

**NORTH CAROLINA  
DURHAM COUNTY**

**SERVICE CONTRACT**

**THIS CONTRACT** is made, and entered into this the 13 day of August, 2018, by and between the **COUNTY of DURHAM**, a political subdivision of the State of North Carolina, (hereinafter referred to as "COUNTY"), and Hagerty Consulting, Inc. a corporation duly authorized to do business in the state of North Carolina, (hereinafter referred to as "CONTRACTOR").

For and in consideration of mutual promises to each as herein after set forth, the parties hereto do mutually agree as follows:

1. **SCOPE OF SERVICES.** CONTRACTOR hereby agrees to provide the services and/or materials under this contract pursuant to the provisions and specifications identified in "Attachment 1 and Attachment 2 (hereinafter collectively referred to as "Services"). Attachment 1 and Attachment 2 are hereby incorporated herein and made a part of this contract. Time is of the essence with respect to all provisions of this contract that specify a time for performance.

The COUNTY will perform on-going contract monitoring to ensure that the terms of this contract are complied with. CONTRACTOR agrees to cooperate with the COUNTY in its monitoring process and provide documentation and/or information requested during the term of this Agreement for the purpose of monitoring the services provided by CONTRACTOR.

2. **TERM OF CONTRACT.** The Term of this contract for services is from August 13, 2018 to May 1, 2019 unless sooner terminated as provided herein.

3. **PAYMENT TO CONTRACTOR.** CONTRACTOR shall receive from COUNTY an amount not to exceed Two Hundred Twenty-Nine Thousand and Thirty-Three Dollars (\$ 229,033.00) as full compensation for the provision of Services. COUNTY agrees to pay CONTRACTOR at the rates specified for Services performed to the satisfaction of the COUNTY, in accordance with this contract, and Attachment 1. Unless otherwise specified, CONTRACTOR shall submit an itemized invoice to COUNTY by the end of the month following the month during which Services are performed. A Funds Reservation number may be assigned to encumber the funds associated with this contract and must appear on all invoices and correspondence mailed to Purchaser. Payment will be processed promptly upon receipt and approval of the invoice by COUNTY.

4. **INDEPENDENT CONTRACTOR.** COUNTY and CONTRACTOR agree that CONTRACTOR is an independent contractor and shall not represent itself as an agent or employee of COUNTY for any purpose in the performance of CONTRACTOR's duties under this Contract. Accordingly, CONTRACTOR shall be responsible for payment of all federal, state and local taxes as well as business license fees arising out of CONTRACTOR's activities in accordance with this Contract. For purposes of this contract taxes shall include, but not be limited to, Federal and State Income, Social Security and Unemployment Insurance taxes.

CONTRACTOR, as an independent contractor, shall perform the Services required hereunder in a professional manner and in accordance with the standards of applicable professional organizations and licensing agencies.

5. **INDEMNIFICATION.** To the fullest extent permitted by laws and regulations, CONTRACTOR shall indemnify and hold harmless the COUNTY and its officials, agents, and employees from and against all claims, damages, losses, and expenses, direct, indirect, or consequential (including but not limited to fees and charges of engineers or architects, attorneys, and other professionals and costs related to court action or mediation) arising out of or resulting from CONTRACTOR's performance of this Contract or the actions of the CONTRACTOR or its officials, employees, or subcontractors under this Contract or under contracts entered into by the CONTRACTOR in connection with this Contract. This indemnification shall survive the termination of this Contract.

In claims against any person or entity indemnified under this provision by an employee of the CONTRACTOR, a subcontractor, an employee of a subcontractor, or an agent of the CONTRACTOR or a subcontractor, the indemnification obligation under this provision shall not be limited by a limitation on amount or type of damages, compensation or benefits payable by or for the CONTRACTOR or a subcontractor under workers' or workmen's compensation acts, disability benefit acts or other employee benefit acts.

- 6. INSURANCE.** CONTRACTOR shall procure and maintain for the duration of the contract the following insurance coverage from an insurance company(s) possessing a rating of A-VII or higher from the A.M. Best Company and licensed to do business in North Carolina. All of the policies required of the CONTRACTOR shall contain a waiver of subrogation provision to waive all rights of recovery under subrogation or otherwise against the COUNTY. In the event CONTRACTOR'S Insurance Policy or Certificate of Insurance conflicts with the aforesaid language concerning "waiver of subrogation" this contract shall govern. CONTRACTOR shall advise the COUNTY of any cancellation, non-renewal, or material change in any policy within ten (10) days of notification of such action and provide updated certificates of insurance evidencing renewals within fifteen (15) days of expiration. CONTRACTOR'S insurance shall be primary and any insurance or self-funded liability programs maintained by the COUNTY shall not contribute with respect to the CONTRACTOR's insurance. COUNTY shall not be listed as an additional insured on any Insurance Policy or Certificate of Insurance of the CONTRACTOR. In the event CONTRACTOR'S Insurance Policy or Certificate of Insurance conflicts with the aforesaid language concerning "additional insured" this contract shall govern.

**6.1 Commercial General Liability:** Insurance Services Office (ISO) Form CG 00 01 on an "occurrence" basis, including products and completed operations, property damage, bodily injury, and personal & advertising injury with limits no less than **\$1,000,000** per occurrence and **\$2,000,000** aggregate.

**6.2 Commercial Automobile Liability:** ISO Form CA 00 01 covering any auto with limit not less than **\$1,000,000** per accident for bodily injury and property damage.

**6.3 Worker's Compensation and Employers Liability:** as required by The State of North Carolina, with statutory limits, and Employers Liability Insurance with a limit of no less than \$1,000,000 per occurrence.

By requiring insurance herein, the COUNTY does not represent that coverage and limits will necessarily be adequate to protect CONTRACTOR, and such coverage and limits shall not be deemed as a limitation on CONTRACTOR's liability under the indemnities granted to the COUNTY in this Contract. CONTRACTOR shall provide the COUNTY a valid certificate of insurance, in advance of the performance of any work, exhibiting coverage required. CONTRACTOR shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein.

The failure of the COUNTY at any time to enforce the insurance provisions, to demand such certificates of insurance, or to identify a deficiency shall not constitute a waiver of those provisions, nor reduce obligations of the CONTRACTOR to maintain such insurance or to meet its obligations under the indemnification provisions. Notwithstanding the foregoing, nothing contained in this section shall be deemed to constitute a waiver of the governmental immunity of the COUNTY, which immunity is hereby reserved to the COUNTY.

## **7. TERMINATION.**

**7.1. EVENT OF DEFAULT.** Any one or more of the following acts or omissions of the Contractor shall constitute an Event of Default hereunder:

- a. Failure to perform the Services satisfactorily or on schedule,
- b. Failure to submit any report required hereunder; and/or
- c. Failure to perform any other covenant, term, or condition of this Agreement.

Upon the occurrence of an Event of Default, the County may take one or more or all of the following actions:

1. Give Contractor written Notice of the Event of Default, specifying the Event of Default and requiring it to be remedied within, in the absence of greater or lesser specification of time, seven (7) calendar days from the date of the notice; and if the Event of Default is not timely remedied, terminate the agreement, effective two (2) days after giving the Contractor written Notice of Termination; and/or
2. Deduct any and all expenses incurred by the County for damages caused by the Contractor's Event of Default; and/or
3. Treat the agreement as breached and pursue any of its remedies at law or in equity, or both, including damages and specific performance.

**7.2 TERMINATION FOR CONVENIENCE.** This Contract may be terminated, without cause, by either party upon thirty (30) days written notice to the other party. This termination notice period shall begin upon receipt of the Notice of Termination. Termination of this Contract, under either section 7.1 or 7.2, shall not form the basis of any claim for loss of anticipated profits by either party.

**8. COUNTY NOT RESPONSIBLE FOR EXPENSES.** COUNTY shall not be liable to CONTRACTOR for any expenses paid or incurred by CONTRACTOR, unless otherwise agreed in writing.

**9. EQUIPMENT.** CONTRACTOR shall supply, at its sole expense, all equipment, tools, materials, and/or supplies required to provide Services hereunder, unless otherwise agreed in writing.

**10. COMPLIANCE WITH LAWS.** CONTRACTOR shall abide by all statutes, rules, regulations, laws, and executive orders Federal, State and Local as they relate to, but are not limited to, (i) services in general, (ii) payment of employees, subcontractors and agents, (iii) the Fair Labor Standards Act and (iv) the Wage and Hour Division. In the event CONTRACTOR is determined by the final order of a court or appropriate agency to be in violation of any Federal, State or Local statute, rule, regulation, law or executive order or this provision, this Contract may be canceled, terminated or suspended in whole or in part by COUNTY and CONTRACTOR may be declared ineligible for further COUNTY contracts.

**11. HEALTH AND SAFETY.** CONTRACTOR shall be responsible for initiating, maintaining and supervising all safety precautions and programs required by OSHA and all other regulatory agencies while providing Services under this Contract.

**12. NON-DISCRIMINATION IN EMPLOYMENT.** CONTRACTOR shall not discriminate against any employee or applicant for employment because of age, sex, race, creed, national origin, or disability. CONTRACTOR shall take affirmative action to ensure that qualified applicants are employed and that employees are treated fairly and legally during employment with regard to their age, sex, race, creed, national origin, or disability. In the event CONTRACTOR is determined by the final order of an appropriate agency or court to be in violation of any non-discrimination provision of federal, state or local law or this provision, this Contract may be canceled, terminated or suspended in whole or in part by COUNTY, and CONTRACTOR may be declared ineligible for further COUNTY contracts.

**13. EMPLOYMENT ADVERTISING REQUIREMENTS.** CONTRACTOR shall post local job openings, in connection with this contract, with the City of Durham's Office of Economic and Workforce Development, the North Carolina Department of Commerce-Division of Employment Services (formerly ESC, Employment Security Commission) and with the Durham County Department of Social Services throughout the term of this Agreement; provided that the foregoing requirement does not limit CONTRACTOR'S ability to advertise and/or otherwise post job openings with other organizations or media outlets.

**14. E-VERIFY.** As a condition of payment for services rendered under this agreement, CONTRACTOR shall comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes. Further, if CONTRACTOR provides the services to the County utilizing a subcontractor, CONTRACTOR shall require the subcontractor to comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes as well. CONTRACTOR shall verify, by affidavit, compliance of the terms of this section upon request by the COUNTY.

**15. AFFORDABLE CARE ACT REQUIREMENTS (Applicable Only to Staffing Agencies).** Beginning in 2015, employers with 100 or more full-time equivalent employees (50 or more beginning in 2016) must offer health insurance coverage that is affordable and provides “minimum value” to full-time employees and dependents as defined by the Patient Protection and Affordable Care Act or face penalties. Staffing companies under contract with Durham County are required to provide affordable minimum essential coverage as defined by the Patient Protection and Affordable Care Act and to indemnify Durham County against any 4980H penalties that result from their failure to provide the appropriate coverage. By signing this contract as a Staffing Company, CONTRACTOR shall comply with the aforementioned health insurance coverage requirements of the Affordable Care Act and to indemnify the County against any associated 4980H penalties. **Please complete Exhibit A and return with this contract.**

**16. SECURITY BACKGROUND CHECKS.** The Contractor is responsible for requesting and paying for criminal history checks on all individuals providing services under this contract who will be obtaining County identification badges and allowed unescorted access to County facilities. Background checks can be provided by any vendor, or from a North Carolina State agency, providing that the criminal history check is done nationwide. The Sheriff’s Office will conduct background investigations for those Contractor employees who will be working at the Courthouse or Detention Center. A criminal history will not automatically disqualify a Contractor employee from employment on a County contract unless explicitly mandated by law.

The Contractor will send the results of the background checks to their County point of contact who will provide them to the Durham County Security Manager. The Security Manager will individually assess and determine the degree to which the nature of a person’s criminal conduct has a direct and/or specific negative bearing on a person’s fitness or ability to perform contract services in Durham County buildings. The Security Manager will consult the Legal Office on any negative determinations. The Security Manager will notify the Contractor’s County point of contact of the results of the review. A Contractor can appeal a negative determination by the Security Manager to the County Manager for final disposition. Appeals need to be submitted in writing to the contract point of contact within 30 days of notice of a decision to remove or deny an individual from working the County contract due to adverse information in the background check.

This information will be updated annually by the Contractor, 90 days prior to the renewal or extension of the contract, and submitted to their County point of contact who will provide them to the Durham County Security Manager. Personnel without a currently approved background check will have their access to those buildings restricted.

Additional background screening may be necessary at specific county buildings. The Contractor shall provide names of all individuals in the Contractor communications log and to the County Representative. This information will be reviewed annually.

For those Contractor employees who will be working at the Courthouse or Detention Center, the Sheriff’s Office will make the security determination. The Contractor will provide the results of their background check to the Major for Support Services who will conduct an additional investigation and then individually assess and determine the degree to which the nature of a person’s criminal conduct has a direct and/or specific negative bearing on a person’s fitness or ability to perform contract services in the Courthouse or Detention Facility. A Contractor can appeal a negative determination to the Chief Deputy for final disposition. Appeals need to be submitted in writing to the Chief Deputy within 30 days of notice of a decision to remove or deny an individual

from working the contract due to adverse information in the background check. While an appeal is pending, the employee will not be allowed access to the Courthouse or Detention Facility.

This information will be updated by the Contractor and submitted to the Sheriff's Office annually, 90 days prior to the renewal or extension of the contract. Personnel without a currently approved background check will have their access to those buildings restricted.

**17. AUDIT RIGHTS.** For all Services being provided hereunder, COUNTY shall have the right to inspect, examine, and make copies of any and all books, accounts, invoices, records and other writings relating to the performance of the Services. Audits shall take place at times and locations mutually agreed upon by both parties. Notwithstanding the foregoing, CONTRACTOR must make the materials to be audited available within one (1) week of the request for them.

**18. DISPUTE RESOLUTION PROCEDURE.** To prevent disputes and litigation, it is agreed by the parties that any claim or dispute between COUNTY and the CONTRACTOR, arising from this Agreement or the services and/or materials being provided by the CONTRACTOR, shall be sent to the Durham County Manager who shall appoint a qualified mediator to address the issue. Such request shall be submitted to the County Manager in writing within ten (10) days of the claim or dispute. Upon receipt of a timely written claim, the Manager, or his designee, shall notify the Mediator who will conduct a mediation and notify the CONTRACTOR in writing of the decision within forty-five (45) calendar days from the date of the submission of the claim or dispute, unless the Mediator requires additional time to gather information or allow the parties to provide additional information. The Mediator's orders, decisions and decrees shall be non-binding. Mediation, pursuant to this provision, shall be a pre-condition to initiating litigation concerning the dispute. During the pendency of any dispute and after a determination thereof, parties to the dispute shall act in good faith to mitigate any potential damages including utilization of schedule changes and alternate means of providing services and/or materials. The costs of mediation shall be divided equally between parties to the dispute.

The mediation session shall be private and shall be held in Durham County, North Carolina. Mediation under this provision shall not be the cause for a delay of services and/or materials being provided which is the focus of the dispute.

If the disputed issue cannot be resolved in mediation or either party disagrees with the results of the mediation, the parties may seek resolution in the General Court of Justice in the County of Durham and the State of North Carolina. If a party fails to comply in strict accordance with the requirements of this provision, the non-complying party specifically waives all of its rights provided hereunder, including its rights and remedies under State law.

**19. EXISTENCE.** CONTRACTOR warrants that it is a corporation or otherwise legal entity duly organized, validly existing, and in good standing under the laws of the State of Illinois and is duly qualified to do business in the State of North Carolina and has full power and authority to enter into and fulfill all the terms and conditions of this contract.

**20. CORPORATE AUTHORITY.** By execution hereof, the person signing for CONTRACTOR below certifies that he/she has read this contract and that he/she is duly authorized to execute this contract on behalf of the CONTRACTOR.

**21. SUCCESSORS AND ASSIGNS.** CONTRACTOR shall not assign its interest in this Contract without the written consent of COUNTY. CONTRACTOR has no authority to enter into contracts on behalf of COUNTY.

**22. NOTICES.** All notices which may be required by this contract or any rule of law shall be effective when received by certified mail sent to the following addresses:

COUNTY OF DURHAM  
ATTN: PURCHASING DEPARTMENT  
4TH FLOOR, 200 EAST MAIN STREET  
DURHAM, NORTH CAROLINA 27701

CONTRACTOR  
ATTN: MS. KATIE FREEMAN  
HAGERTY CONSULTING, INC.  
1618 ORRINGTON AVE., SUITE 201  
EVANSTON, IL 60201

- 23. HEADINGS.** The subject headings of the sections are included for purposes of convenience only and shall not affect the construction or interpretation of any of its provisions. This contract shall be deemed to have been drafted by both parties and no interpretation shall be made to the contrary.
- 24. GOVERNING LAW.** This Contract shall be governed by and in accordance with the laws of the State of North Carolina. All actions relating in any way to this Contract shall be brought in the General Court of Justice in the County of Durham and the State of North Carolina.
- 25. REQUIRED PROVISIONS FOR CONTRACTS/AGREEMENTS/GRANTS UTILIZING FEDERAL FUNDS.** Pursuant to the Federal Uniform Guidance Appendix II to 2 CFR Part 200, if Federal Funds are involved in this Contract/Agreement/Grant Agreement, by executing this Contract/Agreement/Grant Agreement, the Contractor/Vendor/Grantee, certifies that it agrees to and is in compliance with the provisions specified in Exhibit B – Federal Uniform Guidance Contract Provisions Certification.
- 26. ENTIRE CONTRACT.** This contract, including Attachment 1, shall constitute the entire understanding between COUNTY and CONTRACTOR and shall supersede all prior understandings and agreements relating to the subject matter hereof and may be amended only by written mutual agreement of the parties.

**IN TESTIMONY WHEREOF,** the parties have expressed their agreement to these terms by causing this Service Contract to be executed by their duly authorized officer or agent.

COUNTY OF DURHAM

\_\_\_\_\_  
Wendell Davis, County Manager

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Budget Control Act.

\_\_\_\_\_  
Susan Tezai, Durham County Chief Financial Officer

CONTRACTOR

By: \_\_\_\_\_  
Authorized Representative

Print Name/Title: \_\_\_\_\_

ATTACHMENT 1 and 2 to follow

# Complex Coordinated Terrorist Attack (CCTA) Regional Coordination Plan

Durham County, North Carolina

Request for Proposals No. 18-034  
Due 06-21-2018 at 2:00PM

**Prepared By**  
**Hagerty Consulting, Inc.**  
1618 Orrington Ave, Suite 201  
Evanston, IL 60201  
847-492-8454

**Contact**  
**Katie Freeman**  
Director of Operations  
[katie.freeman@hagertyconsulting.com](mailto:katie.freeman@hagertyconsulting.com)  
847-492-8454 x119



## Tab 1 – Signed Forms

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See Below



***A. SIGNED PROPOSAL SIGNATURE SHEET, PAGE 1***

**See Below**



## REQUEST FOR PROPOSALS

### **Complex Coordinated Terrorist Attack (CCTA) Regional Coordination Plan (RFP No. 18-034)**

**ISSUE DATE:**

**Date: May 10, 2018**

**ISSUING DEPARTMENT:**

**County of Durham Purchasing Division  
4<sup>th</sup> Floor / 200 East Main Street  
Durham, NC 27701**

Proposals will be received until 2:00 P.M., on June 21, 2018 to provide a Complex Coordinated Terrorist Attack (CCTA) Regional Coordination Plan for Durham County. All inquiries concerning the Scope of Services, Proposal Submission Requirements or Procurement Procedures should be directed to:

**Hilda W. Williams, Senior Procurement Specialist, (919) 560-0054  
Purchasing Division  
Email: [purchasinggroup@dconnc.gov](mailto:purchasinggroup@dconnc.gov)**

Proposals shall be mailed and/or hand delivered to the Issuing Department shown above, and the envelope shall bear the name and number of this Request for Proposals (RFP). It is the sole responsibility of the Proposer to ensure that his/her Proposal reaches the Purchasing Division by the designated date and hour indicated above.

**In compliance with this Request for Proposals and to all the terms and conditions imposed herein, the undersigned offers and agrees to furnish the goods and services described in accordance with the attached signed proposal.**

Firm Name: Hagerty Consulting, Inc.

Address: 1618 Orrington Ave., Suite 201

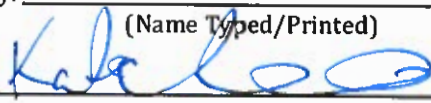
Evanston, IL 60201

Phone: 847-492-8454 ext. 119

Date: June 21, 2018

By: Katie Freeman, Director of Operations

(Name Typed/Printed)

  
(Signature in Ink)

***B. PROPOSAL FORM***

**See Below**

**Attachment I (Option B)****PROPOSAL FORM**

In accordance with the attached instructions, terms, conditions, and Scope of Services we submit the following proposal to the County of Durham.

<b>PERSONNEL/LABOR BY CATEGORY</b>	<b>HOURLY RATE</b>	<b>COST</b>
Administration/Clerical	\$ 99.00	\$
Project Management	\$ 195.00	\$ 45,590.00
Plan Writing/Editing	\$ 145.00	\$ 56,260.00
Subject Matters Experts	\$ 198.00	\$ 39,600.00
Other	\$ 125.00	\$ 40,500.00
<b>Subtotal</b>		<b>\$ 181,950.00</b>
<b>Optional Task: Suspicious Activity Reporting (SAR) Website</b>		
Subject Matters Experts	\$ 198.00	\$ 15,840.00
Other: Graphics/Website Design	\$ 155.00	\$ 18,600.00
<b>Subtotal with Optional SAR Website</b>		<b>\$ 216,390.00</b>

<b>TRAVEL – Per Diem</b>	<b>COST</b>
Airfare	\$ 3,300.00
Car	\$ 2,712.50
Taxi/Uber/Lyft/etc.	\$ 560.00
Hotel	\$ 3,045.00
Fuel	\$ 225.00
Parking	\$ 0.00
Tolls	\$ 0.00
Meals (No alcohol permitted)	\$ 2,100.00
<b>Subtotal</b>	<b>\$ 11,942.50</b>

<b>OTHER DIRECT COSTS (ODC)</b>	<b>COST</b>
Printing/Copies	\$ 700.00
Supplies/Material	\$ 0.00
Other	\$ 0.00
<b>Subtotal</b>	<b>\$ 700.00</b>

**TOTAL PROJECT PROPOSED COST** \$ 194,592.50

One hundred and ninety-four, five hundred and ninety-two dollars and fifty cents  
(Total Project Proposed Cost in Writing)

**TOTAL PROJECT PROPOSED COST WITH OPTIONAL SAR WEBSITE** \$ 229,032.50

Two hundred and twenty-nine, and thirty-two dollars and fifty cents  
(Total Project Proposed Cost with Optional SAR Website in Writing)

**The above Total Proposed Cost should be based on being awarded the entire project.**

I certify that the contents of this proposal are known to no one outside the firm, and to the best of my knowledge all requirements have been complied with.

