Graduate Teaching Assistant and Research Assistant II, University of North Carolina at Wilmington| 2013-2015

- Taught undergraduate courses in physical geography, human geography, and applied climatology.
- Processed high-resolution imagery and data for topographic analysis and base maps, stable isotope sample preparation, and maintaining a clean laboratory environment.



Agustín Graterole

GIS Specialist

Mr. Graterole's experience includes conducting spatial analysis, managing databases, and customizing ArcGIS desktops by programming script tools.

14+ YEARS EXPERIENCE IN GIS

EXPERTISE

- ▶ ArcGIS
- ▶ SQL
- ▶ QGIS
- ▶ Python
- ▶ PostGIS
- ▶ PostgreSQL, MSSQL, MariaDB
- ▶ JavaScript, HTML, CSS
- ▶ Geoserver

EDUCATION

- ▶ M.S., Geographic Information Sciences, The University of Akron, 2009
- ▶ B.A., Geography, University of Puerto Rico, 2007

PROFESSIONAL QUALIFICATIONS

Mr. Graterole is a Geographic Information Systems (GIS) professional with experience in public and private sector projects, conducting spatial analysis, managing databases, and customizing the ArcGIS desktop by programming script tools. He is also highly skilled in developing online mapping applications.

EXPERIENCE

GIS Specialist, IEM | 2022-Present

Puerto Rico Financial Housing Authority

- Collaborates in creating an ArcGIS Online Dashboard for reporting ongoing application submissions and statistics within the Pennsylvania Homeowner Assistance Fund (PAHAF) program's website.
- Develops views and stored procedures within the program's relational database for creating data outputs for the reporting dashboard.
- Integrates GIS datasets in the program's relational database for leveraging native spatial analysis capabilities in reports.

North Carolina Financial Housing Authority

- Provide support to technical teams regarding GIS topics.
- Collaborates with the IEM GEO Team and liaises with other teams to provide GIS advice.

Pennsylvania Housing Finance Authority

- Helps create ArcGIS Online Dashboard for reporting ongoing application submissions and statistics on the Pennsylvania Homeowner Assistance Fund (PAHAF) program's website.
- Develops views and stored procedures in the program's relational database for creating data outputs for the reporting dashboard.
- Integrates GIS datasets in the program's relational database for leveraging native spatial analysis capabilities in reports.

GIS Specialist, State Historic Preservation Office | 2019-2021

- Managed spatial database for supporting property damage assessment efforts after Hurricane María.
- Deployed spatial datasets into ArcGIS Online to create field surveys in ArcGIS Collector.
- Created web mapping applications with ArcGIS Online to visualize surveyed data.

Geo-Database Analyst, Map Plus LLC-Trackit LLC | 2018-2019

- Administered spatially enabled databases in fields of real estate, physical addresses, infrastructure, and environment.
- Designed database architecture and relationships between tables and layers to project needs.
- Performed spatial analysis to enhance acquired data to be published on web map applications.
- Automated data maintenance and quality control with triggers and external scripts for database procedures.
- Generated database backups and managed user permissions.

GIS Specialist, State Historic Preservation Office | 2013-2018

- Operated Geographic Information Systems (GIS) software for mapping proposed project locations, archaeological sites and surveys, and architectural resources to facilitate the Section 106 review process.
- Designed databases and data entry programs for the Section 106 review process.
- Developed map applications illustrating proposed projects and cultural resources data to be used by co-workers and external researchers.
- Installed and maintained GIS software and conducted GIS training for co-workers.
- Published maps on the agency's website for viewing Puerto Rico's properties in the National Register of Historic Places, Section 106 projects, and archaeological inventories.

CERTIFICATION AND TRAINING

- ArcGIS Enterprise – Base Deployment
- Databases & SQL
- Intro to Oracle
- Intro to C#.Net



Thomas Edwards,
Ph.D.
Technical Editor

Mr. Edwards is a seasoned professional with broad experience in the federal government and working as a consultant to governments at various levels.

30+ YEARS

EXPERIENCE IN WRITING & EDITING TECHNICAL REPORTS, INCLUDING EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Project Management
- ▶ Strategic Planning
- ▶ Research and Analysis
- ▶ Risk Assessment
- ▶ Training Development

EDUCATION

- ▶ Ph.D., Systematic Theology, The Catholic University of America, summa cum laude
- ▶ Masters of Divinity, Loyola University, Chicago, summa cum laude
- ▶ B.A., English, Philosophy, Psychology, Fordham University, cum laude