Date: June 21, 2018

Authorized Signature: 

Name: Katie Freeman

Title: Director of Operations

Firm Name: Hagerty Consulting, Inc.

***C. ADDENDUM ACKNOWLEDGEMENT FORM***

**See Below**

**Attachment A**

**ADDENDUM ACKNOWLEDGEMENT  
(RFP NO. 18-034)**

Receipt of the following Addendum is acknowledged:

Addendum no. 1 Date 5/30/18

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Signature:  Date: June 21, 2018

Hagerty Consulting, Inc.

Name of Firm

Director of Operations

Title

***D. Non-COLLUSION AFFIDAVIT***

**See Below**



**Attachment C**

**NON-COLLUSION AFFIDAVIT**

State of North Carolina  
County of Durham

Katie Freeman

being first duly sworn, deposes and says that:

Director of

Hagerty Consulting, Inc.

1. He/She is the Operations of Hagerty Consulting, Inc. the Proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
3. Such Proposal is genuine and is not a **collusive** or **sham** Proposal;
4. Neither the said Proposer nor any of its officers, partners, owners agents, representatives, employees or parties of interest, including this affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm or person to submit a **collusive** or **sham** Proposal in connection with the contract for which the attached Proposal has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price of any other Proposer or to secure through collusion, conspiracy, connivance or unlawful agreement any advantage against the County of Durham or any person interested in the proposed contract; and
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affidavit.

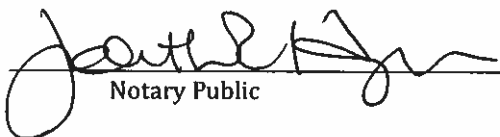


Signature of Proposer

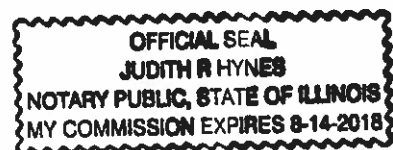
June 21, 2018

Date

Subscribed and sworn before me,  
this 21 day of June, 20XX 2018

  
Notary Public

(Seal)



Notary Public

My Commission Expires: August 14, 2018

***E. AFFIDAVIT OF COMPLIANCE (E-VERIFY)***

**See Below**

**Attachment F**

**STATE OF NORTH CAROLINA**  
**COUNTY OF DURHAM**

**AFFIDAVIT OF COMPLIANCE**  
**with N.C. E-Verify Statutes**

I, Katie Freeman (hereinafter the "Affiant"), being duly authorized by and on behalf of Hagerty Consulting, Inc. (hereinafter "Contractor") after first being duly sworn hereby swears or affirms as follows:

1. Contractor understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with Article 2 of Chapter 64 of the North Carolina General Statutes; and
2. Contractor understands that an "Employer", as defined in NCGS§64-25(4), is required by law to use E-Verify to verify the work authorization of its employees through E-Verify in accordance with NCGS§64-26(a). The term "Employer" does not include State agencies, counties, municipalities, or other governmental bodies.
3. Contractor is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in the state of North Carolina. (mark Yes or No)
  - a. YES
  - b. NO   X
4. Contractor will ensure compliance with E-Verify to the extent applicable and will ensure compliance by any subcontractors subsequently hired by Contractor to perform work under Contractor's contract with Durham County.

This 21 day of June, 2018.

Katie Freeman  
Signature of Affiant

Print or Type Name: Katie Freeman

State of Illinois  
County of Cook

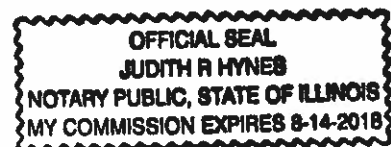
Signed and sworn to (or affirmed) before me, this the 21<sup>st</sup>  
day of June, 2018.

My Commission Expires:

August 14, 2018

Judith R Hynes  
Notary Public

(Affix Official/Notarial Seal)



***F. VENDOR APPLICATION/W-9 FORM***

**See Below**



### Vendor Application

IT IS CRITICAL TO THE COUNTY THAT YOU COMPLETE ALL DATA - PLEASE PRINT OR TYPE  
(A W-9 FORM IS REQUIRED AND MUST BE SUBMITTED WITH THIS FORM)

1. Vendor Name: Hagerty Consulting, Inc.  
Do you require a 1099? Yes ☐ No ☒
2. Mailing address for payments: 1618 Orrington Ave., Suite 201  
Evanston, IL 60201
3. Mailing address for purchase orders, proposals and bids: Same
4. Contact Person Katie Freeman Phone #: 847-492-8454 ext. 119  
Email: development@hagertyconsulting.com Fax #: 847-859-1710
5. In what City and State is your firm licensed? Evanston, IL  
If licensed in NC, indicate County (for tax purposes) \_\_\_\_\_
6. Indicate your firm's organizational type:  
Individual ☐ Partnership ☐ Corporation ☒ Governmental Agency ☐ Other \_\_\_\_\_
7. Is your firm a large business? Yes ☒ No ☐ 8. Is your firm a small business? Yes ☐ No ☒
9. Is your firm 51 percent or more owned and operated by a woman? Yes ☐ No ☒  
If yes, with what governmental agencies are you certified? \_\_\_\_\_
10. Is your firm 51 percent or more minority owned and operated? Yes ☐ No ☒  
If yes, with what governmental agencies are you certified? \_\_\_\_\_  
Identify appropriate minority group:  
Black American ☐ Native American ☐ Hispanic ☐ Asian/Pacific ☐ Asian Indian ☐
11. Is your firm incorporated? Yes ☒ No ☐
12. Is your firm a not-for-profit business? Yes ☐ No ☒
13. Is your firm identified as a disabled business? Yes ☐ No ☒
14. Give a brief description of goods or services your firm provides:  
Emergency management consulting services

Signature:  Title: Director of Operations  
Print name: Katie Freeman Date: June 21, 2018

If you have any questions concerning this form, call Durham County Purchasing Division - (919) 560-0051.

**FOR DEPARTMENT COMPLETION**  
(Prior to Vendor Distribution)

Email to: \_\_\_\_\_ or Fax to: \_\_\_\_\_  
Department Contact Email Department Contact Fax No.

## Request for Taxpayer Identification Number and Certification

Give Form to the  
requester. Do not  
send to the IRS.

**Print or type**  
**See Specific Instructions on page 2.**

Name (as shown on your income tax return) <b>Hagerty Consulting, Inc.</b>	
Business name/disregarded entity name, if different from above	
Check appropriate box for federal tax classification (required): <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate  <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____  <input type="checkbox"/> Other (see instructions) ▶ _____	
<input type="checkbox"/> Exempt payee	
Address (number, street, and apt. or suite no.) <b>1618 Orrington Ave., Suite 201</b>	Requester's name and address (optional)
City, state, and ZIP code <b>Evanston, IL 60201</b>	
List account number(s) here (optional)	

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number								
			-				-	

Employer identification number									
3	7	-	1	4	3	1	0	8	5

### Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below).

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 4.

**Sign Here**    Signature of U.S. person ▶ 

Date ▶ June 21, 2018

### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

#### Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

**Note.** If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

## ***G. M/WBE FORMS***

**See Below**

## Affidavit A

### ATTACH TO BID

State of North Carolina AFFIDAVIT A - List of the Good Faith Effort

COUNTY OF DURHAM

Affidavit of Hagerty Consulting, Inc.

(Name of Bidder)

I have made a good faith effort to comply under the following areas checked:  
(A minimum of 5 areas must be checked in order to have achieved a "good faith effort")



1-Contacted minority businesses that reasonably could have expected to submit a quote and that were known to the contractor, or available on State or local government maintained lists, at least 10 days before the bid date and notified them of the nature and scope of the work to be performed.



2-Made the construction plans, specifications and requirements available for review by prospective minority businesses, or providing these documents to them at least 10 days before the bids are due.



3-Broken down or combined elements of work into economically feasible units to facilitate minority participation.



4-Worked with minority trade, community, or contractor organizations identified by the Office of Historically Underutilized Businesses and included in the bid documents that provide assistance in recruitment of minority business.



5-Attended pre-bid meetings scheduled by the public owner.



6-Provided assistance in getting required bonding or insurance or provided alternatives to bonding or insurance for subcontractors.



7-Negotiated in good faith with interested minority businesses and did not reject them as unqualified without sound reasons based on their capabilities. Any rejection of a minority business based on lack of qualification should have the reasons documented in writing.



8-Provided assistance to an otherwise qualified minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted minority businesses in obtaining the same unit pricing with the Bidder's suppliers in order to help minority businesses in establishing credit.



9-Negotiated joint venture and partnership arrangements with minority businesses in order to increase opportunities for minority business participation on a public construction or repair project when possible.



10-Provided quick pay agreements and policies to enable minority contractors and suppliers to meet cashflow demands.

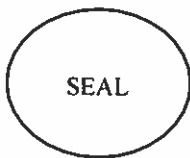
In accordance with GS 143-128.2(d) the undersigned will enter into a formal agreement with the firms listed in the Identification of Minority Business Participation schedule conditional upon execution of a contract with the Owner. Failure to abide by this statutory provision will constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of the minority business commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: June 21, 2018 Name of Authorized Officer: Katie Freeman

Signature: 

Title: Director of Operations



State of North Carolina, County of \_\_\_\_\_  
Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_  
Notary Public \_\_\_\_\_  
My commission expires \_\_\_\_\_



**Affidavit C****ATTACH TO BID - IF YOU HAVE M/WBE PARTICIPATION**State of North Carolina **AFFIDAVIT C - Portion of the Work to be Performed by Minority Firms****COUNTY OF DURHAM**

Durham County Goals for M/WBE Participation in the Procurement of Goods, Services and Construction

Categories	Construction	Architect/ Engineer	Services	Goods	MWBE Availability % (Median Availability)
Black American	14.6	9.8	10.9	2.8	10.4%
Asian American	1.3	3.0	1.1	.43	1.3%
Hispanic American	4.2	1.8	1.1	.43	1.5%
American Indian	.65	.75	1.0	.5	.70%
White Female	13.8	11.0	9.5	7.1	10.3%
<b>Overall MWBE Participation Goal =</b>					<b>25.0%</b>

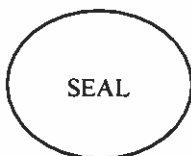
Affidavit of Hagerty Consulting, Inc. I do hereby certify that on the(Name of Bidder)  
Complex, Coordinated Terrorist Attack Regional Coordination PlanProject ID No. (Project Name)  
(RFP No. 18-034) Amount of Bid \$ 194,592,50I will expend a minimum of 9 % of the total dollar amount of the contract with minority businesses enterprises. Work will be subcontracted to the following firms listed below. Attach additional sheets if needed.

Firm Name(Street Address/Zip/Telephone)	*Minority Category	Work Description	Dollar Value	Percentage of Goal
1240 Performance	W	Planning support	\$18,240.00	9%

**\*Minority categories:** Black, African American (B), Hispanic (H), Asian American (A), American Indian (I), Female (F)

Pursuant to GS 143-128.2(d), the undersigned will enter into a formal agreement with Minority Firms for work listed in this schedule conditional upon execution of a contract with the Owner. Failure to fulfill this commitment may constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of this commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: June 21, 2018 Name of Authorized Officer: Katie FreemanSignature: Title: Director of OperationsState of North Carolina, County of \_\_\_\_\_  
Subscribed and sworn to before me this \_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_  
Notary Public \_\_\_\_\_  
My commission expires \_\_\_\_\_

## Tab 2 – Executive Summary

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Hagerty Consulting, Inc. (Hagerty) is a nationally recognized emergency management and homeland security consulting firm dedicated to helping our clients prepare for and recover from disasters and other emergencies. Since 2008, we have supported clients throughout the country, including clients like Durham County and the Research Triangle Region (the Region), to prepare for active threat and complex coordinated terrorist attack (CCTA) events through planning, training, and exercises. Hagerty's work in the realm of active threat preparedness and the development of the **Life Cycle of an Active Threat Event** (<https://www.activethreatready.com/#Lifecycle>) has advanced the national dialogue on how the whole community is involved in strengthening readiness and preparedness efforts against an active threat event and CCTA.

CCTAs, like those previously seen in London in 2005, Mumbai in 2008, Paris in 2016, and Brussels in 2017, stress capabilities in all phases of prevention, protection, response, recovery, and mitigation. These attacks have included multiple locations across a city or within a region; in various venues, like stadiums, restaurants, hotels, transportation systems, and tourist locations; and using various methods of attack, including amphibious assaults, bombings, vehicular attacks, firearms, and fire as a weapon. **The dynamic, complex, and sporadic nature of these incidents both compresses the time of response and requires a wide variety of resources to be able to both respond to and recover from the attacks.**

Hagerty is proud to submit our proposal to support the development of a Regional CCTA Coordination Plan, incorporating stakeholders from Durham, Orange, and Wake Counties, incorporating the Region under a unified plan. **Hagerty** is an emergency management and homeland security consulting firm dedicated to creating disaster-resilient communities by helping our clients choose the best way forward in times of change, uncertainty, or crisis. Since our inception in 2001, Hagerty has grown to a team of 74 full-time professionals and a cadre of more than 400 independent consultants who work to support emergency management and homeland security projects nationwide. In the past five years alone, Hagerty has supported more than 400 projects for local, state, and federal clients, including comprehensive CCTA programs for major urban areas such as Cook County, Illinois; San Diego, California; San Antonio, Texas; and Kansas City, Missouri.

Hagerty is confident in our ability to bring together disparate groups of stakeholders and create consensus resulting in a robust Regional CCTA Coordination Plan with supplemental annexes and checklists to present a unified approach. To support the Region, Hagerty's approach features:

- » **Past experience and comprehensive expertise in CCTA, including functions focused on law enforcement (LE), fire, fusion centers, crisis communications, and emergency medical services (EMS).** The Hagerty Team is nationally recognized for its work on CCTA preparedness. Our proposed Project Manager, **Mr. David Schuld**, is frequently asked to present and train other response agencies on CCTA coordination, including development of best practices for the rescue task force (RTF) concept of operations (ConOps) for the International Public Safety Association (IPSA) and upcoming presentation at the National Homeland Security Conference, titled *Preparing Outside the Box: A Non-traditional Approach to Active Terrorist Threat and CCTA Planning*. For this project, Mr. Schuld will be supported by **John (Russ) McElwee**, Lead Regional Planner and North Carolina-based professional, who has served as a LE professional in the State for more than 28 years. Our teaming partners include:
  - **Strategos International** (Strategos) is a national leader in tactical planning for first responders and military agencies. Strategos offers operational knowledge as first responders and from working with first responders from across the nation to enhance regional planning by integrating emerging practices in LE,

special weapons and tactics (SWAT), and other active threat response. Strategos has been a partner to Hagerty on our major active threat and CCTA programs, including our work with the Mid-America Regional Council (MARC) enhancing plans and crafting exercises focused on CCTA events.

- **1240 Performance, LLC** (1240 Performance) is a highly qualified emergency management and preparedness firm with over a decade of specialized experience utilizing National Incident Management System (NIMS) and Incident Command System (ICS) in a disaster field environment to exercise at a national, regional, and state level. 1240 Performance conducts thorough analyses of existing doctrine and emergency operational procedures and plans to identify gaps and complexities to incorporate into training and exercises. The training and exercises that 1240 Performance is known for are multi-tiered, multi-jurisdictional exercises for multiple private- and public-sector clients both domestically and internationally.
- **Cytel Group (Cytel)** is the initial designer and developer of the **Urban Shield Exercise Program**, which is specifically designed to enhance regional multi-agency, multi-discipline CCTA preparedness. Urban Shield received an Honorary Mention Award in the category of overall 2010 National Best Program. The Boston Police Chief also credited the Urban Shield Program as a significant reason for their successful response to the 2013 Marathon Bombing.
- **Havron and Associates, LLP (Havron)** is a healthcare and public health preparedness consulting firm focused on enabling healthcare organizations, facilities, and health systems to prepare for, respond to, and recover from disasters. This includes extensive support in execution of hazard vulnerability analysis (HVA) for natural, technological, and human caused risks as well as extensive experience working with healthcare coalitions. This operational experience and expertise is offered through **Mr. Doug Havron, Registered Nurse (RN), Bachelor of Science in Nursing (BSN), Master of Science (MS)**, the former Preparedness Director of the Southeast Texas Regional Advisory Council (SETRAC), which has been highlighted and used by the Office of the Assistant Secretary for Preparedness and Response (ASPR) to define healthcare coalitions. Mr. Havron has more than 19 years of experience in emergency and trauma medicine and has served as the operations chief for the Catastrophic Medical Operations Center (CMOC) for human-caused events, natural disasters, and acts of terrorism.

**We will use this experience to assess capability and craft a Regional CCTA Coordination Plan, incorporating the whole of the Region.**

» **Deep subject matter expertise in all of the subject matter identified in the request for proposals (RFP).**

Hagerty has engaged a team of subject matter experts to offer expertise to the Region across emergency management, LE, EMS, SWAT, bomb and arson teams, and intelligence and suspicious activity analysis. This is supplemented by Hagerty's national leadership in regional planning, as evidenced by our leadership with the Federal Emergency Management Agency

**Hagerty led the nation's largest regional catastrophic planning effort to date.**

Hagerty provided program management, readiness planning, and technical assistance support for eight states and over a thousand of stakeholders to develop Joint Region/State Operational Plans (OPLANs) based upon a 7.8 magnitude earthquake along the New Madrid Seismic Zone (NMSZ) fault. Hagerty assisted FEMA in the development of an integrated response across the impacted regions and states applying a capabilities-based approach. We will utilize these same principles and concepts to develop a unified Regional CCTA Coordination Plan.

(FEMA) National Integration Center (NIC) leading technical assistance for regional planning projects. **Regional**

**stakeholders will not have to spend time getting the Hagerty Team up to speed on terminology or common practices associated with regional planning or CCTA events. This breadth and depth of subject matter expertise ensures that the Regional CCTA Coordination Plan will incorporate an operational-level understanding of each discipline under a unified approach, addressing core issues associated with governance and unified command.**

Large planning projects have taught us that successful regional planning requires constant communication with stakeholders; ongoing efforts to minimize the demands on stakeholders; frequent outreach to stakeholders about project history, status, and upcoming tasks and activities; and technical expertise to know when consistency is appropriate and necessary and when it is suitable to reflect the unique capabilities of specific jurisdictions. We will utilize these approaches to help develop an operationally effective Regional CCTA Coordination Plan for the Region.

## ***PROJECT UNDERSTANDING, APPLICATION OF HAGERTY CCTA EXPERTISE, AND SUMMARY APPROACH***

Given the geographic and political infrastructure of the Region, a CCTA incident would likely engage the full spectrum of local, state, and federal agencies; response assets; and non-governmental partners. From our experience responding to national and international real-world active threat and CCTA incidents, Hagerty understands that coordinating the response actions of **all** potential responding entities is critical for saving lives, ensuring perpetrators are stopped, and accomplices are apprehended. Equally important to knowing tactical response procedures, such as use of the RTF, is appropriately sequencing response assets so teams do not self-deploy and that resources are available to respond to subsequent attack locations. Forward deployment, zone defense, shelter-in-place and evacuation, and unified command will all be critical considerations for the Region.

A key focus of CCTA preparedness is prevention and working with intelligence agencies and fusion centers to identify, analyze, and act upon suspicious activity. Hagerty has worked with fusion centers across the country to create processes that allow information to be shared on a daily basis, including with LE, first responders, and community partners to identify suspicious activity and connect incidents to develop actionable intelligence. A key focus of our work is in collaborating with regions to ensure the capabilities of the fusion center are universally understood by response partners. While working with the MARC, Hagerty found that participants, who were familiar with the fusion center in intelligence and information sharing, readily admitted that an area of improvement was continued outreach and education in the role of the organization. Our Team recommended incorporating the fusion center in planning, training, and exercises to reinforce the organization's role in providing credible and analyzed information to local public safety agencies, as well as their other public and private sector partners.

Hagerty understands that planning sessions should address tactical and command-level coordination gaps under a unified Regional CCTA Coordination Plan. Using the information provided from regional stakeholders and gleaned during planning meetings, Hagerty will develop a Regional CCTA Coordination Plan that reflects the operational culture, capabilities, and structures of the Region. The plan will highlight current capabilities and address opportunities for improvement, such as confusion around key issues like unified command; procedural, training, and equipment gaps regarding CCTA response concepts; and/or the use of intelligence data to prevent or the support the investigation of a CCTA incident.

Critical to the overall success of this program is to ingrain key operational concepts into the standard practices and procedures of the responding agencies. Thus, it is important that the Regional CCTA Coordination Plan does not serve

as shelf-art but rather that **(1)** emergency responders at all levels are able to be trained in later phases on operational concepts so they are able to implement them automatically and **(2)** that reference tools provided work in the field.

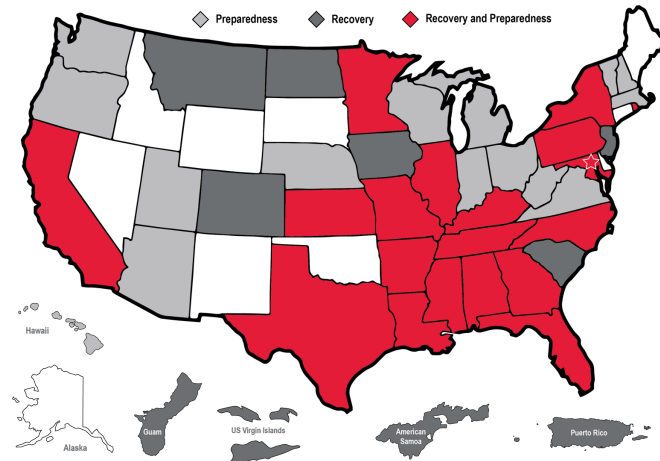
The Hagerty Team's tested planning approach brings together large groups of stakeholders to gain insights from all facets to create and validate the strongest, most comprehensive plans possible. By basing the plans on the Regional CCTA ConOps framework, the Team will highlight critical plan components for considerations. Using the ConOps framework, the Team will compile a draft CCTA Coordination Plan Outline for consideration and approval by the stakeholders. Once feedback has been incorporated, the Hagerty Team will work with stakeholders to validate content for inclusion in the Regional CCTA Coordination Plan. After review of a 90 percent draft by the Region, the Hagerty Team will use a final planning meeting (FPM) to validate the Plan, which may include optional tasks such as developing a smartphone application for the CCTA Operational Guides and planning for a Regional Fusion Center Awareness Campaign.

## Tab 3 – Corporate Overview

Hagerty is a nationally recognized emergency management and homeland security consulting firm dedicated to helping our clients prepare for and recover from disasters. We understand the full cycle of emergency management and have provided support services to jurisdictions across the nation to address emerging issues in preparedness, prevention, protection, mitigation, response, and recovery.

Our firm's President and Founder, Stephen H. Hagerty, began his career supporting recovery clients at PricewaterhouseCoopers (PwC). He then established Hagerty and, shortly after doing so, was asked to support New York City (NYC) and the World Trade Center (WTC) to recover from the terrorist attacks of September 11<sup>th</sup>. **Over the course of the next two years, Mr. Hagerty and our professionals managed and programmatically closed out \$7.4 billion in federal recovery funding for the only terrorist attack in the United States (US) to receive a federal disaster declaration.**

**Figure 1: Hagerty's National Footprint**



Since then, our professionals have rapidly deployed and supported the largest and most complex recovery efforts in the US, including but not limited to the 2004 Florida Hurricanes (Charley, Frances, Ivan, and Jeanne), hurricanes Katrina and Rita, Hurricane Ike, and Hurricane Sandy. **This expertise has been leveraged in North Carolina, where our professionals are working with the North Carolina Department of Public Safety/Emergency Management to manage the \$398 million Community Development Block Grant – Disaster Recovery (CDBG-DR) Program resulting from Hurricane Matthew.** This 18-month relationship with the State has deepened Hagerty's understanding of both the Region and the threats relevant to the Regional CCTA Coordination Plan.

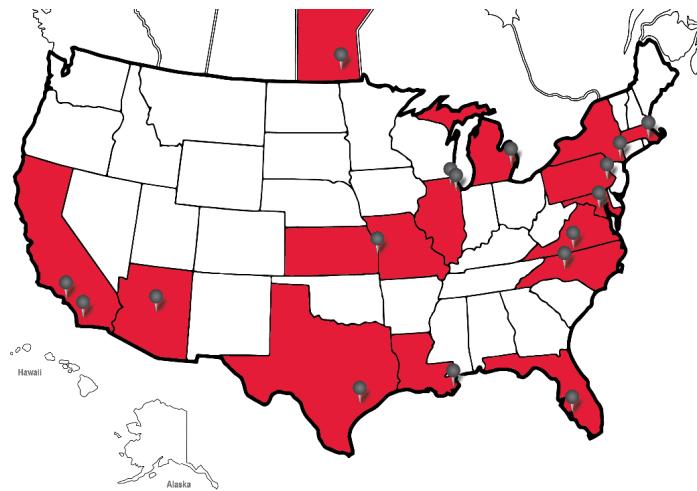
**Table 1: Hagerty Consulting, Inc. Corporate Overview**

<b>Officially Registered Name</b>	Hagerty Consulting, Inc.
<b>Address (Corporate Headquarters)</b>	1618 Orrington Avenue, Suite 201 Evanston, IL 60201
<b>Phone and Fax Number</b>	847-492-8454 (Phone) 847-859-1710 (Fax)
<b>Representative for Proposal</b>	<b>Katie Freeman, Director of Operations</b> 1618 Orrington Avenue, Suite 201 Evanston, IL 60201 847-492-8454 x119 (Office) 510-851-2664 (Mobile) <a href="mailto:katie.freeman@hagertyconsulting.com">katie.freeman@hagertyconsulting.com</a>
<b>Financial Capabilities</b>	Hagerty Consulting, Inc.'s firm financial capabilities are included as an appendix to this proposal.



As Hagerty grew, so did our service offerings and capability. We are now called upon by government agencies, businesses, and non-profit organizations to increase organizational preparedness, mitigate the impact of disasters, and streamline recovery processes before a disaster occurs. With over 400 completed emergency management projects and an active portfolio of 60 projects for clients across the country, Hagerty offers the Region experience supporting a wide range of projects for a varied clientele. Hagerty's work includes planning, training, and exercises focused on CCTA across the nation, with development of a regional framework and community-based training for Cook County, Illinois, focused on whole community preparedness for an active threat event; development of a progressive exercise series and terrorism recovery plan for San Diego County, California; and creation of public outreach messaging for the City of San Antonio, Texas.

**Figure 2: Hagerty's CCTA Portfolio**



To best support our clients, Hagerty's full-time professionals are organized into two divisions: Preparedness and Recovery. Internally, our Chief Operating Officer (COO) oversees Hagerty's functions related to human resource management, finance and accounting, and market strategy. The capabilities of each of the Hagerty divisions are identified below.

**Table 2: Hagerty's Expertise and Capabilities for our Preparedness and Recovery Divisions**

<b>Hagerty's Preparedness Division Capabilities and Subject Matter Expertise</b>	<b>Hagerty's Recovery Division Capabilities and Subject Matter Expertise</b>
<ul style="list-style-type: none"> <li>» Active Shooter, Active Threat, and CCTA Events</li> <li>» Capabilities Assessments</li> <li>» Citizen Preparedness Campaigns</li> <li>» Continuity of Operations (COOP) Planning</li> <li>» Crisis Management Advisory Support</li> <li>» Emergency Operations Planning</li> <li>» Functional Needs Support Services</li> <li>» Homeland Security Exercise and Evaluation Program (HSEEP)-Certified Training and Exercise Services</li> <li>» Incident Action Plans and Special Events</li> <li>» Mass Care and Shelter Planning and Support</li> <li>» Mass Casualty and Mass Fatality Planning and Support</li> <li>» Mission Ready Packages (MRP) Development</li> <li>» Public Health and Medical Preparedness Support</li> <li>» Social Media Strategy and Planning</li> <li>» Threat and Hazard Identification Risk Assessment (THIRA)</li> </ul>	<ul style="list-style-type: none"> <li>» Accounting and Internal Controls</li> <li>» Cost Estimating</li> <li>» Damage Assessments</li> <li>» Disaster Declarations</li> <li>» Disaster Housing Operations</li> <li>» Environmental and Historic Preservation (EHP)</li> <li>» Financial Recovery and Reconciliation</li> <li>» Floodplain Management</li> <li>» Grant and Loan Management</li> <li>» Insurance Claim Support</li> <li>» Long-Term Community Recovery</li> <li>» Mitigation Support</li> <li>» Procurement Management</li> <li>» Program Implementation and Monitoring</li> <li>» Scope of Work (SOW) Development</li> </ul>

## Tab 4 – Approach

Given the geographic and political infrastructure of the Region, a CCTA incident would likely engage hundreds of local, state, and federal agencies. Depending on the incident, stakeholders and partners will range from first responders from the City of Durham Police Department; emergency medical providers like the Duke Division of Emergency Medicine; and partners from the private sector, the fusion center, and the Federal Bureau of

Hagerty understands the Region is a recipient of FEMA's *Program to Prepare Communities for CCTA*. **Our technical approach is based on what we understand the Region's ongoing needs will be to develop a comprehensive Regional CCTA Coordination Plan within the constructs of the federal grant.** Our approach can be adjusted following project initiation to more closely align with the interests of Region.

Investigation (FBI). Consideration must be made for pre-incident notification, response, and recovery. Hagerty's approach includes these considerations, building off of lessons learned from our Team based on our participation in CCTA preparedness and national events, like the Joint Counterterrorism Awareness Workshop Series (JCTAWS). This includes addressing issues in collaboration with the whole Region, such as:

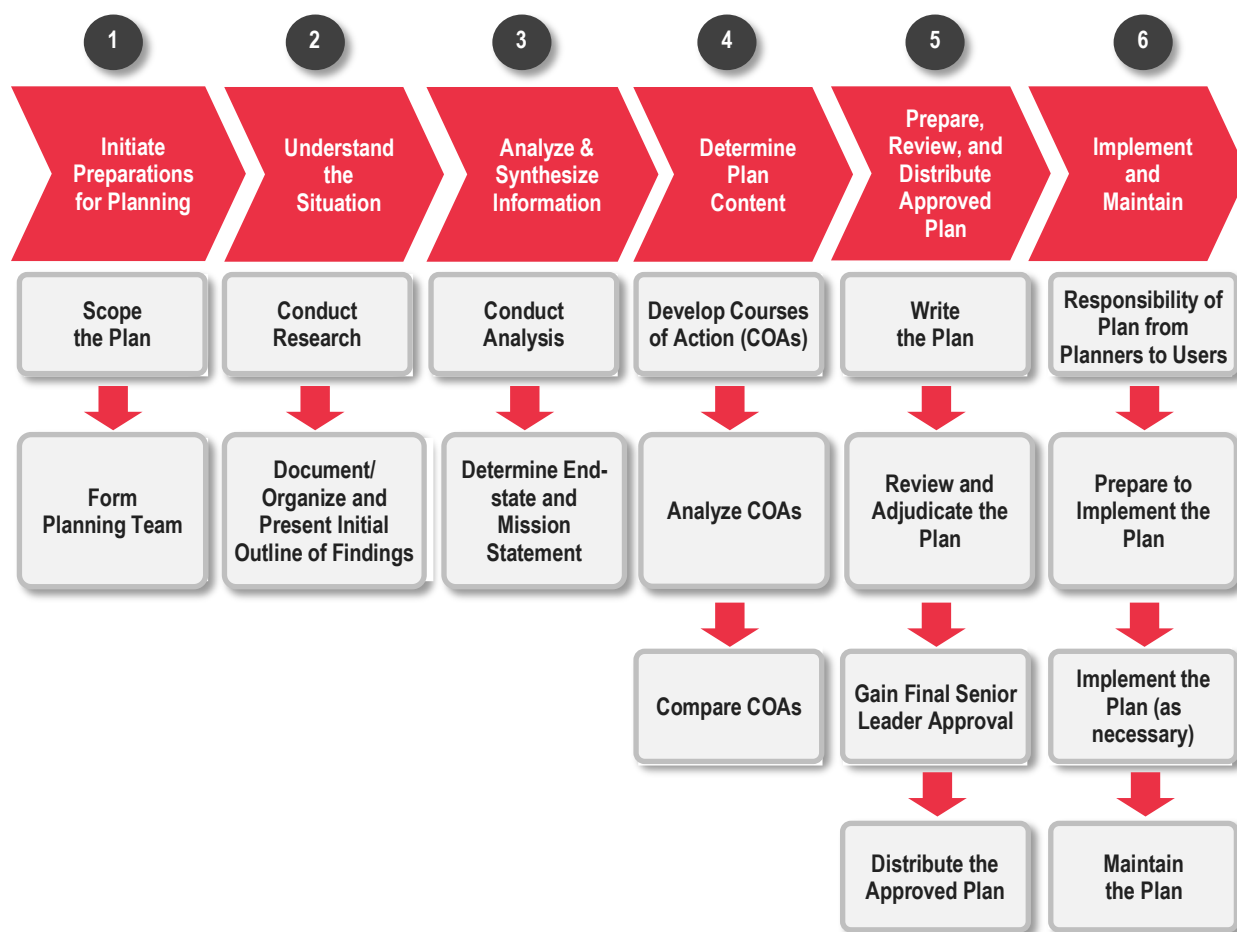
- » How can suspicious activity reporting processes be communicated and marketed across public and private partners? How can public and private partners, including large employers within the Region, be included in information sharing from the fusion center to enhance overall situational awareness regarding potential threats to increase resilience?
- » How should the Region make operational decisions during a CCTA, including shelter-in-place and evacuation decisions given geography and large volume of high-value targets?
- » How can unified command and Unified Coordination Group concepts be incorporated into overall plans, policies, and procedures to ensure effective coordination across the entire Region?
- » How does the Region define recovery from a CCTA, both in the immediate short-term and in the long-term?

Successful execution of this effort must build upon a proven framework for preparedness for acts of terror, active threats, and CCTA. Fundamentally, the scope of services sought by the Region both under this and subsequent solicitations, will result in a progressive and informed program which both builds and validates capability across the whole community of stakeholders engaged in CCTA prevention, mitigation, response, and recovery. Hagerty's conceptual framework, based on our Active Threat Lifecycle, leverages local capabilities assessments to inform public/private partnerships, enhance plans, and craft operational resources for use during a CCTA event.

Hagerty Team members have extensive experience utilizing the *National Plan Development Process* (NPDP) and the *Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans, Version 2.0* (CPG 101) plan development guidelines. The figure below depicts the general process Hagerty will utilize to support the development of the Regional CCTA Coordination Plan for the Region. This approach ensures engagement of all relevant stakeholders to develop a Plan that meets the needs of the whole community. The following graphic provides a summary of the planning process.



**Figure 3: Plan Development Process Leveraged by Hagerty**



The following provides an overview of Hagerty's proposed approach to develop a Regional CCTA Coordination Plan.

## **PHASE 1: PROJECT INITIATION AND ONGOING PROJECT MANAGEMENT**

The primary objectives of Phase 1 include project initiation, ensuring development of the CCTA collaborative planning team (CPT) and engagement of stakeholders necessary to both develop and execute the Regional CCTA Coordination Plan. The following tasks will be executed in Phase 1, which will result in execution of the **(a) two-phase kick-off meeting and (b) Gantt chart timeline**.

### **Project Initiation**

The most important element to a successful project is an open line of communication between the client and the vendor. Communication allows expectations to be fully understood, standards for quality to be established and maintained, and a system of accountability to be sustained. This also allows the vendor to establish a clear vision for the client's success.

To establish this open line of communication from the project onset, upon notice of award, the Hagerty Team will work with the Region's project sponsors to schedule an on-site, two-phase project kickoff meeting. Over the course of one day, Hagerty will execute two meetings, as discussed below.

### Contract Administration and Financial Management Meeting

The first meeting will engage Hagerty's Project Executive, Project Manager, Lead Regional Planner, and internal Director of Operations in a discussion regarding overall reporting and administrative requirements. Hagerty anticipates the purpose of this meeting will be to confirm the formatting for reports and invoices to the Region, which are comprehensive and easy to review, can be validated against project activities, and meet the needs of regional stakeholders and federal reporting requirements.

### Stakeholder Kickoff Meeting

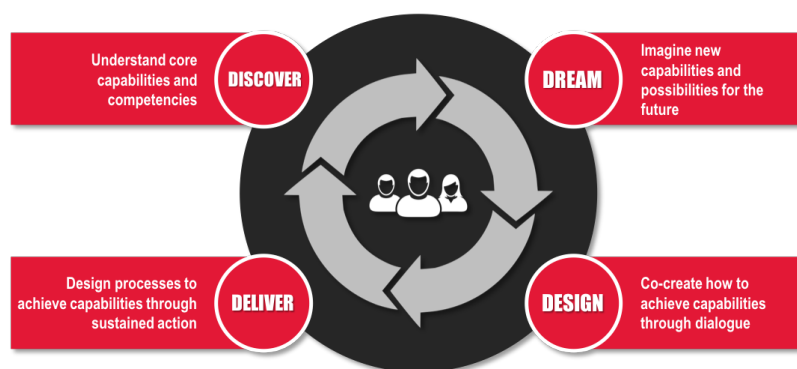
Subsequent to the Contract Administration and Financial Management Meeting, Hagerty will execute a robust kickoff meeting with the CCTA CPT. To support this meeting, Hagerty will develop an agenda, draft Project Management Plan (PMP), and a password-protected project collaboration website. During the kickoff meeting, it is critical for our Team to understand and document the definition of success for the CCTA CPT. This measure may include overt aims of the planning initiative as well as the most significant gaps to be addressed during the program, inclusive of both the immediate Regional CCTA Coordination Plan and future training and exercise initiatives.

Our PMP will include key information to support execution and delivery of the contract, including projected timelines, reporting schedules, and key staff roles and responsibilities. The PMP will serve as a tool to establish a mutual understanding of how our Team will support execution of the project. Hagerty aims to finalize the PMP within the first two weeks of contract award.

At Hagerty, our objective will be to leverage the stakeholder kickoff meeting to both introduce the project, achieve consensus among CCTA CPT stakeholders, and initiate the planning process. Aligned with the process identified in CPG 101, Hagerty will leverage the stakeholder kickoff meeting to hold a facilitated discussion leveraging a process called **appreciative inquiry**. Appreciative inquiry is used to help organizations imagine and design a desired future state that is compelling and achievable. The goal for discussion will be to envision and establish a unified process for the Region to implement a comprehensive and effective way forward based on the overall goals and objectives associated with CCTA preparedness.

Leveraging a scenario-based discussion, Hagerty will facilitate a discussion to envision and establish the overall operational priorities, goals, and objectives associated with CCTA events. The purpose of the workshop is NOT to find failure; however, it is designed to identify potential planning needs, governance and policy changes, system improvements, physical and human capital capability needs, and organizational and communication process changes that should be considered.

Figure 4: Appreciative Inquiry Method



The meeting will uncover opportunities and planning needs by asking a series of questions around the following three themes: Where are we? Where do we need to be? How do we get there? This process will allow the Hagerty Team to

better understand the current status of CCTA readiness and ideal capabilities while developing a roadmap to achieve those capabilities within execution of this planning initiative and, where appropriate, in future training and exercise contracts. The resulting draft **Region CCTA Objectives Report** will then be presented to the Region for review and comment.

## **PROPOSED AGENDA:**



### **Regional CCTA Coordination Plan Stakeholder Kickoff Meeting**

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<b>1:00p to 1:30p</b>	<b>Welcome and Introductions</b>
<b>1:30p to 2:15p</b>	<b>Project Scope Review and Discussion Regarding PMP</b>
<b>2:15p to 3:00p</b>	<b>Review CCTA Scenario and Discuss Preliminary Objectives</b>
<b>3:00p to 3:15p</b>	<b>BREAK</b>
<b>3:15p to 4:00p</b>	<b>Discuss Preliminary Capabilities and Capability Gaps</b>
<b>4:00p to 4:45p</b>	<b>Discuss Preliminary COAs</b>
<b>4:45p to 5:00p</b>	<b>Conclusion and Next Steps</b>

Following both the Contract Administration and Financial Management Meeting and Stakeholder Kickoff Meeting, our Team will produce meeting minutes and provide these to stakeholders to ensure minutes accurately capture the discussion and vision outlined by participants. Meeting sign-in sheets will be dated and scanned to provide appropriate documentation to the Region. Hagerty will ensure meeting minutes and sign-in sheets are developed and provided to the Region's project sponsors within five business days of every meeting.

## **Ongoing Project Management**

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Ongoing project management is designed to facilitate two functions. First, our Team aims to provide an effective management team to increase transparency into the overall project status, coordinate efforts seamlessly, and maintain open lines of communication. Second, our Team aims to ensure planning activities meet local, county, regional, state, and federal rules, regulations, and reporting requirements to maintain compliance with grants and other funding sources. As such, Hagerty created the following program management structure:

- » **Mr. Brian Baker will be the Project Executive.** Mr. Baker is the former Director of Homeland Security for Washington, DC. Mr. Baker will be responsible for ensuring overall project goals and deliverables are met and will provide strategic advisory support based on his experience during incident preparedness and response. Mr. Baker will serve in a key role ensuring client satisfaction.
- » **Mr. David Schuld will be the day-to-day Project Manager.** Mr. Schuld recently served as the program manager for the Cook County CCTA program. As Project Manager, Mr. Schuld is responsible for oversight, schedule, and delivery of all project milestones. He will oversee task managers and subject matter experts.
- » **John (Russ) McElwee will serve as the Lead Regional Planner.** In this role, he will serve as a local presence to support overall project coordination, meeting facilitation and management, and collaboration among Regional stakeholders.

Together, these professionals will offer leadership for the program, serve as the key points of contact for the Region, and be responsible for meeting the needs set forth by the CCTA CPT and the Region's project sponsors.

Hagerty will conduct weekly, monthly, and quarterly meetings with Regional stakeholders to provide a status of overall project deliverables. The table below provides a description of project management tools that Hagerty will use to ensure the Region's project sponsors and the CCTA CPT remains apprised of the status of the program and that the Hagerty Team manages the project to the highest level of quality. Reports and frequency will be confirmed with stakeholders during the Contract Administration and Financial Management Meeting.

**Table 3: Program Management Tools and Tactics**

<b>Project Status Meetings</b>	Bi-monthly with Regional project sponsors to provide overall updates and seek feedback on key issues or decision points. Will include review of timeliness against PMP and Gantt chart.
<b>Monthly or Quarterly Meetings</b>	In-person progress/status meetings with the CCTA CPT to provide updates, gain consensus on key issues, receive feedback, and finalize key decisions on programming directions and activities. Recommend meetings are held monthly or quarterly.
<b>Status Reports</b>	Monthly written reports that include updates to project timelines, identification of efficiencies and deficiencies, and the overall status of the budget. Provision of key decision points for Regional project sponsors and the CCTA CPT.
<b>SharePoint Site</b>	Maintained throughout the project to include both document sharing and storage and overall project management. Includes an integrated project schedule shared with the whole CCTA CPT.
<b>Perfolio</b>	Internal Hagerty management tool which tracks and allocates time associated with projects and specific tasks. Used to track consultant time on a weekly basis (with daily/hourly tracking) in support of budget and task management.

## Stakeholder Engagement

All planning initiatives we support for our clients across the country require in-depth stakeholder engagement. We cannot obtain information or validate planning concepts without significant involvement from stakeholders responsible for implementing the plans that we create. It is essential that our Team is proficient in leading these discussions and mining information from the participants.

During the Stakeholder Kickoff Meeting, the Hagerty Team will reinforce the importance of stakeholder engagement throughout the planning process. Our objective will also be to gather information from stakeholders about their capabilities, requirements, and priorities associated with a CCTA. In facilitating the Stakeholder Kickoff Meeting, the Hagerty Team will take care to:


Hagerty and our professionals leverage newsletters, conference calls, and other communications to support continuous stakeholder engagement. The following provides an example of a newsletter leveraged to support stakeholder engagement for our clients in the Portland Metropolitan Region.