PROFESSIONAL QUALIFICATIONS

Dr. Edwards has extensive writing and editing experience on a wide variety of subjects and for diverse audiences, including annual reports on government programs, doctoral and master's theses, scientific and medical studies, innovations in engineering and mathematics, macroeconomic analyses, and policy. Dr. Edwards has worked with emergency management professionals at SRA International under Kim Fletcher, conducted training for EPA On-Scene Coordinators, and supported EPA policy development and long-range planning. He has extensive experience managing multi-year, multi-million-dollar federal government projects in strategic planning, workforce development, change management, team building, and risk management. Dr. Edwards has established policy and procedural metrics, conducted quantitative and qualitative analyses, tracked progress, presented findings, and evaluated research plans. He has conducted evaluations and facilitated communication, leadership, and team-building, devising training plans and materials. In addition, Dr. Edwards served on or directed development teams for large, complex projects for a wide variety of audiences. Prepared reports and proposals for USAID, the World Bank, international donor agencies, foreign governments, and U.S. agencies on topics such as human resource development, housing and urban infrastructure, economic planning, and micro-, small, and medium enterprise development at Red Cross, also developed curriculum and training materials for participants, trainers, and trainers of trainers.

EXPERIENCE

Technical Editor, IEM | 2022-Present

- Edit a wide range of documents for FEMA, regions, counties, and cities related to emergency management, such as Emergency Operations Plans, Hazard Mitigation Plans, Continuity of Operations (COOP) Plans, Supply Chain Gap Analysis, Tabletop Exercises, and After-Action Reports and Improvement Plans on such issues as the COVID-19 pandemic,
- Many efforts involve a Base Plan and many Annexes that apply to jurisdictions within the larger area.
- Also edit fact sheets and other materials for public education on federally supported housing, chemical weapons disposal, and support for migrants.

Consultant for Organizational Effectiveness and Project Management Professional (PMP), SRA International | 2000-2013

Office of the Director of National Intelligence

- Performance management system for the Intelligence Community (IC). Developed the evaluation plan used for progress reviews.
- Modified performance survey to align with Congressional intent. Analyzed four annual surveys and wrote assessments, including Excel-generated graphs and figures.

- (The first report was transmitted – almost verbatim – to Congress.) Led the team that designed the IC knowledge portal to make key documents accessible.

Defense Civilian Personnel Advisory Service

- Performance management system for civilians at the Department of Defense.
- Developed the evaluation plan for pilot tests and a tool to track the implementation of 99 recommendations for human capital development. Served as a technical writer/editor for a five-year overview of the National Security Personnel System.

Federal Acquisition Institute (FAI)

- Training the civilian acquisition workforce in contract management. Increased FAI's organizational effectiveness through strategic and budget planning, outreach, and stakeholder involvement.
- Served as lead writer for three annual analyses. Operated the Learning Management System at the Defense Acquisition University.

Internal Revenue Service

- Business process engineering to centralize and standardize the work of clerical and para-professional staff. Facilitated a 10-member IRS project team; tracked progress; identified risks and mitigations. Designed site visit protocols and analyzed focus group and survey data. Mapped system changes and identified corresponding training needs.
- Conducted a two-day evaluation, including extensive lessons learned.

Environmental Protection Agency

- Projects on strategic workforce planning, workload management, and assessing employee trust and communication.
- Conducted site visits, analyzed employee feedback, and prepared written and oral reports to management.
- Strategic plan analysis: Utilized a planning template to evaluate 15 five-year research plans for EPA senior scientists. Devised training plan for strategic plan development.
- Strategic workforce planning: For the 18-month project, aligning the skills of EPA research scientists with projected needs in 5–10 years. Identified knowledge management strategies to mitigate the loss of institutional knowledge from retirements.
- For the Chicago Regional Office, designed and delivered a team-led workshop on communication between scientists and non-scientist managers. Training combined presentations, case studies, and applied learning exercises.
- For On-Scene Coordinators, led and co-facilitated two-day leadership development and team-building course on the Myers-Briggs Type Indicator, Blanchard Situational Leadership, and the Kiersey temperament model, using assimilation exercises.

Team Leader, Administration, and Policy Development, United States Departments of Labor and Education, National School-to-Work Office | 1997-2000

- Administered a budget of \$400 million/year and ensured fiscal accountability from grantees.
- Devised and conducted training on the appropriate use of grant funds according to Office of Management and Budget circulars.
- Wrote requests for proposals and evaluated applications.

Public Affairs Officer, United States Department of Labor, Employment and Training Administration | 1994-1997

- Developed communication strategies and materials to present agency positions and to respond to inquiries from news media, Congress, and the general public.
- Key issues included changing outcome-based criteria for evaluating training programs and studies of effective skill-development strategies.

CERTIFICATION AND TRAINING

- Certified Project Management Professional (PMP), 2006–2016
- Life Member, Association for Psychological Type; certified to administer the Myers-Briggs Type Indicator (Level 1)



Kelsey Rohwer
Graphic Designer/Artist

Ms. Rohwer has more than 16 years of experience, including knowledge of FEMA's publishing standards.