- » Provide participants with enough information to meaningfully participate.
- » Use techniques to ensure that all participants are able to provide their comments and understand other participant perspectives. This may include a combination of small and large group discussion, breakout sessions, round-robin style conversations, and written comment forms.
- » Help participants understand how their input will be used and how they can further engage in the process.
- » Support the goal of building champions to support the final Regional CCTA Coordination Plan and advocate for its use and adoption among decision-makers and community leaders.

### **Presentation of Draft and Finalized Documents**

All deliverables created during execution of the CCTA program will be deemed in *Draft* form for review and comment by the CCTA CPT and Regional project sponsors. When documents are deemed final, Hagerty will provide final documents in native format (Word, PowerPoint [PPT], Excel, etc.) or other agreed upon formats of all documents stated in this proposal.

 <p><b>Task Deliverables</b></p>	<ul style="list-style-type: none"> <li>• <i>Draft and Final PMP</i></li> <li>• <i>Gantt Chart and Timeline of Deliverables</i></li> <li>• <i>Proposed Project and Meeting Schedule</i></li> <li>• <i>Agenda, Slide Decks, Sign-In Sheets, Summaries, and Findings for Meetings</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Draft CCTA Objectives Report</i></li> <li>• <i>Sign-in Sheets and Registration</i></li> <li>• <i>In-person Kickoff Meeting</i></li> <li>• <i>Bi-weekly Program Status Updates</i></li> <li>• <i>Monthly Progress Reports</i></li> <li>• <i>Monthly Invoices</i></li> </ul>
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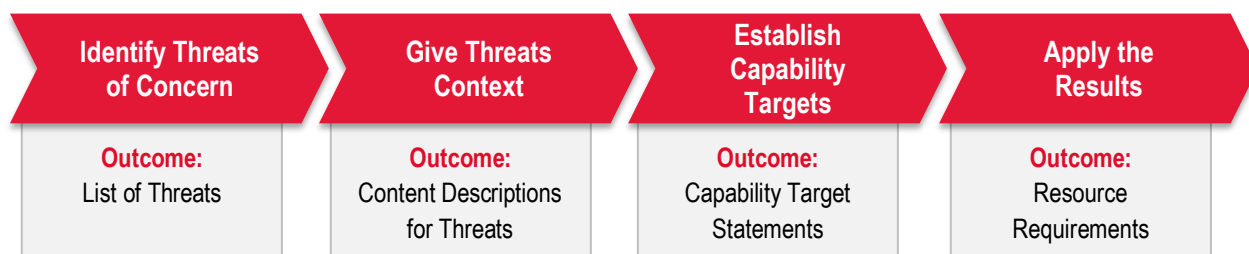
## **PHASE 2: CONDUCT A RISK ASSESSMENT AND UNDERSTAND THE SITUATION**

As Hagerty enters the process to develop the Regional CCTA Coordination Plan, Hagerty will first work to understand risks, potential gaps, and resource capabilities. Hagerty understands the Region has a summary gaps report based on participation in *E912: Preparing Communities for a Complex Coordinated Attack*. This will be a component of a comprehensive literature review, including documents such as: regional and county-specific THIRA; current terrorism/CCTA plans; standard operating procedures (SOPs) and field operating guides (FOGs); previous training and exercises focused on terrorist and CCTA events; and after-action reports (AARs) and other lessons learned documentation. Hagerty will ensure this documentation includes, on a Region-wide basis, the following:

- » Identification of CCTA scenarios, including the means and methods of the attack (e.g. active shooter, improvised explosive device [IED], chemical agent, cyber-attack);
- » Determination of the consequences of each scenario (e.g. casualties and fatalities, cascading effects);
- » Determination of the likelihood of each CCTA scenario; and
- » Associated prioritization of each scenario.

Hagerty will then engage in a process consistent with the *CPG 201: THIRA and State Preparedness Review (SPR) Guide, 3<sup>rd</sup> Edition* to review each scenario, ensuring context for each threat and clearly identified capability targets.

**Figure 5: The Threat Analysis Process**

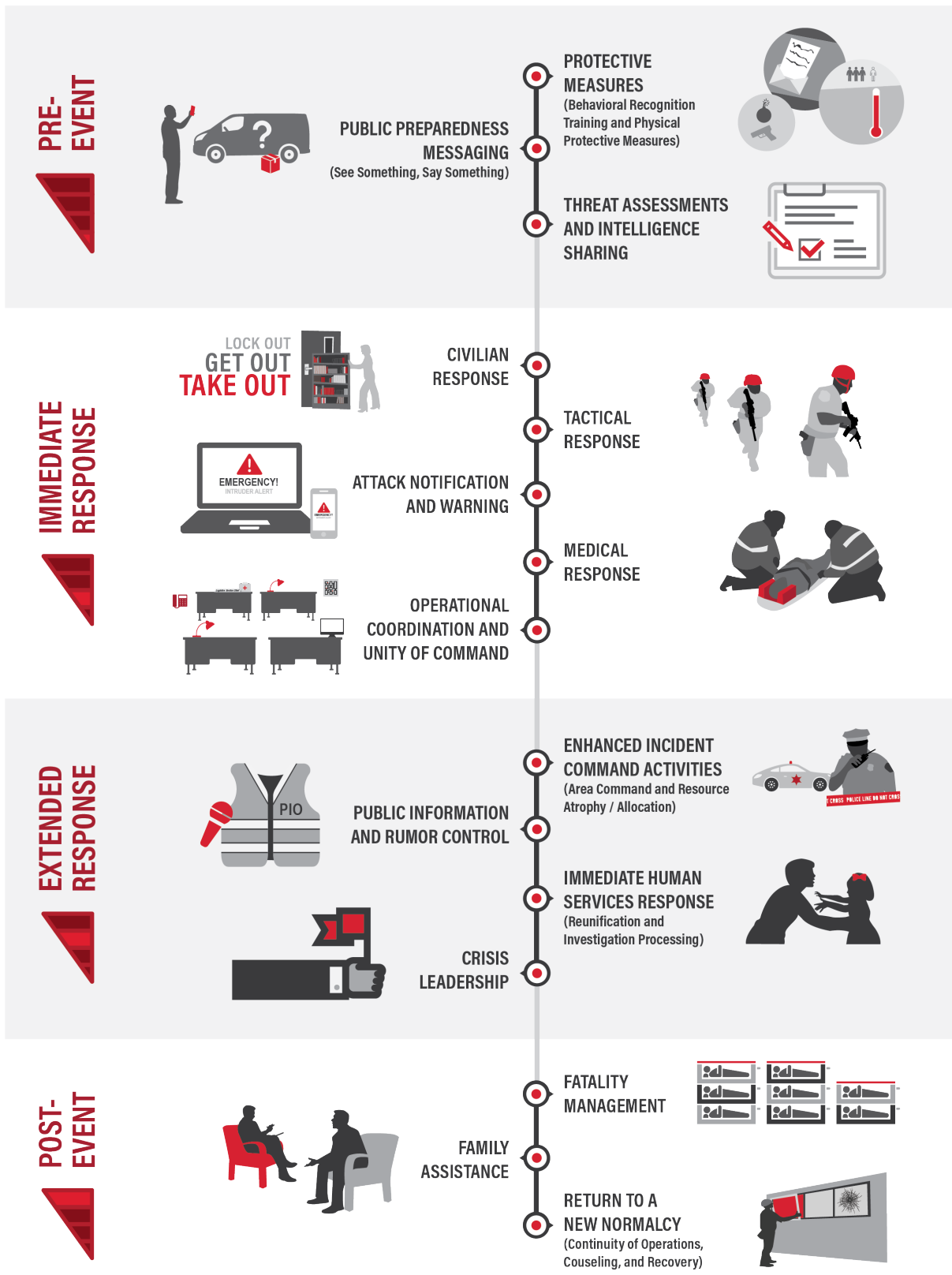


Hagerty will execute a workshop with the CCTA CPT to focus on threat identification, classification, and vulnerability indexing. Hagerty will enhance and validate each scenario, confirming assumptions and further executing a consequence analysis, resulting in in-depth understanding of the potential detrimental impacts of each scenario. Hagerty will use these refined scenarios to support development of resource requirements associated with each scenario, leveraging a “maximum of maximums” approach to understand where resource requirements will be greatest across common capabilities and resources. Hagerty will present both the refined scenarios and the resource requirements for CCTA to the CCTA CPT. The **Threat Assessment Findings and Capability Requirements Report** will then be revised and finalized, leveraged in subsequent phases of this project. This includes how the Region can further engage public and private entities through inter-local agreements and memorandums of understanding (MOUs) to address outstanding capability requirements.

Concurrent with the process for collecting relevant plans, policies, and procedures, Hagerty will also develop and execute an information collection process with stakeholders across the Region. An electronic survey will be supplemented by discussions with stakeholders both via teleconference and in-person focused on key assets and capabilities for response and recovery.

Both the threat assessment and electronic survey will detail capability in areas critical to CCTA preparedness, response, and recovery, as summarized in the graphic below. Pre-event, immediate response, extended response, and post-event capabilities, tasks, and resources will all be a component of Hagerty’s capability assessment. Hagerty knows well that capabilities are not limited to physical assets but are also inclusive of the full spectrum of planning, organization, equipment, training, and exercises (POETE), and our data collection and analysis will include examination across each area, as identified in the graphic below.

Figure 6: CCTA Capabilities Across Comprehensive Project Timeline



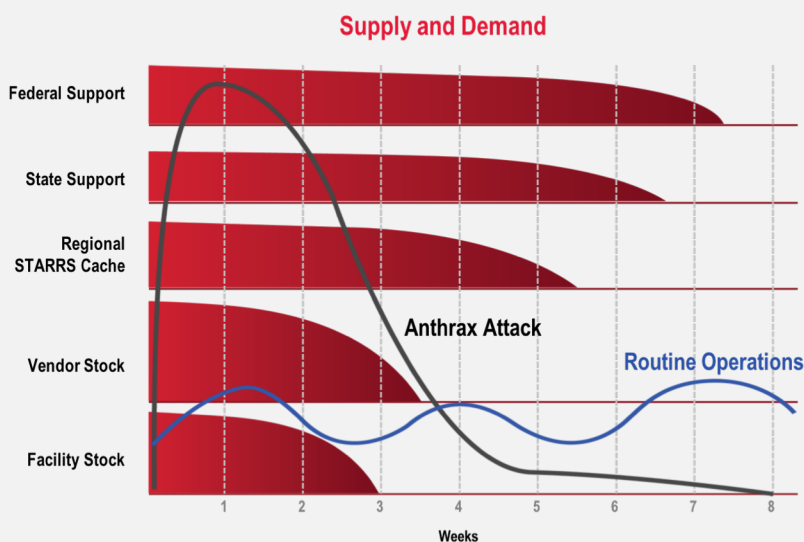


Hagerty will then leverage the response requirements identified previously to apply against the capabilities assessment to determine gaps, supplementing the summary gaps report previously developed. Leveraging a dynamic spreadsheet that can be adjusted by the Region over time, the **CCTA Gap Analysis Report** will provide an easy to use snapshot of capabilities and gaps for reference by the Region, including detailed information regarding how capability is defined and measured. Hagerty will present the CCTA Gap Analysis Report to the CCTA CPT for review at an in-person meeting prior to finalization. Capability inputs will be carried forward by the Hagerty Team to inform the Regional CCTA Coordination Plan, supporting annexes, and checklists – including checklists specific to: **Resources Available, Resources Agencies Can Spare, State and Federal Resources, Equipment Knowledge, and Technology.**


**Figure 7: Hagerty's Approach to Identifying Gaps**



*Hagerty has extensive experience visualizing complex concepts and processes through high-impact graphics to help planners, operators, and stakeholders understand interdependencies and individual process components, as shown in the graphic below. This graphic summarizes medical supply and demand, including sources for medical supplies and resources relative to increased demand due to a terrorist event in the St. Louis region. The graphic was used to demonstrate surge requirements for medical resources to orient stakeholders to the overall medical resource capability assessment. To the greatest extent possible, Hagerty will work to incorporate graphics in the CCTA Gap Analysis Report and other analysis produced during project execution to illuminate concepts for project stakeholders.*





 <p><b>Task Deliverables</b></p>	<ul style="list-style-type: none"> <li>• Draft CCTA Scenarios</li> <li>• Core Capability Assessment Document</li> <li>• Agenda, Slide Decks, Sign-In Sheets, Summaries, and Findings for Meetings</li> <li>• Draft and Final Threat Assessment Findings and Capability Requirements Report</li> <li>• Draft and Final CCTA Gap Analysis Report</li> </ul>
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### PHASE 3: DETERMINE PLAN CONTENT

The primary objectives of Phase 3 include addressing the capabilities and gaps identified in Phase 2 and incorporate findings, resources, and operations into a comprehensive Regional CCTA Coordination Plan. The planning process outlined in this Phase will result in development of the **Regional CCTA Coordination Plan, Annexes, and Checklists.**

Hagerty is unique in our approach to planning in that, for any plan type, we seek connections to larger systems and frameworks to integrate programs within an individual agency or jurisdiction, as well as with partners across the Region. This includes considerations for mutual aid, family assistance, resource management, mass casualty incident management, crisis communications, suspicious activity reporting, and connection with private-sector organizations critical for local and regional response and recovery. This also includes discussion with and coordination among stakeholders to understand and sync tactical response within the Region during a CCTA event.

Integration of state, county, and local government partners will be critical to ensure the framework for multi-disciplinary, multi-jurisdictional issues crafted in the Regional CCTA Coordination Plan is executable. Hagerty understands individual, tactical plans exist across the Region and this planning process is not intended to supplant those plans. Rather, Hagerty’s focus will be to align tactical and operational plans into a strategic plan which captures coordination and support responsibilities, alongside mitigation, response, and recovery considerations. The following presents a framework for integration of tactical and operational plans into a strategic, unified plan with specific consideration for CCTA plans.

Figure 8: Framework of Plan Integration for CCTA Planning



Hagerty's objective for the Regional CCTA Coordination Plan will be to provide context for a common, coordinated, unified approach for response to a CCTA. Through the planning process, Hagerty will also develop five annexes and checklists to support plan execution. Hagerty anticipates operational processes and procedures will be created to support integration and coordination of stakeholders across the multiple functional areas, including:

- 
- |                            |   |
|----------------------------|---|
| » LE                       | » Fire  |
| » EMS                      | » Hospitals   |
| » Fusion Center            | » Emergency Management  |
| » Mass Casualty Operations | » Public Works and Infrastructure                             |
| » Unified Command          | » Intelligence and Information Sharing                        |
| » Public Information       | » Crisis Management by Senior Political and Appointed Leaders |
| » Fatality Management      | » Suspicious Activity Reporting                               |
| » Crisis Communications    | » Mental Health   |
| » Resource Management      | » Family and Friend Assistance                                |
- 

To develop the Regional CCTA Coordination Plan, Hagerty will follow an iterative planning approach with up to four in-person planning meetings with the CCTA CPT, supplemented by meetings with subsets of the CPT to focus on critical issues specific to the base plan and annexes. Hagerty proposes that supplemental planning meetings be held both in-person and via webinar to maximize stakeholder engagement.

Having reviewed relevant plans and documented capabilities during Phase 2, Hagerty will enter the planning process with a keen understanding of risks, impacts, and capabilities associated with a CCTA event. Further, we will understand planning and regulatory strengths and opportunities for improvement, available resources, and communication systems critical to CCTA preparedness, response, and recovery. This information will be leveraged to support a series of planning meetings, as outlined below.

## Planning Meeting 1: Regional CCTA Concept of Operations

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The foundation and core of the Regional CCTA Coordination Plan will be the ConOps, or the framework for management of a CCTA event in the Region. In support of this meeting, Hagerty will develop a draft ConOps outline with critical plan components for presentation and discussion by the CCTA CPT. At a minimum, we recommend the ConOps include:

- » An overall framework and organization that complements existing organizational structures;
- » A definition of the Region's mission, priorities, and phases of operation;
- » Identification of stakeholder roles, responsibilities, and resources;
- » Regional structures for operating within unified command or with a unified coordination group;
- » Interfaces between field operations and emergency operations centers (EOCs) across the Region during a CCTA event;
- » Decision points and processes for incident escalation and transitioning from response to recovery;
- » Detail regarding how the Region will manage response resources and coordinate response activity;

- » Processes for suspicious activity reporting and other prevention activities;
- » Processes for communication, including inter-Regional communication and establishment of a joint information system (JIS);
- » Considerations for coordination with state and federal entities; and
- » Considerations for situational awareness and intelligence and information sharing throughout the incident.

Hagerty will design and execute the first planning meeting in the format of a workshop to address these issues, including organizational and operational concepts that can be implemented within the Region to manage a CCTA event. The planning meeting will include sessions focused on the following:

<b>Review Existing Capabilities and Best Practices</b>	Hagerty will provide CPT with an overview of existing resources and capabilities, with a discussion of emerging practices in CCTA planning and operations across the US. Hagerty will facilitate a discussion to align existing capabilities and best practices to the mission, priorities, and goals while initiating a discussion of the operational structure.
<b>CCTA Response Process</b>	Hagerty will work with the CPT to discuss the overall response, including decision points, processes for incident escalation, and the transition from response to recovery. Triggers, thresholds, and common processes will be discussed. Processes will be applicable to CCTA events of varying size, scope, and scale aligned to desired end states and priorities for each phase.
<b>Determine Operational Structure</b>	Hagerty will work with the CPT to focus on the most efficient way to structure and organize governmental and non-governmental partners during a CCTA event. This includes concepts associated with field-based unified command and coordination among stakeholders at the EOC, elected officials, and other stakeholder groups supporting response.

Hagerty will leverage the output of this meeting to develop the draft ConOps. Hagerty will present the draft ConOps to the CCTA CPT via webinar to initiate the review process. Hagerty will provide a minimum two-week review period to stakeholders and will facilitate additional conference calls with stakeholders, as necessary, to support inclusive planning prior to developing a second draft of the ConOps.

## Draft Regional CCTA Coordination Plan Outline

Based on the ConOps, Hagerty will develop a draft outline of the Regional CCTA Coordination Plan. We present the following outline for consideration by the Region for both format and content.

### *Regional CCTA Coordination Plan Outline*

- Executive Summary
- I. Introduction
  - a. Premise
  - b. Purpose of the Plan
  - c. To Whom the Plan Applies
- II. Functional Overview
  - a. CCTA Events and Process
    - i. CCTA Preparedness and Planning
    - ii. Response Operations and Transition to Recovery
      - 1. Immediate Response
      - 2. Extended Response
      - 3. Post-Event Operations
      - 4. Event Recovery

- III. Situation Overview
  - a. Threat Profile and Vulnerability Assessment
- IV. Planning Assumptions
- V. Vision and Goals
  - a. Vision
  - b. Goals
    - i. Prevention Goals
    - ii. Readiness Goals
    - iii. Response Goals
    - iv. Recovery Goals
- VI. Organization, Roles, and Responsibilities
  - a. Response Organization
    - i. Unified Command
  - b. Roles and Responsibilities
    - i. Primary
    - ii. Support
- VII. Concept of Operations
  - a. Objectives
    - i. Situational Awareness
    - ii. Prevention
    - iii. Readiness
    - iv. Activation
    - v. Immediate Response
    - vi. Immediate Response to Extended Response
    - vii. Extended Response to Post-Event Operations
    - viii. Event Recovery
  - b. Response Operations
    - i. Readiness
    - ii. Incident Notification
      - 1. Thresholds for Transition
    - iii. Immediate Response
      - 1. Thresholds for Transition
    - iv. Extended Response
      - 1. Thresholds for Transition
    - v. Post-Event Operations
      - 1. Thresholds for Transition
    - vi. Event Recovery
  - c. Sites and Facilities
    - i. Field Operations
    - ii. Emergency Operations Centers
    - iii. Reunification Centers
    - iv. Family Assistance Centers
    - v. Joint Information Centers
    - vi. Casualty Management
    - vii. Fatality Management Centers
- VIII. Capacity Assessment
  - a. Planning and Regulatory Organizations
  - b. Plans and Ordinances
  - c. Response Resources
  - d. Medical Resources
  - e. Fatality Management Resources
  - f. Mental Health Resources
  - g. Communications Resources
  - h. Memoranda of Understanding
  - i. Plan Integration and Evaluation
  - j. Administrative and Technical Capacity

- IX. Plan Implementation and Maintenance
- X. Proposed Changes
- XI. Authorities
- Appendix 1: Notifications
- Appendix 2: Triggers and Thresholds for Plan Implementation
- Appendix 3: Communications
- Appendix 4: Public Information and Warning
- Appendix 5: Common and Standardized Processes
- Appendix 6: Acronyms and Glossary

Hagerty will also develop a draft outline specific to each of the Regional CCTA Coordination Plan supporting annexes (Suspicious Activity Reporting, Crisis Communications, Resource Management, Mental Health and Family/Friend Assistance, and Mass Causality Operations). We present the following outline for consideration by the Region for both format and content.

### **Annex Outline**

- I. Introduction
- II. Purpose
- III. Scope
- IV. Agencies
  - a. Primary Agency(ies)
  - b. Support Agencies
  - c. Roles and Responsibilities
    - i. Situational Awareness
    - ii. Prevention
    - iii. Readiness
    - iv. Activation
    - v. Immediate Response
    - vi. Immediate Response to Extended Response
    - vii. Extended Response to Post-Event Operations
    - viii. Event Recovery
- V. Tools

Hagerty will present the draft Regional CCTA Coordination Plan outline and annex outlines to the CCTA CPT via webinar to initiate the review process. Hagerty will provide a minimum two-week review period to stakeholders and will facilitate additional conference calls with stakeholders, as necessary, to support inclusive planning prior to developing a second version of these outlines.

## **Planning Meeting 2: Regional CCTA Coordination Plan Development**

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During the second planning meeting, Hagerty will focus on the draft outline and supporting annex outlines to obtain stakeholder feedback, identify outstanding gaps, and begin to validate content with an emphasis on the Regional CCTA Coordination Plan. Topics to be discussed may include:

- » Responsibilities of the state, partner agencies, and community stakeholders for carrying out specific actions;
- » Lines of authority and organizational relationships;
- » Processes for incident notification, including notification amongst Regional agencies when an event occurs; and
- » Common and standardized processes.

Hagerty proposes to execute this meeting onsite. During the same week of this meeting, Hagerty proposes to execute a series of planning meetings focused on the specific annexes identified to support the Regional CCTA Coordination Plan. The purpose of these meetings will be to address specific considerations and ensure the successful implementation of operations. Hagerty will work with the broad CCTA CPT to identify stakeholders to participate in each meeting, with a discussion of mission, priorities, roles, and responsibilities across readiness, incident notification, immediate response, extended response, and post-event operations.

Following the second planning meeting and annex-specific meetings, Hagerty will incorporate all feedback received and follow up with any additional questions with direct calls to the appropriate stakeholders. Hagerty will leverage information gathered in Phase 1, 2, and the planning meetings to develop the Regional CCTA Coordination Plan, supporting annexes, and operational tools.

In development of the final plan, Hagerty will adhere to the approved outline. Hagerty envisions the final Regional CCTA Coordination Plan will include considerations for both prevention and operations, including providing information on promoting continuing investments in training and regional coordination, driving further investments and, where possible, supporting sustainability. Tools developed to support the Regional CCTA Coordination Plan will be operationally focused and include considerations for interdependencies and logistics support.

### **Planning Meeting 3: Regional CCTA Coordination Plan Presentation and Review**

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Hagerty will finalize a 90 percent Regional CCTA Coordination Plan for review by the CCTA CPT. Following a three-week review period, Hagerty will conduct a FPM onsite with the CCTA CPT to review primary feedback, discuss areas where stakeholder comments conflict, and address any outstanding action items associated with the Regional CCTA Coordination Plan and supporting annexes. Subsequent to this meeting, Hagerty will incorporate any final written comments submitted on the Plan.

### **Optional Tasks**

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When implementing a program, Hagerty always looks at the operational norms of those responsible for implementing the program. Hagerty is proposing two additional options for consideration by the Region that enhance the sustainability of the program and strengthen current capabilities.


- » **Option 3: Smartphone Application for CCTA Operational Guides.** Under this option, Hagerty would create a smartphone app for Regional CCTA Coordination Plan. This streamlined application would be created to allow tactical teams to easily access critical information while executing operations in the field using a secure, password protected system that is not accessible by the general public. Should the Region seek to execute this option, Hagerty can provide a detailed cost estimate upon request and clarification of requirements.
- » **Option 4: Regional Fusion Center Awareness Campaign.** Hagerty proposes to support the development of an outreach and awareness campaign specific to the fusion center across a comprehensive group of regional stakeholders, including: LE, fire/EMS, emergency management, hospital networks, public health, and other local, state, and federal partners. Hagerty envisions to build a report on behalf of the fusion center that examines the level of awareness of local and regional agencies. This report will be developed from the use of surveys, as well as interviews, and in-person working group meetings. Following the “on the ground” assessment of the fusion center, Hagerty will develop a Findings Report that captures key lessons, including:
  - Level of awareness of fusion center capabilities;

- Level of awareness to notify and have intelligence process prior to an incident;
- Level of awareness of how the fusion center can support an ongoing response; and
- Partnerships the fusion center can provide via state and federal agencies.

Hagerty then envisions the following next steps to increase awareness of, and use of, the fusion center:

- Creation of a liaison officer program for public safety agencies across the Region;
- Development of a communication and outreach plan, and associated tools, geared toward public safety agencies in the Region; and
- Creation of a checklist for fusion centers to use to develop similar outreach campaigns.

Should the Region seek to execute this option, Hagerty can provide a detailed cost estimate upon request and clarification of requirements.

 <p><b>Phase Deliverables</b></p>	<ul style="list-style-type: none"> <li>• CCTA ConOps</li> <li>• Draft and Final Regional CCTA Coordination Plan Outline</li> <li>• Draft and Final Regional CCTA Coordination Plan</li> <li>• Slide Deck for Revised CCTA Plan Presentation</li> <li>• Agenda, Slide Decks, Sign-In Sheets, Summaries, and Findings for Meetings</li> <li>• <b>Optional Tasks:</b> Smartphone Application and Regional Fusion Center Campaign</li> </ul>
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## **PHASE 4: PREPARE, REVIEW, AND DISTRIBUTE APPROVED PLAN**

Upon completion of Phase 3, Hagerty will finalize the Regional CCTA Coordination Plan. Hagerty will also work with the Region to transfer electronic copies of the Regional CCTA Coordination Plan, including all documents in both editable and Adobe PDF format. We understand the final approval of the Regional CCTA Coordination Plan is contingent upon Regional partners, and Hagerty will work with the CCTA CPT to ensure approval prior to transferring final files.

 <p><b>Task Deliverables</b></p>	<ul style="list-style-type: none"> <li>• Final Regional CCTA Coordination Plan</li> </ul>
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## **PHASE 5: PROJECT CLOSEOUT**

Upon transferring the final Regional CCTA Coordination Plan, Hagerty will engage in our project closeout process. Hagerty routinely works with our clients to conduct a brief post-contract analysis that identifies potential next steps or considerations which are not included in contract execution. In order to close out the project, Hagerty will develop a memorandum for the Region that outlines these steps for consideration. After project completion, we will provide the Region with an opportunity to assess our work via Perfolio®, our proprietary performance management system. The survey is integral to Hagerty's project work as we look to continually find ways to improve our service through feedback from our clients.



## TIMELINE

The following presents the integrated program schedule developed by the Hagerty Team. This includes proposed dates and key activities associated. The following timeline anticipates contract execution no later than July 9, 2018. Hagerty will adjust the following timeline accordingly.

- Project Management
- Conduct a Risk Assessment
- Conduct a Complete Capability Assessment and Gap Analysis
- Create Regional CCTA Coordination Plan
- Finalize Regional CCTA Coordination Plan
- All Tasks

Proposed Date	Task Activity
July 9, 2018	● Project Initiation
July 17, 2018	● Project Kickoff Meetings
July 31, 2018	● Submit Final PMP
August 14, 2018	● Draft CCTA Scenarios
August 14 to September 5, 2018	● Document Review
August 21, 2018	● CCTA Scenario Presentation
September 9 to September 13, 2018	● CCTA Scenario Workshops
September 20, 2018	● Survey Development
September 23 to October 4, 2018	● Survey Deployment
September 25, 2018	● Draft Threat Assessment Findings and Capabilities Report
October 9, 2018	● Final Threat Assessment Findings and Capabilities Report
October 14, 2018	● CCTA Objectives Workshop
November 1, 2018	● Final Region CCTA Objectives Report
November 1, 2018	● Draft Gap Analysis Report
November 11, 2018	● Report Review Meeting
November 22, 2018	● Final Gap Analysis Report and Updated CCTA Objectives Report
November 26, 2018	● Regional CCTA Coordination Plan Development Meeting 1
December 11, 2018	● Final Regional CCTA Coordination Plan and Annex Outlines
January 7, 2019	● Regional CCTA Coordination Plan Development Meeting 2
January 8 to January 11, 2019	● Regional CCTA Coordination Plan Annex Stakeholder Meetings
February 2, 2019	● Regional CCTA Coordination Plan Development Meeting 3
February 25, 2019	● Draft Regional CCTA Coordination Plan
March 2, 2019	● Regional CCTA Coordination Plan Stakeholder Meeting
April 20, 2019	● Regional CCTA Coordination Plan Revision Review Meeting
April 25, 2019	● Final Draft Regional CCTA Coordination Plan
April 30, 2019	○ Project Closeout
Weekly	○ Weekly Project Management Calls / Meetings
Quarterly	○ Quarterly Reports
Monthly	○ Written Status Reports
As needed	○ Develop Sign-in Sheets; Maintain Event Management/Registration Sites



## Tab 5 – Organization and Staffing

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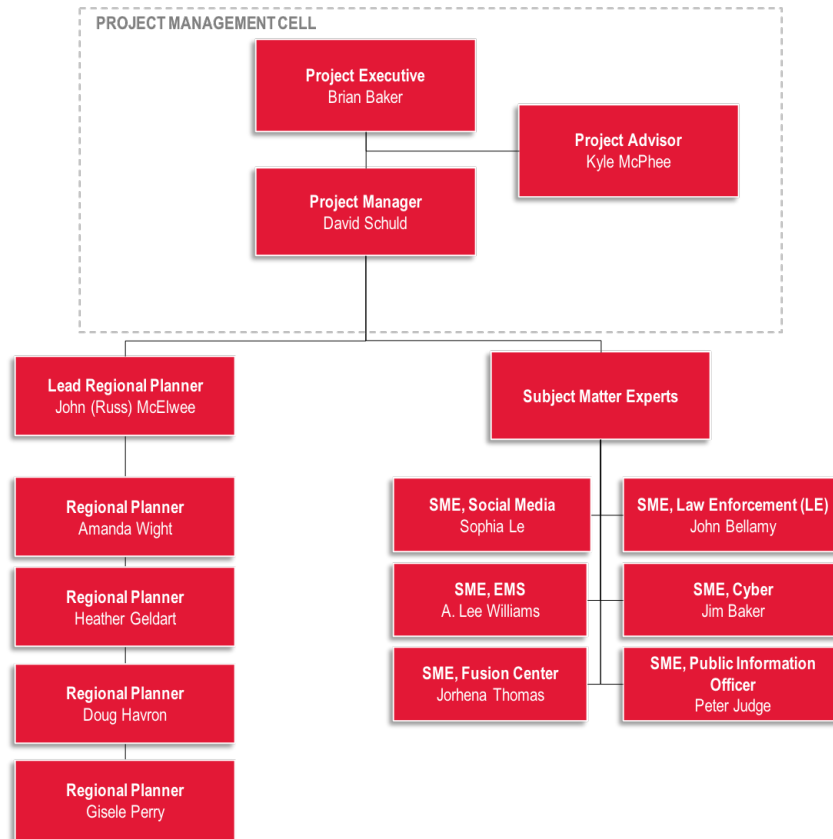
Hagerty is uniquely qualified to support the Region in enhancing preparedness and building capability to prepare for, prevent against, and respond to CCTA because of the unique qualifications of our professionals and the collective experience of the Hagerty Team. This offers the Region:

- » **Significant experience creating regional approaches to developing capability associated with active threat and CCTA events.** Hagerty provided support for a similar program to Cook County, Illinois, where our professionals researched and identified capabilities associated with active threat and CCTA events, provided training tailored to and across the whole community, and planned and facilitated exercises to validate capability. **Hagerty's proposed key personnel include the leadership for this program, including Kyle McPhee, David Schuld, and Amanda Wight.** The continuity of our personnel offers the Region value both in our understanding of capability-building for CCTA events and the efficiency gained through our knowledge-base and proven approach.
- » **A proven Team with extensive experience working collaboratively on projects focused on active threat and CCTA events.**
  - In addition to working collaboratively with Cook County, **Hagerty** and **Strategos** have successfully partnered on multiple planning, training, and exercise initiatives – all of which have been focused on active threat and CCTA preparedness. Most recently, this partnership culminated in a multi-day CCTA full-scale exercise (FSE) executed for the MARC at the Kansas Speedway, which incorporated many of the elements that will be engaged in this project, such as SWAT teams, fusion centers, and public information.
  - **Hagerty, Strategos, and Cytel** also teamed on the successful, multi-day FSE executed for the County of San Diego that was based on a CCTA scenario and incorporated elements similar to the scope of services sought by the Region, including LE and EMS.
  - **Hagerty** and **1240 Performance** have been partners on multiple engagements within the National Capital Region (NCR), including projects focused on execution of the National Level Exercise (NLE) in 2018.
  - **Hagerty** and **Havron** have extensive experience in healthcare coalition planning, including regional planning for the East West Gateway Council of Governments (EWGCOG). This integrated team support resulted in development of regional healthcare coalition response plan, including considerations of manmade and natural disasters.

The successful performance of our Team offers the Region proven capability executing projects of similar size, scope, and complexity to the work sought under this solicitation, which increases efficiency while reducing execution risk of unproven teams with less collective experience.

Hagerty's approach to both teaming and staffing within the Team is strategic and tailored to the needs of the Region and this initiative. Our Team includes a locally-based regional planner, John (Russ) McElwee, who will be supplemented by project management assets and tactical subject matter experts. Our Team structure is represented in the organizational chart below.

**Figure 9: Key Personnel Organizational Chart**



The following presents a summary of the Hagerty Team's proposed key personnel for this project. More details regarding these professionals can be found in their resumes, which have been included in **Appendix 2**.

## Experience Summaries

Hagerty offers the Region a trusted team that has successfully worked with clients around the country on many past efforts combined with subject matter expertise in LE, SWAT, EMS, fusion centers, and whole community preparedness (among others).

### **Brian Baker, Project Executive**

**Mr. Brian Baker** is an expert in preparedness, response, and disaster recovery event management. In his most recent role as the executive director of the Homeland Security and Emergency Management Agency (HSEMA) for the Government of the District of Columbia, Mr. Baker has gained a wealth of experience in preparing a large urban area for a variety of threats, including a CCTA. He has previously served as the director of training and exercise programs for DC HSEMA. During his time at DC HSEMA, he oversaw the DC fusion center and served as the Consequence Management Chair for National Special Security Events (NSSE), including Presidential Inaugurations and Papal visits. He was the executive of daily operations of all HSEMA branches, including preparedness, homeland security, response, recovery, mitigation, field services, grants, crisis communications, mass casualty events, fusion center activities, suspicious activity reporting, and administration. There is perhaps no other project executive with his familiarity of Department of Homeland Security (DHS) grants and their requirements given his recent experience acting as the State

Administrative Agency to manage all US DHS FEMA homeland security and disaster grants for the region totaling over \$200 million.

### ***David Schuld, Project Manager***

**Mr. David Schuld** has directly managed various disaster responses, political crises, and business continuity projects over the past eight years. Mr. Schuld has a wide spectrum of experience including the overall management of Hagerty's portfolio of active threat programs. His work includes leading curriculum development, training, exercises, and outreach for Cook County's Active Threat Program. Notable deliverables of this program included being lead author for Cook County's Framework for Active Threat Preparedness and Chief Planner for the largest public safety exercise in Illinois history, which involved over 800 participants from nearly 50 organizations responding to a CCTA in Rosemont, Illinois (including SWAT response). He also developed several components of a two-day exercise, the scenario including the response to an active threat and detection of chemical, biological, radiological, nuclear, and explosive (CBRNE) source in San Diego and for MARC.

### ***Kyle McPhee, Project Advisor***

**Mr. Kyle McPhee** is an experienced emergency management professional with an applied understanding of whole community preparedness, CCTA program development, and regional planning. Currently, Mr. McPhee is the project manager for Hagerty's work with Cook County, Illinois, inclusive of developing capabilities-based frameworks for active threat events, providing tailored training to the whole community, and execution of complex tactical exercises to build capability for an active shooter, multi-assault, or rapid mass murder incident. His previous experience includes serving as an advisor and senior manager for similar projects in the County of San Diego, where our Team designed and executed a multi-day CCTA FSE; the MARC Region, where our Team executed a healthcare surge tabletop (TTX) and multi-day CCTA FSE; and Franklin County, Ohio, where our Team is currently executing a progressive exercise series focused on CCTA events. Mr. McPhee has served as a project manager and planning lead for multiple initiatives for St. Louis Area Regional Response System (STARRS), including development of alternate care site plans, support for a regional medical cache inventory and assessment, and development of a regional emergency response plan for the St. Louis Regional Healthcare Coalition. He is a subject matter expert in mass casualty and fusion center planning. Mr. McPhee is Hagerty's Director of Preparedness Programs.

### ***John (Russ) McElwee, Lead Regional Planner***

**Mr. John (Russ) McElwee** is a Project Management Professional and certified US DHS instructor for incident command, LE civil disorder, threat identification and emergency management for first responders/receivers. He has worked in emergency response for nearly four decades and is considered a subject matter expert in exercises and evaluation, federal contract management, first responder experience, and threat and hazard assessment. Mr. McElwee's experience ranges from the federal government to local jurisdictions, providing stakeholders of all sizes and backgrounds with exercises and trainings that serve to create more resilient and prepared organizations. Having been involved in both the facilitation and evaluation of exercises, Mr. McElwee has subject matter expertise to inform nearly every aspect of a training and exercise program. He is a resident of North Carolina.

### ***Amanda Wight, Lead Planner***

**Ms. Amanda Wight** is an emergency management professional who has assisted clients nationwide in emergency preparedness activities such as the creation and execution of TTX, functional exercise (FE), and FSE focused on issues including active shooters; CCTA; CBRNE incidents; counterintelligence operations; pandemic outbreaks; earthquakes, and COOP. She is adept at developing and executing large FSEs to include the integration of various stakeholders, as well as multisite and multiday exercises. At Hagerty, Ms. Wight has supported the development of

active threat related plans, trainings, and exercises throughout the country. Most recently, Ms. Wight supported MARC in the development of an FSE. Her experience with CCTA exercises is wide-ranging and recent: she supported San Diego County Office of Emergency Services (OES) in the development of a post-terrorism/mass violence recovery plan. The plan proceeded the development and execution of an exercise series that focused on the region's ability to respond to a CCTA. The FSE, that focused on the response to active shooter, hostage situation, IEDs, radioactive material, and decontamination, included over 1,200 participants from nearly 80 different agencies.

### ***Heather Geldart, Regional Planner***

**Ms. Heather Field Geldart** is a highly qualified exercise designer with multiple years of specialized experience utilizing NIMS and ICS to create, execute, and evaluate the US DHS HSSEP-based exercises at the national, regional, and state level. Ms. Geldart's experience includes the evaluation and simulation of, providing input to, and then executing the outcomes of, the Incident Action Plan process within an exercise environment. Furthermore, Ms. Geldart is skilled in National Response Framework (NRF), NIMS, the Incident Management Handbook (IMH), and the Presidential Policy Directive 8 (PPD-8) to evaluate exercise participants in both discussion-based and operations-based exercises. She has been a part of NLE and served as Deputy Exercise Manager for the FEMA Directorate of Response, Office of Training, Exercise, and Doctrine – Exercise Unit (TED – EX) developing and facilitating no-notice exercises for FEMA personnel.

### ***Doug Havron, Health and Medical Subject Matter Expert***

**Mr. Doug Havron** possesses over 14 years of experience in emergency and trauma medicine, including more than nine years of experience in financial plan formulation for multi-million-dollar preparedness budgets. Mr. Havron has served as secretary/treasurer for regional healthcare planning bodies, serving more than 95 hospitals and several hundred nursing homes annually and was instrumental in the development of one of the first regional medical operations center. Mr. Havron was the director for the SETRAC, where he oversaw the ASPR Hospital Preparedness Program (HPP). The ASPR HPP is a multimillion-dollar funding program in Southeast Texas that covers 121 hospitals in 18 counties spread over 19,000 square miles, including the Texas Medical Center. These funds are intended to increase preparedness for hospitals and healthcare systems in response to a public health emergency or act of terrorism through federal initiatives from the Office of the ASPR. Under the guidance of Mr. Havron and his associate, the Texas HPPs are considered some of the most well prepared in urban areas. Mr. Havron has served as an operation chief for the CMOC, which responds to human-caused events, natural disasters, and acts of terrorism and coordinates healthcare infrastructure during large-scale emergencies.

### ***Gisele Parry, Regional Planner***

**Ms. Gisele Parry** is an emergency manager with more than 18 years' experience supporting clients across the US. Ms. Gisele Parry provides expert-level technical, analytical, managerial, and logistical support to a wide range of emergency management and homeland security projects. Her primary areas of expertise include COOP/continuity of government (COG) planning, emergency response and operations planning, strategic planning, critical infrastructure protection, and exercise development and evaluation planning. Recently, Ms. Parry supported the County of San Diego OES by leading the design and conduct of a multi-disciplinary / multi-jurisdictional 180-person CCTA exercise involving a terrorist attack in the tunnel of the San Diego Metropolitan Transit System. Ms. Parry is also supported the development of an FSE that built upon lessons learned from the TTX. She has supported communities across the country in areas of family reunification, resource management, and crisis communications planning. Ms. Parry has lived in the Region and has previously worked on planning projects with Wake County.

### ***John Bellamy, Law Enforcement Subject Matter Expert***

**Mr. John Bellamy** has over 16 years of experience working with public safety issues and working closely with local, state, and federal agencies to prepare them for emergency response to acts of terrorism. In helping local, state, agency, and federal groups perform threat and risk assessments and plan for emergencies, Mr. Bellamy has become an authority on active shooters, weapons of mass destruction (WMD), dirty bombs, CBRNE attacks, strategic national stockpile (SNS) issues, mass casualty incidents (MCI), IEDs, COOP planning, and infrastructure threat prevention. Mr. Bellamy is a former special agent with the FBI, where he served in a leadership position for the first Anthrax attacks on US soil. Most recently, he supported the County of San Diego in their Coastal Warrior exercise, which was the largest exercise in Southern California to date and leveraged a CCTA scenario.

### ***Sophia Le, Subject Matter Expert, Social Media***

**Ms. Sophia Le** is an award-winning emergency manager specializing in program management, incident management, qualitative research, social media, public relations, digital marketing, and process improvement. She has a proven track record of leveraging technology tools including social media and content management systems to enhance communication capabilities, increase team productivity, and secure an organization's long-term success. Ms. Le is an advocate of using research and developing language agnostics to create the appropriate technology tools for emergency response efforts. She spearheaded a public education campaign "Ways to Survive," which won the Best Government Online Video Award in the 2014 Internet Advertising Competition (IAC), a 2014 Silver Telly, and the International Association of Emergency Managers (IAEM) 2014 Global Public Awareness Award.

### ***Jorhena Thomas, Subject Matter Expert, Fusion Center***

**Ms. Jorhena Thomas** is a fusion center subject matter expert with almost 15 years of experience in the emergency preparedness and law enforcement field. She has worked extensively with the FBI and DC HSEMA to lead initiatives focusing on cyber security, physical security, threat intelligence, risk management, and information sharing for large regional agencies. For DC HSEMA, she served as the Fusion Center Director. In this role, she oversaw the accurate, timely, and relevant production of intelligence analysis products and the facilitation of intelligence exchanges among federal, state, local, and private sector partners within the homeland security enterprise, to include key emergency management and LE partners. She supported strategic planning and coordination, and evaluated an array of administrative and operational functions, with a focus on interagency communication flow, strategic relationship-building, and integration of traditional and non-traditional homeland security partners.