16+ YEARS

EXPERIENCE IN GRAPHIC DESIGN
& EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Graphic Design
- ▶ Information Design
- ▶ Publication Layout and Formatting

EDUCATION

- ▶ B.F.A., Graphic Design, Louisiana State University

PROFESSIONAL QUALIFICATIONS

Ms. Rohwer has 16 years of experience designing, formatting, and producing artwork for inclusion in publications, reports, and other projects. She creates visual representations of complex information to aid understanding, transforming numerous charts, graphs, maps, and concepts into clear, informative graphics. Ms. Rohwer has a strong working knowledge of FEMA's publishing environmental and style standards and Government Printing Office printing regulations and processes for submission of camera-ready art in electronic formats.

EXPERIENCE

Graphic Designer, IEM | 2005-Present

- Converts data in the form of flow charts, bar graphs, maps, quotes, and text boxes into clear, informative, and appealing graphics that harmonize with the reports' style and color palette. Modifies maps to maximize the readability of pertinent areas. Creates cover designs and photo montages to represent complex plans and reports.
- Designed and laid out the New York City (NYC) Public Health Disaster Handbook for the NYC Department of Health and Mental Hygiene (DOHMH). Applied simple and readable styles to tables within the document, used color-coded sections and provided shortcut links and clickable maps. Developed icons and graphics for the at-a-glance understanding of complex vulnerability information.
- Served as Primary Graphic Designer for IEM's development of the Intermodal Freight Guide for the NY-NJ-CT-PA RCPT/RLP. Created a pocket-sized book with tabbed sections for easy navigation. Responsible for the overall layout and style formatting; designed the cover montage and the custom graphics produced by IEM.
- Supported Dallas Area Rapid Transit (DART) exercises by providing PowerPoint templates and document covers tailored to specific exercise hazards and locations. Created complex photo-montages to represent hypothetical scenarios for exercises.
- Supported the CDC/ASTHO Scripted Surge Antiviral Dispensing joint preparedness exercise by designing a logo and style and producing banners, posters, directional signage, PowerPoint templates, document covers, participant badges, and t-shirts.
- Served as Lead Graphic Designer for an RLP project to use EDXL-RM to pass messages between incident management systems; provided feedback for graphics improvements.
- Served as Graphic Designer for IEM's RLP Field Asset Tracking Analysis support.
- Produced visual designs and artwork in support of FEMA Response Planning efforts, including the All-Hazards Plans for Regions 1, 2, 3, and 5, as well as various Hurricane, Tsunami/Earthquake, Power Outage, Biological Incident, Oil/Chemical Incident Annexes.
- Designed flyers and PowerPoint templates in support of the North Carolina Hazardous Materials Study for NCEM's Information and Plans Section; the designs emphasized clarity and maintained a unified theme for the project.

- Designed and created an evacuation guidance brochure for distribution to troops and civilians on the Pelham Range; the brochure included a single-page folded handout with evacuation maps, tables, and general information.
- Acted as Primary Designer for a story-based, interactive Flash training tool for the Maneuver Support Center of Excellence (MSCoE) at Fort Leonard Wood, Missouri; formatted diverse maps, tables, photos, and diagrams to conform to a unified style, and modified the initial multiple-choice question style to incorporate the client's need for more complex question types.
- Worked as Primary Flash Developer and Designer for the Flash version of a training website for FEMA's Chemical Stockpile Emergency Preparedness Program (CSEPP).
- Created an interactive training environment by combining video of actors, 3D-rendered backgrounds, interactive rollover buttons, and standard multiple-choice questions.
- Developed storyboards for video shoots and detailed backgrounds for the 3D artist to use as a reference; assisted in directing video shoots.

Various Roles, Louisiana State University | 2002-2005

Web Design Intern | 2002-2005

Graphic Design Intern | 2004

- Used Macromedia Flash to design and construct the LSU Graduate School Catalogue interface.
- Created a Flash trivia game for an LSU recruiting CD; made e-greeting cards, wallpapers, short Flash movies, and logos for the LSU website.
- Designed the cover and interior images for the Human Resources interview guide. Designed a brochure and catalog cover for Southern Louisiana Community College.

CERTIFICATION AND TRAINING

- Supported D.C. Homeland Security and Emergency Management Agency (HSEMA), providing graphic support for shelter assessment and mass care plans.
- Primary Graphic Designer for IEM's development of the Intermodal Freight Guide for the NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT)/Regional Logistics Program (RLP); responsible for the overall layout and style formatting; designed the cover montage and the custom graphics produced by IEM



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