### ***Peter Judge, Subject Matter Expert, Public Information Officer (PIO)***

**Mr. Peter Judge** is an emergency management professional with experience in public information, the Emergency Management Accreditation Program (EMAP), and community emergency preparedness deployments. He is currently a consultant and subject matter expert in such fields. Recently, he was the PIO for the Commonwealth of Massachusetts. In this role, he supported crisis communications and public awareness campaigns for nearly two decades. During emergencies, Mr. Judge served as the spokesperson for the Commonwealth. These activities are enhanced by Mr. Judge's ability to engage diverse stakeholder groups, including the general public, specific groups needing additional assistance, news media, emergency management community, government officials and various target audiences.

### ***A. Lee Williams, Subject Matter Expert, Riverine Response***

**Mr. A. Lee Williams** is an emergency management professional who has spent decades in fire and EMS response to catastrophes. He has served in leadership positions for these response efforts, including heading up the Central Virginia All Hazards Incident Management Team (CVAHIMT) and a variety of other incident management teams (IMT). Most recently, Mr. Williams served as the Acting Chief of Incident Management Programs for the Virginia Department of Emergency Management (VDEM). In this position, he gained vast experience in coordinating response to statewide catastrophes by streamlining communications and coordinating grant applications to gain millions of dollars in funding to increase the effectiveness of these programs. Mr. Williams is an experienced leader and trainer, having served as both a member-at-large and a Training Committee member for the Virginia Fire Chiefs Association (VFCA).

### ***Jim Baker, CCTA Security Subject Matter Expert***

As President of Cytel Group, Inc., Mr. James Baker has directed homeland security preparedness programs throughout the US and abroad. Mr. Baker developed the internationally recognized Urban Shield Preparedness Program conducted in high-risk regions throughout the US. He selected by the US Department of State (DOS) to design and coordinate capstone exercises in East and West Africa that prepare partner nations for a collaborative and coordinated response to on-going terrorist attacks as well as by DHS's Science and Technology Directorate to coordinate exercises that test and validate national assets and federally funded emerging technologies. Mr. Baker is a 22-year veteran of the Alameda County Sheriff's Department in California, where he worked closely in operations, SWAT, Explosive Ordnance Disposal (EOD)/Bomb Squad, and regional homeland security issues.



## Tab 6 – Qualifications and Experience

Hagerty's approach to developing a robust CCTA plan, as outlined in this proposal to the Region, is directly informed by our previous experience executing similar projects for clients across the US. Our previous clients and references can attest to our past performance and capacity to successfully support this important initiative for the Region. The profiles below elaborate upon our past performance for clients across the US.

Hagerty has not had any contracts cancelled due to non-performance or client dissatisfaction.

### *East West Gateway Council of Governments, St. Louis Area Regional Response System*

<b>Project Location</b>	1 Memorial Drive, Ste 1600 St. Louis, MO 63102
<b>Client Point of Contact</b>	<b>Nick Gragnani</b> Executive Director, STARRS Email: <a href="mailto:nick.gragnani@ewgateway.org">nick.gragnani@ewgateway.org</a> Phone: 314-421-4220 x274
<b>Scheduled and Actual Completion Date</b>	All Ready St. Louis Campaign: July 17, 2014 – July 31, 2015; Completed on time as scheduled. Regional Alternate Care Site Planning: Feb. 15 – Sept. 1, 2016; Completed on time as scheduled. Inventory and Cache Assessment: July 1, 2016 – June 1, 2017; Completed on time as scheduled.
<b>Initial and Final Project Budget</b>	All Ready St. Louis Campaign: \$139,061 (fixed price) Regional Alternate Care Site Planning: \$89,656 (fixed price) Inventory and Cache Assessment: \$119,519 (fixed price)

#### **Project Description and Outcomes:**

Hagerty's professionals have supported the EWGCOG across multiple contracts focused on emergency planning and community preparedness. Our past performance includes:

- » Supporting implementation of Phase IV of the All Ready STL Campaign (Campaign): <http://www.allreadystl.com/informed.html>. Hagerty's objectives were to support the Campaign by: 1) increasing general emergency preparedness knowledge for residents in the region, including both the general population as well as individuals with disabilities and others with access and functional needs (AFN), and 2) increasing participation from organizations that serve individuals with disabilities and others with AFN in an on-site train-the-trainer (TtT) course designed and delivered by the American Red Cross of Eastern Missouri (Red Cross). Hagerty worked with Campaign stakeholders to update key pages on the All Ready St. Louis website by streamlining content. Our professionals also developed summary sheets, which provided specific preparedness activities associated with hazards, such as extreme heat or fires, with an emphasis on preparedness for individuals with disabilities and others with AFN. Summary sheets were posted to the Campaign's webpage. The Hagerty Team also recruited and supported participation in the TtT program. At the end of our support, 16 organizations that serve individuals with disabilities and others with AFN participated in the TtT.
- » Supporting operational planning for Alternate Care Sites. In 2012, the St. Louis Emergency Support Function (ESF) 8 subcommittee developed the first St. Louis Regional Hospital Alternate Care Site Plan. This plan provides

#### **Relevant Experience for Scope of Work**

- » Emergency planning involving large stakeholder groups, including regional planning
- » Development of crisis communications plans
- » Public health and medical planning, including direct support to healthcare coalitions for regional planning
- » Regional resource assessments and management

the basic operational framework for activating and establishing an Alternate Care Site in the region. In 2016, Hagerty and its subcontractor were hired by the region to build upon this framework and develop tactical-level operational guides that address the equipment, personnel, and services needed to effectively run an Alternate Care Site.

- » Executing a robust inventory and cache assessment. Hagerty conducted a physical inventory and assessment of all 44 hospital trailer caches, along with an analysis of those results. The majority of these caches are hosted and maintained at various hospitals in the region, requiring extensive coordination among both local government stakeholders and healthcare providers to establish a common operating picture based on the status of existing resources throughout the region; identify best practices that could be applied to the continuation, operational readiness, and deployment of resources; and identify sustainment models that establish a precedent for the longer term viability and maintenance of assets. The assessment process resulted in over 1,200 hours in the field evaluating each of the 44 regional caches and developing and distributing to each host facility an executive summary containing the overall status of cache trailers, a detailed inventory of each trailer, and a detailed summary report providing recommendations for future strategic reorganization.

Currently, our professionals are engaged in development of an Emergency Response Plan for the St. Louis Regional Healthcare Coalition to assist regional hospitals with integrating individual hospital plans, regional plans, and Missouri state plans.

### ***Cook County Department of Homeland Security and Emergency Management***

<b>Project Location</b>	69 West Washington Street, Suite 2630 Chicago, IL 60602
<b>Client Point of Contact</b>	<b>Robert Dunne</b> Training and Exercise Coordinator, Cook County Department of Homeland Security and Emergency Management (DHSEM) <b>Email:</b> <a href="mailto:robert.dunne@cookcountyil.gov">robert.dunne@cookcountyil.gov</a> <b>Phone:</b> 847-724-7055
<b>Scheduled and Actual Completion Date</b>	Scheduled and Actual Completion Date: Scheduled: Jan. 5, 2015-Jan. 5, 2018 (scheduled) Jan 5, 2015 - Jan 4, 2019 (actual)
<b>Initial and Final Project Budget</b>	Initial and Final Project Budget: \$1,995,678 (to date)

#### **Project Description and Outcomes:**

Hagerty supported the Cook County, Illinois, DHSEM with the development of a county-wide, whole community focused Active Threat Program to better position the 134 jurisdictions in the county to prevent, mitigate, respond to, and recover from an active threat event.

In support of this program, Hagerty, in collaboration with the Mutual Aid Box Alarm System (MABAS) Division 3, designed, facilitated, and evaluated a FSE in November 2015. This two-hour FSE was developed for emergency response personnel to validate Cook County's efforts to train police officers and firefighters in the RTF ConOps – the deployment of emergency response personnel into “warm zones” of an active threat event to provide treatment, triage, and transport of victims as soon as possible. The FSE

#### ***Relevant Experience for Scope of Work***

- » Emergency planning involving large stakeholder groups
- » Development of active threat and CCTA frameworks for planning, training, and exercises
- » Family reunification, crisis communications, mass casualty, and suspicious activity reporting planning



was the capstone to a year-long training initiative by DHSEM, MABAS Division 3, and the Northeastern Illinois Public Safety Training Academy (NIPSA) that included hundreds of hours of classroom training and a series of drills.

To provide the nearly 200 participants from 18 regional police and fire departments along with several other local agencies from northeastern Cook County with a realistic exercise, Hagerty developed the exercise in accordance with the HSEEP. The planning process included an initial planning meeting (IPM), mid-term planning meeting (MPM), FPM, and after-action meeting (AAM). During the IPM, Hagerty developed the scenario to include a lone-gunman rapidly moving through the large faith-based conference and retreat center that was selected as the venue. The MPM was used to determine exercise logistics and present the planning team will all exercise materials. This FSE is one in a series of exercises crafted by the Hagerty Team focused on active shooter and active threat events.

### **San Diego County Office of Emergency Services**

<b>Project Location</b>	5580 Overland Avenue, Suite 100 San Diego, CA 92123-1294
<b>Client Point of Contact</b>	<b>Holly Crawford</b> , Director San Diego County OES <b>Email:</b> Holly.Crawford@sdcounty.ca.gov <b>Phone:</b> 858-565-3490
<b>Scheduled and Actual Completion Date</b>	Coastal Warrior TTX: March 11 – September 16, 2016; Completed on time as scheduled. Coastal Warrior FSE: June 6, 2016 – September 30, 2017; Completed on time as scheduled. Counter Terrorism: August 11 – November 3, 2017; Completed on time as scheduled.
<b>Initial and Final Project Budget</b>	Coastal Warrior TTX: \$97,755 (fixed price) Coastal Warrior FSE: \$361,454 (fixed price) Counter Terrorism: \$88,848.00 (fixed price)

#### **Project Description and Outcomes:**

Hagerty recently designed, conducted, and evaluated a multidisciplinary and multi-jurisdictional TTX and FSE involving over 180 and 1,200 participants respectively for San Diego County OES to evaluate the region's ability to respond to a CCTA similar to those seen in Brussels, Paris, London, and Mumbai.

#### **Relevant Experience for Scope of Work**

- » Integration of regional stakeholders
- » Planning for reunification, family assistance, donations management, continuity of operations, restoration of health and human services, mental and behavioral health, environmental health, and community outreach

To accommodate the county's condensed timeframe, in a short one-month period, Hagerty assisted with the identification and engagement of an exercise planning team (EPT), conducted a concepts and objectives (C&O) meeting, and facilitated an IPM. During these meetings, Hagerty supported the construction of multifaceted terrorist attack scenario. The scenario included four orchestrated attacks occurring in a two-hour timeframe. More specifically, the scenario involved two active shooter incidents at a local transit center and airport, the identification of a potential explosive device in the emergency department of a major hospital, and detection of a potential radiological attack.

After the scenario was finalized, Hagerty professionals conducted the final two planning meetings and several site visits prior to doing the exercise on May 24, 2016. During the discussion-based exercise, participants were led through three modules: incident notification and initial response, on-going response, and reunification. As each module was presented, participants were asked to describe the procedures for integrating police, SWAT, bomb squad, fire, and

EMS units using ICS and establishing interoperable communications during a multi-jurisdictional response to terrorist attacks involving active shooters, IEDs, and WMD agents resulting in mass casualties throughout San Diego County. Participants were also asked to detail their processes for restoring critical services and establishing reunification for people impacted by an act of terrorism.

Following the exercise, Hagerty developed an AAR and facilitated an AAM to present acknowledged strengths and weaknesses within the county. This information will be leveraged to enhance response and recovery plans, policies, and procedures in the county. To validate these updates, Hagerty collaborated with the county to design and execute a regional FSE, which took place in June 2017. The FSE was executed over two days and is the largest public safety exercise to occur in Southern California. The 1,300-participant exercise validated concepts including the integration of LE and fire/EMS personnel, the deployment of RTFs, the interdiction of a dirty-bomb, and decontamination of civilians following a simulated detonation, and the activation and coordination of over a dozen EOCs, including public, private, and medical EOCs.

From August to October of 2017, Hagerty supported San Diego County OES to develop a functional, hazard-specific annex, referred to as the Post-Terrorism/Mass Violence Recovery Annex, to the Operational Area (OA) Recovery Plan. The purpose of this plan was to identify the recovery-related actions for OA stakeholders to take to support the recovery efforts following a mass violence or terrorist incident. To develop the Post-Terrorism/Mass Violence Recovery Annex, the Hagerty team conducted best practice research; reviewed OA-related plans, policies and procedures; and convened a series of facilitated meetings with recovery stakeholders to include local, state, and federal-level, as well as private and public-sector organizations. The OA Post-Terrorism/Mass Violence Recovery Annex incorporates background information on mass violence and terrorism as it relates to the recovery process, discusses communication and information sharing issues associated with these incidents, identifies recovery focus areas as it applies to the recovery continuum, and outlines a series of reference guides for the recovery functional areas. Reference guides were created for each focus area, including reunification, family assistance, donations management, COOP, restoration of health and human services, mental and behavioral health, environmental health, community outreach, cost recovery, economic recovery, and recovery monitoring. For each reference guide, the primary recovery objectives, suggested agencies, systems and communication tools, operational actions, preparedness activities, and support material are outlined.

### ***City of San Antonio Office of Emergency Management***

<b>Project Location</b>	P.O. Box 23339 San Antonio, TX 78223
<b>Client Point of Contact</b>	Point of Contact: <b>Leigh Middleton</b> , Senior Management Analyst, San Antonio Office of Emergency Management (SAOEM) <b>Phone:</b> 210-206- 8552 <b>Email:</b> leigh.middleton@sanantonio.gov
<b>Scheduled and Actual Completion Date</b>	March 6 - June 30, 2017; Completed on time as scheduled
<b>Initial and Final Project Budget</b>	\$24,900 (fixed price)

## Project Descriptions and Outcomes:

Hagerty was selected to support the SAOEM to design and facilitate two TTXs focused on a CCTA scenario. The first TTX, delivered in May 2017, was designed working with SAOEM and stakeholders across the region through a series of three exercise planning meetings (through a combination of remote and physical meetings) to validate the regional response to

a CCTA. The TTX was attended by 125 participants represented agencies and organizations from public safety, government, hospitals, and the private sector. The first TTX provided senior officials of public safety agencies and their public and private sector partners an opportunity to identify gaps in the response and short-term recovery to a CCTA, including the allocation and deployment of special operations teams to incident locations. Following the exercise, Hagerty facilitated an AAM in San Antonio and produced an electronic-version AAR that focused on a comparative analysis of gaps across capabilities in order to begin to build a regional strategic plan for the response to a CCTA.

The first TTX was followed a subsequent TTX focused on strategic level leadership during the response to a CCTA. The role of leaders in crisis was explored through a series of planning meetings, and using these planning discussions, the scenario used during the May 2017 TTX was reconfigured to be geared to political and appointed officials. The TTX began with a facilitated discussion that reviewed case studies of elected and appointed officials during the response to previous active threat events, including the Orlando Pulse Nightclub shooting and the Paris, France CCTA. Following this discussion, participants broke out into working groups to address crisis leadership issues given the CCTA scenario. Following this exercise, a number of critical preparedness activities were revealed, including training elected and appointed officials on their roles and responsibilities during a disaster, and how leadership across the region would coordinate their response to a CCTA. These lessons identified were included in a AAR drafted following the exercise.

In March 2018, Hagerty completed a project with the SAOEM, San Antonio Police Department, and San Antonio Fire Department to develop a series of public awareness videos related to active threat preparedness. The videos include See Something, Say Something, to Run, Hide Fight, and the Police Response.

The project included Hagerty facilitating a series of workshops with representatives across the general public to better understand what viewers are seeking from public awareness videos. In addition, we provided technical advice on active threat preparedness, to support the production and filming of the videos.

Link to the See Something Say Something video is here: <http://www.readysouthtexas.gov/Watch-Stories>.

### Relevant Experience for Scope of Work

- » Emergency planning involving large stakeholder groups
- » Engagement of senior/elected officials
- » Crisis communication plan planning
- » Public information campaign

### Mid-America Regional Council Exercise

Project Location	600 Broadway, Suite 200 Kansas City, MO 64105
Client Point of Contact	<b>Erin Lynch</b> Emergency Services and Homeland Security Program Director, MARC Email: <a href="mailto:elynch@marc.org">elynch@marc.org</a> Phone: 816-701-8390
Scheduled and Actual Completion Date	August 14 – December 31, 2017; Completed on time as scheduled.
Initial and Final Project Budget	\$22,000 (fixed price)

Hagerty supported MARC, the metropolitan planning organization and association of the city and county governments for the bi-state Kansas City metropolitan area, serving 119 cities in a nine county, bi-state region, in the development and management of an exercise series focused on the integrated response to a CCTA.

#### *Relevant Experience for Scope of Work*

- » Regional planning
- » Regional response to CCTA
- » Integrated response planning
- » Threat and hazard identification and risk assessment

The exercise series was composed of three exercises, two TTXs (facilitated in September 2017), and one FSE (managed in October 2017). The exercises, focused on near-simultaneous multiple attacks across the Kansas City metropolitan area using a variety of weapons (bombing at a football stadium, vehicle attack at an outside market, knife attack at an airport, and active shooter situation at a mall) challenged the working concepts of resource allocation, command and control, and multi-agency coordination in response to the attacks. Because a lot of the concepts being used in the response to a CCTA were new, Hagerty worked with MARC and partners across the region to integrate lecture-based presentations of new key capabilities used in the response to a CCTA, including the RTF ConOps, the regional coordination guide, WebEOC, and the regional plan for a mass fatality incident, among other presentations. Participants then were led through three discussion-based modules: initial response, additional threats to medical facilities, and ongoing immediate human services response and recovery needs (reunification, family assistance, missing persons, witness management, and economic recovery).

Building on the valuable lessons identified in the CCTA, Hagerty designed an innovative FSE that allowed both on-scene responding agencies (such as police and fire/EMS) to validate key response capabilities such as enhanced incident command concepts (Area Command), and the medical response to a CCTA, where 27 hospitals and over 2,500 players simulated how the medical community would treat victims injured from a CCTA. Over 600 individual paper patients were created and dispersed across emergency departments in the Kansas City metropolitan area. Issues including coordination with state health departments, reunification and family assistance at hospitals, and the role of hospitals in providing public messaging over social media were also exercised.

## Tab 7 – Conflict of Interest

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Hagerty is not aware of any perceived or actual conflict of interest.

## Tab 8 – Future Durham County CCTA Proposals

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Hagerty understands that, should we be awarded the contract to develop the Regional CCTA Coordination Plan for the Region, we will be ineligible to submit a proposal as a prime contractor for the training and exercise RFPs in 2019.

## Appendix 2: Resumes

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See Below

### Education

- Homeland Security and Defense Leadership, Homeland Security Executive Leaders Program, The Naval Postgraduate School, 2015
- Master of Health Services Administration, Concentration in Homeland Security and Emergency Management, The George Washington University Medical Center, 2009
- Bachelor of Science in Event and Recreation Management, Magna cum Laude, Johnson and Wales University, 2003

### Relevant Highlights

- Former Interim Director and Executive Deputy Director of Homeland Security and Emergency Management for Washington, D.C.
- Member of the Senior Policy Group for the National Capital Region (NCR)
- Designated Homeland Security Advisor to the Mayor of Washington, D.C.
- Oversaw the Washington Regional Threat Analysis Center
- Led Consequence Management for over 20 National Special Security Events (NSSE)
- Top Secret/ SCI Clearance
- Supported the response to the Navy Yard shooting in 2013
- Former State Administrative Agency for the NCR
- Served as an advisor to the National Integration Center (NIC)

### Professional Bio

Mr. Baker is an expert in homeland security, preparedness, response, and disaster recovery event management. In his most recent role as the executive deputy director of the Homeland Security and Emergency Management Agency (HSEMA) for the Government of the District of Columbia, Mr. Baker has gained a wealth of experience in preparing a large urban area for a variety of threats, including a complex, coordinated terrorist attack (CCTA). He has previously served as the head of training and exercise programs for DC HSEMA.

During his time at DC HSEMA, he oversaw the DC fusion center and served as the Consequence Management Chair for National Special Security Events, (NSSE) including Presidential Inaugurations and Papal visits. He was the executive of daily operations of all HSEMA divisions, including preparedness, homeland security, response, recovery, mitigation, field services, grants, and administration. There is perhaps no other project executive with his familiarity of Department of Homeland Security (DHS) grants and their requirements given his recent experience acting as the State Administrative Agency to manage all US DHS Federal Emergency Management Agency (FEMA) homeland security and disaster grants for the region totally over \$200 million.

Throughout his career, Mr. Baker has supported local, state, and federal clients with plan development, training and exercise, hazard mitigation, threat assessment, emergency public information, and leading Emergency Operations Center (EOC) and coordination during emergencies and disaster; and encouraged the implementation of procedures and process that reduce costs and increase efficiencies. A seasoned communicator, speaker, facilitator, and evaluator, Mr. Baker is sought after as an executive and advisor to national security and emergency preparedness projects across the United States (US).

### Relevant Professional Experience

#### Executive Deputy Director | DC HSEMA

- Managed day-to-day operations and served as the executive officer for the preparedness, response, and recovery of Washington, DC. Supervised over 100 full time employees and a \$200 million annually in local and federal funding. Assured fiduciary responsibility compliance.

#### Executive Deputy Director | City Events, Emergencies, and Disasters Response and Preparedness | DC HSEMA

- Served on the mayor's senior public safety team and represented the District at city events. Designated as the Deputy Homeland Security Advisor (HAS) to the Mayor. Operated as the State Coordination Officer (SCO) and the Mayor's Authorized Represented (MAR) for emergencies and disasters in the District. Led and coordinated operations of the EOC during emergencies and disaster activations.



# Brian C. Baker

## Project Executive



- Oversaw the Washington, DC Regional Threat Analysis Center (Intelligence Fusion Center). Acted as the state administrative agency managing all US DHS FEMA homeland security and disaster grants for the region totally over \$200 million.
- Led Consequence Management Team (CMT) comprised of all city agency directors. CMT chair for NSSE including the 57<sup>th</sup> Presidential Inauguration and Papal visit (Pope Francis, September 22-27, 2015).
- Served on the Regional Homeland Security Executive Committee (HSEC). Coordinated all special events: presidential inaugurations, parades, cultural festivals, demonstrations, block parties, etc., and all medical, police, transportation, and clean-up needs and requirements.

### **Director, Preparedness Consulting | Science Applications International Corporation (SAIC)**

- Oversaw and led the strategic direction of the preparedness and response division, including annual sales goal of \$30 million and 40 full time employees. Set performance goals for sales and revenue for division. Envisioned and directed business development for the division. Served as senior principal and project advisor for homeland security, public health, and emergency management projects.
- Supervised and evaluated senior level staff; oversaw regional directors, business development managers, and program managers.
- Served as subject matter expert speaker on key emergency management, public health, and homeland security issues. Represent SAIC at national, regional, and local events, conferences, and workshops.
- Principal-in-Charge for high profile clients, such as FEMA, California Governor's Office of Emergency Services (Cal OES), Bay Area Urban Area Security Initiative (UASI), New York City Office of Emergency Management (NYCEM), and Virginia Department of Emergency Management (VDEM). Supported major federal client projects such as National Level Exercise and the Architect of the US Capitol.

### **Assistant Director/Chief, Preparedness Division | DC HSEMA**

- Managed all aspects of the division; primary overseer of Mitigation, Critical Infrastructure, Long Term Recovery, and Continuity of Operations (COOP) program areas for DC. Designed, developed, and executed preparedness initiatives to support the homeland security strategy of DC. Developed, maintained, and updated Emergency Operations Plans (EOPs), such as the District Response Plan and Emergency Support Function (ESF) Annexes. Led major planning all-inclusively: Initiation, planning, execution, monitoring and control, and closure for mass care, sheltering, public safety COOP plans, and Radiological Response Annex. Collaborated with Operations and Training Division to ensure proper plan implementation and after-action reporting (AAR).
- Supported Papal visit (Pope Benedict XVI – April 15-20, 2008) planning. Served as Emergency Liaison Officer to the US Secret Service for NSSEs and EOC Manager during activations for disasters and significant events.
- Chair of Consequence Management for G-20 Summit and the 56th Presidential Inauguration.
- Responsible for the management, implementation, and monitoring of all emergency management, homeland security, and counter-terrorism training within DC and the NCR. Ensured that all training and exercise programs met all Homeland Security Exercise and Evaluation Program (HSEEP) compliance guidelines. Developed, updated, and implemented procedures, handbooks, and training programs for recovery, mitigation, and response activities.
- Managed full-scale exercises (FSE), functional exercises (FE), and tabletop exercises (TTX) working directly with DC agencies and federal partners. Supported emergency operations acting as the EOC Manager during activations for disasters and significant events.
- Committee member and working group member of such entities as Nuclear Regulatory Commission (NRC) Exercise and Training Oversight Panel, DC Training Working Group, Counsel of Governments (COG) Police Chief Committee, COG Emergency Managers Committee, FEMA National Security COOP joint working group, and the D.C. Hospital Association.

# Brian C. Baker

## Project Executive



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### **Training Coordinator/Senior Program Specialist | Response to Emergencies and Disasters Institute (READI) | The George Washington University**

- Author and collaborator on the writing of grant proposals to support the future progress of READI (Justice Department Office of Domestic Preparedness \$15 million grant). Supported the creation of design of strategic plans and special courses for COOP training.
- Managed course status reports, financial agreements, and AARs. Coordinated DHS/Office for Domestic Preparedness (ODP) training within the NCR (course management, logistics, monitoring, and evaluation). Represented READI as a Subject Matter Expert for Healthcare and Hospital Emergency Management and National Homeland Security Policy.
- Liaison to DC HSEMA providing coordination with training offices, city officials, and organizational heads to facilitate training requirements. Lead Instructor for intensive and showcase American Medical Association (AMA) courses (Basic Disaster Life Support, Advanced Disaster Life Support) involving exercises with large-scale decontamination areas.

### **Project Manager/Subject Matter Expert | National Nurse Emergency Preparedness Initiative (NNEPI) | Department of Homeland Security**

- Oversaw the management and instructional design under the direction of the Principal Investigator of a \$2 million grant through the OPD.
- Developed training for nurses to prepare and respond to emergencies with special focus on weapons of mass destruction (WMD) through online-based training and course work. Convened a National Summit on Nursing Preparedness.

### **Health and Safety Services Committee Member | Health and Safety Services | American Red Cross of Rhode Island**

- Served in leadership position and supported the governance of the American Red Cross of Rhode Island's Health and Safety services.
- Performed needs assessments and strategic planning; aided chapters in the expansion of service delivery and quality assurance.
- Organization's representative at professional association conferences and spokesperson at health, safety, and wellness events.
- Advised Puerto Rico Red Cross on national training program revisions and department reorganization. Responsible for 150 health and safety instructors in Rhode Island to Emergency Cardiac Care Guidelines. Taught, supervised, and updated instructors in health and safety courses.

### **Disaster Logistic Coordinator | Various Disasters | American Red Cross of Rhode Island**

- Supported national American Red Cross onsite following September 11, 2001 terrorist attack.
- Provided family assistance and family reunification support services following The Station nightclub fire that claimed 100 lives.

## Employment History

**Hagerty Consulting Inc.**, Vice President, 2018-Present

**Homeland Security and Emergency Management Agency, Government of the District of Columbia**, Executive Deputy Director/Chief of Staff/Interim Director, 2013-2018

**Science Applications International Corporation (SAIC)**, Director, Preparedness Consulting, 2011-2013

**Beck Disaster Recovery (BDR) (acquired by Science Applications International Corporation (SAIC) in 2009)**, Regional Managing Director, Principal Consultant, 2009-2011

**Homeland Security and Emergency Management Agency, Government of the District of Columbia**, Assistant Director/Chief, Planning and Preparedness Division, 2008-2009

# Brian C. Baker

Project Executive



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**Homeland Security and Emergency Management Agency, Government of the District of Columbia, Senior Program Manager, 2007-2008**

**Homeland Security and Emergency Management Agency, Government of the District of Columbia, Training and Exercise Manager, 2006-2007**

**Response to Emergencies and Disasters Institute (READI), The George Washington University, Training Coordinator/Senior Program Specialist, 2003 –2006**

**National Nurse Emergency Preparedness Initiative (NNEPI), Department of Homeland Security, Project Manager/Subject Matter Expert, 2005-2006**

**American Red Cross of Rhode Island, Health and Safety Services Committee Member, 2000-2004**

**American Red Cross of Rhode Island, Disaster Logistic Coordinator, 1999-2003**

### Education

- Master of Arts in European Politics and Policies (magna cum laude), Katholieke Universiteit Leuven (Belgium)
- Bachelor of Arts in Political Science, John Carroll University
- Joint Operational Planning (Professional Military Education) from the Air Command and Staff College

### Relevant Highlights

- Project Coordinator for Cook County's Active Threat Program
- Chief Planner for mutual-aid Rescue Task Force (RTF) full scale exercise in November 2015
- Chief Planner for full scale exercise involving mutual aid between law enforcement and fire/EMS to a simulated complex coordinated attack
- Chief Planner for the state-wide exercise in New Hampshire
- UK representative to FEMA Catastrophic Disaster Lessons Learned Conference
- FEMA Professional Development Series (PDS)
- British Embassy's Chief of Staff (Operations) when dealing with crises abroad and in the United States
- Participated in 2014 National Exercise Program (ALASKA SHIELD)
- Facilitated TTX of a cruise ship disaster, terrorist attack, plane crash, space weather and hurricane scenario
- US National Exercise Master Scenario Events List (MSEL) package developer

### Professional Bio

David Schuld has directly managed various disaster responses, political crises and business continuity projects over the past eight years. Mr. Schuld has a wide spectrum of experience including the overall management of Hagerty's portfolio of active threat programs. His work includes leading curriculum development, training, exercises, and outreach for Cook County's Active Threat Program. Notable deliverables of this program included being lead author for Cook County's Framework for Active Threat Preparedness and Chief Planner for the largest public safety exercise in Illinois history, which involved over 800 participants from nearly 50 organizations responding to a complex coordinated terrorist attack in Rosemont, Illinois (including SWAT response). He also developed several components of a two-day exercise, the scenario including the response to an active threat and detection of CBRNE source in San Diego.

Specializing in law enforcement disaster response and large exercises, Mr. Schuld has worked on policy implementation, project management, training and preparedness, and managing crisis operations in the United States and abroad. Since his work abroad ended and he returned to the United States (US), Mr. Schuld has developed partnerships with fire and law enforcements at all levels of government towards the development of more effective plans and training to prevent, respond, and recover from an active threat event of complex coordinated attack.

He is highly skilled in executing whole of community approaches to crisis operations, translating emergency management parlance to laymen and working with national and international partner-agencies to understand the need for emergency preparedness and sustainable AAR.

### Relevant Project Experience

#### Senior Planner | Coastal Warrior CCTA Full Scale Exercise | San Diego County Office of Emergency Services

- Chief Planner for second day of the largest public safety exercise in southern California that validated operational coordination between 14 EOCs across the county.

#### Project Manager | Crisis Leadership Tabletop Exercise | San Antonio Office of Emergency Management

- Design and facilitate a TTX focused on a CCTA scenario.

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### **Project Manager | Operational Area Post-Terrorism/Mass Violence Plan | San Diego County Office of Emergency Services**

- Led team in developing a user-friendly plan of activities following the neutralization of a perpetrator(s) of an active threat event. Plan is broken down into range of capabilities including but not limited to reunification, donations management, cost recovery, economic recovery, and recovery monitoring.

### **Lead Planner | Integrated Response to a Complex Coordinated Terrorist Attack Full-Scale Exercise | Mid-America Regional Council**

- Chief Planner for full scale exercise that validated the medical response of 27 hospitals to a simulated complex coordinated terrorist attack.

### **Project Manager | Emergency Preparedness Program | Oakton Community College**

- Support Oakton Community College in the development of preparedness plans for both the Des Plaines and Skokie Campuses.

### **Project Coordinator | Cook County Department of Homeland Security and Emergency Management | Hagerty Consulting, Inc.**

- Served as the project coordinator for the Cook County Department of Homeland Security and Emergency Management, which supports the Chicago metropolitan area's efforts to better prepare for an active shooter or complex coordinated attack. Responsible for the management of curriculum development, training and Homeland Security Exercise Evaluation Program (HSEEP) exercise design and facilitation for training first responders and other non-traditional partners to enhance response capabilities to situations where lone or multiple gunmen are undertaking, or threatening to undertake, violence against individuals, organizations, or ideologies across 134 communities in the county to develop a holistic approach to active threat preparedness.

### **Preparedness Tools Planner | Chelsea Public Schools District | Hagerty Consulting, Inc.**

- Served as the preparedness tools planner for the Chelsea Public School District in Massachusetts. Developed school preparedness tools such as lists of emergency equipment for principals and faculty, a step-by-step guide of actions to take during an emergency for principals and faculty, and the creation of an Emergency Operation Plan (EOP) for Chelsea High School.

### **Project Manager | Capstone National Exercise Program | Foreign and Commonwealth Office**

- Managed the United Kingdom's (UK) participation in the 2014 US National Exercise Program, the largest crisis exercise in US history and reported back to UK headquarters in an official diplomatic telegram.
- Responsible for the overall management of planning, training and advising on crisis management with jurisdiction over the entire US for the British Embassy in Washington, the nine British consulates general and the UK Mission to the United Nations in developing and strengthening a "whole of mission" approach to crisis management (consular, political and business continuity).
- Led a business continuity exercise for the Foreign Security Policy Group and the Ambassadorial Deployment in a Crisis, as well as a series of consular crises at the consulates general (hurricanes, terrorism, and maritime disasters).

### **Special Advisor, US Congress | British Defense Staff – United States**

- Briefed the Chief of General Staff on Congressional activities during and after the US Government shutdown, sequestration, furlough of US Department of Defense civilians, and on the National Defense Authorization Act. Liaised with Congressional members and staffers, particularly with the Senate Armed Services Committee and House Armed Services Committee.

# David Schuld

## Project Manager



### **Assistant to the Head of British Army Staff and Land Footprint | British Defense Staff**

- Advising Head of British Army on US policy. Developed and managed an online information tool known as “Pondjumper” to inform British Army Staff stakeholders in the UK of defense policy and operational updates from the US. Supported British Army officers stationed in the US (known as the Land Footprint) prior to deployment to Afghanistan.
- Managed the annual conference of British Army officers in the US, including planning budget, logistics (travel, accommodation, and meetings), and correspondence in after-action reporting. Attendance included 13 UK general officers and over 60 UK officers stationed across the US.

### **Interim Deputy Chair | Public Policy Programs and Executive Education | Brookings Institution**

- Managed the Brookings Institution’s Executive Education LEGIS Congressional Fellowship Program. This included preparing course material and acting as resource for Fellows and participating Congressional members and committee staff.

### **Office Manager/Military Legislative Assistant | US Representative Alan Grayson**

- Legislative manager on defense, foreign policy, veterans, homeland security and trade issues. Activities included writing and managing defense legislation; managing the Congressman’s amendments to the 2010 National Defense Authorization Act; Liaised with Air Force capabilities in Florida and Colorado; participated in a Congressional Delegation to Bosnia-Herzegovina and Turkey; acted as liaison between the Congressman and Invisible Wounds Caucus; and initiated Veterans of the Month program to highlight sacrifices of veterans living in Florida’s 9th District.

### **Special Advisor, Transatlantic Relations | European Parliament**

- Briefed Members of the European Parliament (MEP) and Parliament’s secretariat on international security issues including anti-piracy operations off the Horn of Africa, Arctic security issues, military operations in Iraq and Afghanistan and nuclear nonproliferation issues in North Korea.

## Employment History

**Hagerty Consulting, Inc.**, Managing Associate for Active Threat Preparedness, 2014-Present

**Foreign and Commonwealth Office**, Adviser (Crisis Planning and Operations), 2013-2014

**UK Ministry of Defence - British Defence Staff Washington**, Special Adviser on Congress, 2013-2014

**British Army Staff**, Assistant to the Military Attache, 2011-2014

**The Brookings Institution**, Interim Deputy Chair, Public Policy Programs, 2010-2011

**US House of Representatives**, Office Manager -- Military Legislative Assistant, 2009-2010

**European Parliament, Fellow**, Special Advisor for Transatlantic Relations, 2008-2009



### Education

- Master of Science in Biosecurity and Disaster Preparedness, Saint Louis University
- Bachelor of Arts in Psychology, William Jewell College

### Relevant Highlights

- Manage national portfolio of preparedness project, active in over 25 states.
- Authored high level emergency management policy at the Federal Emergency Management Headquarters
- Managing multi-year, multi-million-dollar initiative for CCTA preparedness

## Professional Bio

Kyle McPhee specializes in working with international, national, regional, state, local, and private-sector organizations in the areas of emergency management and preparedness. Since 2009, he has supported Hagerty Consulting as the Director of Preparedness Programs by managing initiatives across the country. He is an experienced emergency management professional with a history of working with clients around the country to support preparedness efforts, and has the subject matter expertise to support a complex, coordinated terrorist attack (CCTA).

Currently, Mr. McPhee is the project manager for Hagerty's work pertaining to active threat scenarios in Cook County, Illinois. This multi-year, multi-million-dollar initiative supports the Chicago metropolitan area's efforts to better prepare for an active shooter, multi-assault, or rapid mass murder incident. As a part of this project, Mr. McPhee will oversee the development of several complex, multi-jurisdictional Homeland Security Exercise and Evaluation (HSEEP)-based exercises. In addition to this exercise experience, Mr. McPhee has facilitated HSEEP exercises for California's City of Long Beach Department of Health and Human Services and the State of Ohio's Department of Public Health.

Mr. McPhee has also led, or participated in, evacuation-related planning efforts supporting: FEMA Headquarters and Regional Offices, the State of Missouri, IN-IL-WI Combined Statistical Area, State of Hawaii, Commonwealth of Massachusetts, and Metro Boston Homeland Security Region (MBHSR). Furthermore, for the New England region, Mr. McPhee helped to conduct 12 HSEEP-based tabletop exercises (TTX), functional exercises (FE), and full-scale exercises (FSE) for the New England region.

Mr. McPhee led a complex, federally-funded planning, training, and exercise contracts involving 19 counties across three states, including the City of Chicago. During this endeavor, Mr. McPhee led the effort to deploy the FEMA Headquarters-developed National Mass Evacuation Tracking System (NMETS) at the local, regional, and state level.

Mr. McPhee was instrumental in the development of national-level documents, including guidance on how to facilitate planning within, and among, the four FEMA regional offices involved (FEMA Regions IV, V, VI, and VII). Following this, Mr. McPhee deployed to the FEMA Region VII office to assist in the development of the joint state/federal operations plan. Thus, he was given a Distinguished Service Award by the FEMA Region VII Regional Administrator.

## Relevant Professional Experience

**Process Improvement Analyst | FEMA National Integration Center (NIC)**  
**Collaborative Technical Assistance (TA) Evacuation Implementation | Booz Allen Hamilton**

- Provide evacuation technical assistance to state and local emergency managers.

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### **Project Manager | Rhode Island Department of Environmental Management (RIDEM) Fort Adams State Park Evacuation Annex | Rhode Island Department of Environmental Management**

- Developed the Fort Adams State Park Evacuation Annex for the RIDEM to guide evacuation, shelter-in-place, and lockdown operations at the park during a large-scale special event.

### **Subject Matter Expert | Lee County Regional Evacuation Plan | Lee County, FL**

- Developed an all-hazards regional evacuation framework for the Southwest Florida Region 6 (which includes Manatee, Sarasota, Charlotte, Lee, Collier, Desoto, Highlands, Okeechobee, Glades, and Hendry counties).

### **Project Manager | Westfield Property Management Corporate Tabletop Exercise | Westfield Corporation**

- Develop TTX for their new Westfield World Trade Center (New York) location, as well as their Los Angeles corporate offices. Developed and executed a functional exercise for Westfield World Trade Center's Crisis Response Team and an enhanced TTX for the California-based corporate Crisis Management Team, both using active threat scenarios.

### **Project Manager | Cook County Department of Homeland Security and Emergency Management (DHSEM) Active Threat Program | Cook County**

- Leads curriculum development and training of first responders in responding to situations where lone or multiple gunmen are undertaking, or threatening to undertake, violence against individuals.

### **Director of Preparedness Programs | East-West Gateway Council of Governments | Hagerty Consulting, Inc.**

- Oversaw the construction of an alternate care site plan.

### **Emergency Management Planner | City of Long Beach Department of Health and Human Services | Hagerty Consulting, Inc.**

- Planned a Continuity of Operations Plan (COOP) TTX for the City of Long Beach Department of Health and Human Services that focused on influenza which will compromise the city's ability to continue essential functions based on lack of staffing and usable facilities.

### **Preparedness Consultant | National Emergency Management Association Mission Ready Packages | Hagerty Consulting, Inc.**

- Consulted on the development, facilitation, and evaluation of a Mission Ready Packages (MRP) TTX for the National Emergency Management Association (NEMA)/Association of State and Territorial Health Officials. Served as the deputy project manager for NEMA to develop public health and medical MRPs. Led the development of national level guidance on the use of the Emergency Management Assistance Compact (EMAC) as it relates to health and medical response.

### **Senior Managing Associate | Exercise Series | New England Region**

- Led the development of a series of customized evacuation planning documents and support tools for each of the nine jurisdictions in the New England region and a regional coordination plan that considers the elements of a multi-jurisdictional evacuation event. This project lasted just over eight months and involved over 80 meetings throughout the region.

### **Emergency Management Planner | Cook County Department of Public Health | Cook County**

- Contributed to the creation of a quarantine and isolation plan for the Cook County Department of Public Health in Illinois and a validation TTX to test the plan. Managed the development of threat response guides, TTX, and volunteer management plan applicable to quarantine and isolation for the Cook County, Illinois, Department of Public Health.



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### **Access and Functional Needs Planner | Regional Catastrophic Planning Teams | Various States**

- Supported a tri-state mass care planning project through Regional Catastrophic Planning Team (RCPT) including the states of Rhode Island, New Hampshire, and Massachusetts. Specifically focused on Functional Needs Support Services (FNSS). Served as project manager for tri-state planning effort accounting for shelter placement and evacuee tracking from a regional hub concept of operations for the IN-IL-WI RCPT. Facilitated stakeholder outreach to targeted communities with disabilities, access, and functional needs in support of the IN-IL-WI RCPT's Citizen Preparedness Campaign project. Authored regional hub reception center planning guide for the greater Chicago metropolitan area and facilitated regional working groups on plan development issues for the IN-IL-WI RCPT.

### **Planner | Providence Animal Care and Mass Care Annex | City of Providence, RI**

- Led efforts to update the City of Providence, Rhode Island, shelter plan and develop a household pet shelter plan.

### **Planner | Fort Worth Emergency Operations Plan Update | City of Fort Worth, TX**

- Led team of assessors to critique the level of FNSS compliance within 10 shelter sites throughout the City of Fort Worth, Texas.

### **Project Manager | Long Beach Epidemiological Investigation | City of Long Beach, CA**

- Managed the design, facilitation, and evaluation of a regional detection and investigation TTX for the City of Long Beach, California.

### **Manager, Global Crisis Response | Heart to Heart International**

- Direct responsibility for all aspects of emergency preparedness, response, and recovery for one of Forbes magazine's top 200 international humanitarian organizations, active in over 110 countries worldwide. Coordinated the distribution of nearly \$1 million of medical aid worldwide.

### **Coordinator, Safety and Emergency Preparedness | Saint Luke's Hospital-Plaza**

- Direct responsibility for all aspects of emergency preparedness for a 630-bed acute care facility. Coordinate all institutional emergency operations planning and response, including training for over 4,000 employees. Provide direct instruction on ICS 100, 200, 300, 400, 700, and 800.b. Facilitate hazardous materials operation's team development, safety, and training. Represented hospital to the Regional Homeland Security Coordinating Committee Hospital Sub-Committee and related committee.

## **Employment History**

**Hagerty Consulting, Inc.**, Director of Preparedness Programs, 2009-Present

**Heart to Heart International**, Manager, Global Crisis Response, 2009

**Saint Luke's Health System**, Coordinator, Safety and Emergency Preparedness, 2007-2009

**Pleasant Valley Fire Department**, Firefighter/ Emergency Medical Technician, 2006-2009

**Mid-America Regional Council**, Planner, Emergency Services and Homeland Security, 2006-2007

# John (Russ) McElwee

Lead Regional Planner



## Education

- Bachelor Of Science in Accounting (Second Major); Minor in Computer Science, University of North Carolina at Charlotte
- Bachelor Of Science in Criminal Justice; Minor in Public Administration, University of North Carolina at Charlotte

## Relevant Highlights

- Project Management Professional (PMP) Certification through Project Management Institute (PMI) Certificate #2756087 / 2013
- CDP/NDPC/DHS Instructor Certification – Incident Command, Law Enforcement Civil Disorder, Threat Identification and Emergency Management for First Responders/Receivers, FEMA
- North Carolina Law Enforcement Instructor Certification through North Carolina Justice Academy HSEEP Certification (Homeland Security Exercise and Evaluation Program Coordinator)
- Incident Command System (ICS) to include ICS-449, National Incident Management System (NIMS), And National Response Framework (NRF) Instructor Certification
- Former Police Captain, Charlotte-Mecklenburg Police Department

## Professional Bio

Mr. John (Russ) McElwee is a Project Management Professional (PMP) and certified United States (US) Department of Homeland Security (DHS) instructor for incident command, law enforcement civil disorder, threat identification and emergency management for first responders/receivers. He has worked in emergency response for nearly four decades, and is considered a subject matter expert (SME) in exercises and evaluation, federal contract management, first responder experience, and threat and hazard assessment.

Mr. McElwee's experience ranges from the federal government to local jurisdictions, providing stakeholders of all sizes and backgrounds with exercises and trainings that serve to create more resilient and prepared organizations. Having been involved in both the facilitation and evaluation of exercises, Mr. McElwee has subject matter expertise to inform nearly every aspect of a training and exercise program.

Furthermore, Mr. McElwee has healthcare-focused preparedness experience, having designed exercises for Strategic National Stockpile exercises and for hospital preparedness programs. Through experiences such as these, he has familiarity with the challenges that come with responding to a public health emergency.

## Relevant Professional Experience

### Law Enforcement / Emergency Management Consulting | CaRus Consulting, Inc.

- Provide contract training services in homeland security, law enforcement, incident command and exercise training to general industry, first responders, state, local, and Tribal entities. Managed development of emergency response course to active threats (shooter). This course presents a concept of operations for an integrated medical response utilizing LE, Fire and EMS which allows for treatment of victims within the "Golden Hour" increasing survival rates.

### Project Manager | Center for Domestic Preparedness (CDP)

- Progressive management experience to include instructor, non-resident training manager and Deputy Program Manager/Acting Program Manager for the Federal Emergency Management Agency (FEMA) Center for Domestic Preparedness \$50 million Training Delivery Services contract. Duties included oversight of resident and non-resident training deliveries, instructor selection, professional development, instructor scheduling for training delivery, interaction and collaboration with the federal customer, contracted staff, and subcontractors.
- Managed and lead team in development of Course Assessment Tool which involved analyzing Kirkpatrick Level 1 and Level 2 data with results studied based on trend analysis tools such as Pareto and Gantt Charts. Corrective Action Plans were developed based on that trend analysis.

# John (Russ) McElwee

## Lead Regional Planner



- Managed and participated in discussion and operational based exercise design, development, execution and evaluation utilizing jurisdiction specific threat analysis, identified areas for improvement as well as local jurisdictional requirements such as healthcare regulations, and requirements. Designed exercises utilizing adult learning techniques.
- Managed and supervised the team responsible for the development of computer simulations in training and exercise programs.
- Conducted exercise evaluations to include collecting exercise performance data, SWOT analysis (Strength, Weakness, Opportunities and Threats), selecting and training evaluators and controllers, developing EEGs (Exercise Evaluation Guidelines) and finalizing evaluation documentation to include Hotwash and AAR reporting.
- Managed and functioned as SME in the development of Hospital Emergency Mass Decontamination training, crowd control at Hospital, National Strategic Stockpile and decontamination sites utilizing adult learning strategies.
- Tracked and monitored training and the related corrective actions utilizing the Course Assessment Tool. Supervised and managed content of that database to include analysis and data visualization utilizing graphs such as Zen Diagrams, Pareto and Gantt charts.
- Managed cost and schedule control, providing management oversight for accuracy in time charging and invoicing, analysis of the CDP budget, and the supervision and coordination of efficient and effective procurement efforts to include materials and subcontract work products.
- Conducted multiple Readiness and Organizational Needs Assessments for national special security events (NSSEs) that included health/medicine arena issues (egress to those locations, capabilities of those locations and security of those locations) as well as team and individual in dealing with emergency medical response (firefighter and medics) as well as law enforcement response to mass crowds.

### **Certified Instructor | FEMA Incident Command & Law Enforcement**

- Responsibilities included providing Incident Management Team (IMT) and Incident Command training as well as training to our nation's first responders and first receivers. Assisted in the development and provided evaluation for several contracted National Exercise Division/National Exercise Program events around the country.
- Functioned as SME in the development of Hospital Emergency Mass Decontamination training, crowd control at National Strategic Stockpile (NSS) and decontamination sites incorporating adult learning strategies while developing courses.
- Certified instructor for over 30 years to include first receiver (firefighter and medic) medical response to emergencies as well as law enforcement courses. Was lead training supervisor for 2,000-officer law enforcement agency in Charlotte, North Carolina as well as DHS certified instructor at the Center for Domestic Preparedness. Certified to instruct and lead hands-on training for various courses to include hospital emergency decontamination, safety and security of those medical treatment sites as well as first receivers' response to active threat situations to include active shooter and explosive incident responses.
- Lead instructor responsibilities included tracking and monitoring training and the related corrective actions utilizing Kirkpatrick Level 1 and Level 2 instructor performance database to include analysis and data visualization utilizing graphs and charts depicting that performance data.

### **Certified Instructor | Center for Domestic Preparedness**

- Functioned as a contracted DHS-certified instructor in CDP course offerings to include courses in the Civil Disorder concentration, all ICS courses to include ICS 449 (Trainer certification), National Incident Management System (NIMS) as well as the National Response Framework (NRF) courses. Gained extensive experience as a DHS-certified course reviewer, NIMS compliance reviewer and exercise practitioner. Provided and assisted in the training for NSSEs, including the 2009 G-20 Summit in Pittsburgh, PA, the 2008 Democratic National Convention (DNC) in Denver, CO, and the 2008 Republican National Convention (RNC) in St. Paul, MN.

# John (Russ) McElwee

Lead Regional Planner



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## **Captain (Ret.) | Charlotte-Mecklenburg Police Department (CMPD)**

- Served in senior administrative positions before retiring as a Captain. Responsible for developing and managing multi-million dollar budgets that consistently and successfully passed audits, while sustaining and expanding law enforcement operations for the Charlotte-Mecklenburg metropolitan area.
- Provided instruction (for 28 years) in the areas of civil disorder, incident command (IC), and various chemical, biological, radiological, nuclear, and explosive (CBRNE) courses.
- Experience included assignments to various units including Patrol, Crime Prevention/Public Information Officer, Criminal Investigations, Strategic Planning and Research, Police Training Academy Supervisor, SWAT Officer and Sergeant, Civil Emergency Unit Sergeant and Commander, and Office of Special Projects Commander reporting directly to the Chief of Police.

## **Commander of the Civil Emergency Unit | CMPD**

- Duties included civil disturbance control, Charlotte Urban Area Security Initiative (UASI) Exercise development, terrorism identification and response, Homeland Security issues, and Search and Rescue. Responsible for development and evaluation of exercises to determine response capabilities and increase preparedness for WMD/CBRNE events as well as natural and man-made disasters.
- Selecting and training evaluators and controllers, developing EEG's, collecting exercise performance data and finalizing evaluation documentation.
- Conducted real world response evaluations to include collecting performance data to identify areas for improvement to include evaluation of Active Shooter Medical response during the Aurora Movie Theater, Virginia Tech and Fort Hood active shooter events. Evaluation and analysis included First Receiver (firefighters and Medics) medical response and coordination with Law Enforcement in threat environments. Results of those evaluations and analysis included training, policy changes and response equipment evaluations.
- Other real world responses included medical and law enforcement cooperation in natural and man-made disasters including response to the January 2003 US Air commuter flight 5481 and July 1994 US Air Flight 1016 crash at the Charlotte/Douglas International Airport, World Bank event in Washington, D.C., presidential inaugurations, the 2004 G-8 Summit at Sea Island, Georgia. Experience also included multiple hurricane responses to hurricanes Floyd, Ivan, and Katrina.
- Managed and participated in operational hands-on exercise design, development, execution and evaluation utilizing jurisdictional specific threat analysis, identified areas for improvement as well as local jurisdictional requirements utilizing adult learning techniques.

## **Special Projects Commander | CMPD**

- Developed and implemented evidence and property accountability systems and assisted in the development and implementation of a paperless reporting system utilizing patrol vehicle computers and electronic reporting systems.
- Managed and lead Departmental Staff Inspection Team which gathered and analyzed performance data. Responsibilities included analysis of that data, development and implementation of corrective actions related to that analysis and research and development of operational plans and procedures to improve future performance of the agency.

## **First Responder/ First Receiver | CMPD**

- Training management and experience includes over 20 years as a state-certified law enforcement instructor. Member and training supervisor for 45-member SWAT team, a 350-member departmental civil emergency unit and coordinated training for mass casualty incidents (MCIs) including members of the Mecklenburg County Advanced Local Emergency Response Team (ALERT) designed for rapid deployment to MCIs involving CBRNE events.

# John (Russ) McElwee

Lead Regional Planner



- Assigned to the CMPD Training Academy as a sergeant responsible for all recruit and in-service training for Charlotte-Mecklenburg Police Officers. Responsibility included monitoring training performance and the related corrective actions. Supervised and managed content of the instructor performance database to include analysis and data visualization utilizing Zen Diagrams, Pareto and Gantt charts related to those instructor performances.
- Developed, monitored and evaluated departmental instructors involved in all aspects of training.
- Managed instructor performance utilizing student test performance and evaluation of instructors. Corrective Action Plans were developed based on that data
- CMPD training policy and procedures were developed based on current and expected future demands on the agency.

## **Subject Matter Expert and General Instructor | North Carolina Police General Instructor**

- Certified to instruct and lead hands-on training for various courses as required by departmental needs to include first receivers' response to active threat situations such as Active Shooter and explosive incident responses.
- Police Firearms Instructor, Transitional Pistol Instructor, Driving/Pursuit Instructor.

## **Employment History**

**CaRus Consulting, Inc.**, Consultant, 2002-Present

**Leidos (Previously SAIC)**, Project Manager, 2009-2016

**Homeland Security Instructor**, 2009-2016

**Charlotte-Mecklenburg Police Department**, Captain, 1981-2007

**CMPD**, Commander of the Aviation Police Division at Charlotte Douglas International Airport (CLT), 2005-2007

**CMPD**, Special Projects Commander, 2002-2005

**CMPD**, Division Commander of the Charlie Three Patrol Division, 1999-2002

**CMPD**, Commander of the Civil Emergency Unit, 1995-2007

### Education

- Bachelor of Science – Emergency Management, Minor in Law Enforcement, Western Illinois University
- Graduate level coursework in Threat and Hazard Identification and Risk Assessment (THIRA) and the creation, implementation, and evaluation of emergency operation plans (EOPs)
- Multiple IS Courses, including 100, 103, 200, 300, 400, 547.a, 550, 700, 800, Professional Development Series
- HSEEP-Certified
- Surveillance and Detection Course Certificate, Department of Homeland Security

### Relevant Highlights

- Lead the development of a first of its kind Post-Terrorism Recovery Plan
- Serves as a Lead Coordinator for the development and execution of CCTA TTXs, Fes, and FSEs throughout the country
- Deputy Master Controller for the largest FSE in Illinois history
- Counterintelligence Drill Certificate of Achievement from the Bensenville Police Department
- Coordinated with local businesses, schools, and assisted living facilities, governments in the creation, evaluation, and implementation of Plans
- Extensive knowledge of the legal aspects of emergency management, law enforcement, and weapons of mass destruction

### Professional Bio

Ms. Amanda Wight is an emergency management professional who has assisted clients nationwide in emergency preparedness activities such as the creation and execution of tabletop, functional, and full-scale exercises focused on issues including active shooters; complex coordinated terrorist attack (CCTA); chemical, biological, radiological, nuclear, explosives (CBRNE) incidents; counterintelligence operations; pandemic outbreaks; earthquakes, and continuity of operations (COOP). She is adept at developing and executing large full-scale exercises (FSEs) to include the integration of various stakeholders, as well as multisite and multiday exercises. At Hagerty, Ms. Wight has supported the development of active threat related plans, trainings, exercises, throughout the country. Most recently, Ms. Wight supported the Mid-America Regional Council (MARC) in the development of an FSE.

Her experience with CCTA exercises is wide-ranging and recent: she supported San Diego County Office of Emergency Services (OES) in the development of a post-terrorism/mass violence recovery plan. The plan proceeded the development and execution of an exercise series that focused on the regions ability to responds to a CCTA. The FSE, that focused on the response to active shooter, hostage situation, improvised explosive devices (IEDs), radioactive material, and decontamination, included over 1,200 participants from nearly 80 different agencies.

For the Cook County Department of Homeland Security and Emergency Management (DHSEM), Ms. Wight supported the development of a comprehensive whole community focused Active Threat Program, that included developing curriculum, providing training and Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises, and conducting outreach for 134 communities in the county. Ms. Wight developed a two-and-a-half-day training course on active threat preparedness to be taught to various stakeholders and communities throughout Cook County. Additionally, Ms. Wight served as one of the lead planners and deputy exercise controller for Illinois largest FSE that included nearly 700 participants, nearly 50 different agencies and organizations, and spanning four exercise components.

#### **Lead Coordinator | MARC CBRNE FSE | Hagerty Consulting, Inc.**

- Leading the development of a multi-day FSE that focuses on the integrated response to a CBRNE attack at a public venue.

#### **Lead Coordinator | San Diego County OES, CA Post-Terrorism/Mass Violence Recovery Annex | Hagerty Consulting, Inc.**

- Lead the development of a first of its kind plan focused on recovering from an incident of terrorism or mass violence that outlines the agencies, systems and equipment, actions, and planning that is required to effectively and efficiently begin the process of the recovery.



### **Exercise Planner | MARC Exercise Series | Hagerty Consulting, Inc.**

- Supported the development of two TTXs and a limited FSE that focused on the regions ability to respond to a CCTA. These exercises incorporated stakeholders including law enforcement, fire/emergency medical services (EMS), emergency management, and hospitals.

### **Lead Coordinator | San Diego County OES, CA Terrorism TTX and FSE | Hagerty Consulting, Inc.**

- Lead the development and execution of a multidisciplinary, multijurisdictional TTX and FSE focused on the response to a complex coordinated terrorist attack throughout the San Diego region. The TTX, that included over 180 participants, evaluated the region's ability to respond to such an attack. The FSE, which included over 1,200 participants from nearly 80 different agencies, focused on the response to active shooter, hostage situation, IEDs, radioactive material, and decontamination. This FSE was one of the largest conducted in the region.

### **Exercise Support | Property Management Firm FE Series | Hagerty Consulting, Inc.**

- Designed and executed two functional exercises for a large mall management corporation. The first FE exercised the Corporate employee's ability to respond to and coordinate an earthquake that impacts their facilities. The second FE exercised local centers ability to respond to and communicate about a CCTA incident occurring within or near their facilities.

### **Exercise Planner | Minnesota State Patrol COOP TTX | Hagerty Consulting, Inc.**

- Supported the development and execution of a TTX focused on COOP for the State of Minnesota departments.

### **Exercise Support | Property Management Firm Reputation Management TTX | Hagerty Consulting, Inc.**

- Designed, facilitated, and reported on a TTX focused on reputation management following an incident at a local center.

### **Exercise Support | Property Management Firm Corporate TTX | Hagerty Consulting, Inc.**

- Designed, facilitated, and reported on corporate exercise for a large mall management corporation in California.

### **Analyst | Amtrak EMAP AMTRAK | Hagerty Consulting, Inc.**

- Supported Amtrak in pursuit of Emergency Management Accreditation Program (EMAP) compliance.

### **Emergency Management Planner | Ravinia Active Threat Ravinia Festival | Hagerty Consulting, Inc.**

- Served as preparedness consultant and planner for Ravinia Festival active threat plans.

### **Consultant and Exercise Planner I, Active Threat Program | Cook County DHSEM, Illinois**

- Supported the Chicago metropolitan area's efforts to better prepare for an active shooter, multi-assault, or rapid mass murder incident. Project work included training and HSEEP exercise design and facilitation for first responders and other non-traditional partners to enhance response capabilities to situations where lone or multiple gunmen are undertaking, or threatening to undertake, violence against individuals, organizations, or ideologies.
- Included the development and execution of Agora Rose, a multijurisdictional, multisite FSE, focused on the regions ability to respond to a CCTA at multiple locations throughout the region. This FSE was the largest in Illinois history.

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**Planner, COOP TTX | City of Long Beach Department of Health and Human Services**

- Assisting in the development of a COOP TTX for the Long Beach Department of Health and Human Services that focuses on influenza and flooding hazards, which will compromise the City's ability to continue essential functions based on lack of staffing and useable facilities.

**Controller, Exercise Series | Rhode Island Emergency Management Agency**

- Assisted the FE as a SimCell Controller to the State of Rhode Island.

**Emergency Planner, EOP Update | Bensenville, Illinois Emergency Management Agency**

- Responsible for the update of Bensenville's EOP. Part of this update included incorporating local businesses strategic plans into the EOP to ensure all plans work in unison.

**Emergency Planner, Public Preparedness Program | Bensenville, Illinois Emergency Management Agency**

- Working closely with the Regional Catastrophic Planning Team (RCPT) of Illinois-Indiana-Wisconsin (IL-IN-WI), launched the "Gear Up, Get Ready" public preparedness program for the City of Bensenville. Part of the outreach for the Bensenville area included extensive work with translators to ensure all of Bensenville's outreach materials were properly translated into Spanish and Polish.

**Emergency Planner, Strategic Plan Development | Bensenville, Illinois Emergency Management Agency**

- Coordinated with local businesses in the creation, evaluation, and implementation of their strategic plans. These plans were then incorporated into Bensenville's EOP to ensure all plans work in unison.

**Emergency Trainer, Whole Community Classes | Bensenville, Illinois Emergency Management Agency**

- Lead educational classes on building safety, individual preparedness, and community preparedness and provided training for Bensenville Emergency Management Agency's volunteers.

**Emergency Planner, Reverse 9-1-1 | Bensenville, Illinois Emergency Management Agency**

- Updated Global Connect, reverse 9-1-1 system database. Provided outreach to residents on what Global Connect is, how it would be used, and how to sign up for alerts. Ran monthly test alerts on Global Connect to ensure proper function in the event of an emergency.

**Researcher and Participant | Active Threat and Pandemic TTX | Illinois Emergency Services Management Association (IESMA) – Western Illinois University Chapter**

- Provided research on a TTX of a pandemic outbreak during homecoming weekend and participated in a TTX involving an active threat during homecoming weekend.

## Employment History

**Hagerty Consulting, Inc.**, Associate, 2015-Present

**LaSalle Solutions**, Billing Specialist, 2013-2014

**Bensenville Emergency Management Agency**, Planner, 2013



### Education

- Bachelor of Arts, Economics, University of Virginia

### Relevant Highlights/Trainings

- Over 10 years of experience
- Former Deputy Director for FEMA's Directorate of Response and Office of Training and Exercises
- HSEEP Certification, 2015
- Emergency Management Institute (EMI) Professional Development Series (PDS), 2012
- FEMA ICS 100/200/700/800
- FEMA IS-139 Exercise Design
- Project Management Professional Training course, Global Knowledge, 2011
- FEMA IS-546 Continuity of Operations (COOP) Awareness Course, 2011
- FEMA IS-547 Introduction to COOP, 2011
- FEMA IS-548 COOP Manager, 2011

### Professional Bio

Heather Field Geldart is a highly qualified exercise designer with multiple years of specialized experience utilizing National Incident Management System (NIMS) and Incident Command System (ICS) to create, execute, and evaluate the United State (US) Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSSEP)-based exercises at the national, regional, and state level. She has worked extensively with transportation systems across the US as well. Ms. Geldart offers her clients vast experience in developing and executing multi-tiered, multi-jurisdictional full-scale exercises (FSE) for multiple private and public sector clients, including Federal Emergency Management Agency (FEMA). This experience includes the evaluation and simulation of, providing input to, and then executing the outcomes of, the Incident Action Plan (IAP) process within an exercise environment. Furthermore, Ms. Geldart is skilled in National Response Framework (NRF), NIMS, the Incident Management Handbook (IMH), and the Presidential Policy Directive 8 (PPD-8) to evaluate exercise participants in both discussion-based and operations-based exercises. She has been a part of National Level Exercises (NLE) and served as Deputy Exercise Manager for the FEMA Directorate of Response, Office of Training, Exercise, and Doctrine – Exercise Unit (TED – EX) developing and facilitating no-notice exercises for FEMA personnel.

### Relevant Project Experience

#### **Amtrak Continuity of Operations (COOP) Plan and Facility Emergency Plan (FEP) Development | 1240 Performance**

- Assisted in the conduct a series of interviews of critical staff and departments and site visits to inform the development of a COOP plans and FEPs.

#### **New Orleans City Assisted Evacuation (CAE) Exercise Series | 1240 Performance**

- Developed and designed all exercise materials for both the discussion-based and operations based exercises, including the drafting and approval of exercise objectives and selection of core capabilities. The tabletop exercise (TTX) had over 100 participants where Mrs. Geldart provided the exercise brief, the Situation Manual (SITMAN), Feedback Forms, Exercise Evaluation Guides (EEGs), as well as all meeting materials during the design and development phase.

#### **Exercise Planner | Antiterrorism Assistance (ATA) Flintlock Law Enforcement Capstone Exercise Law Enforcement Senior Leadership Seminar (LESLS) | 1240 Performance**

- Led the development and facilitation of a three-day seminar for senior-level leaders responsible for urban rural border security within the Lake Chad Basin Region (Cameroon, Chad, Niger, Nigeria).

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### **Exercise Designer | National Exercise Division (NED)'s 2017 Presidential Inauguration United States Secret Service National Special Security Event (NSSE) Exercise Series | 1240 Performance**

- In support of the US Secret Service Mrs. Geldart supported design, development and evaluation of the NSSE Operations-level TTX and a Multi-Agency Communications Center (MACC) functional exercise.

### **Amtrak FEP and COOP Plan Exercise Suite | 1240 Performance**

- Led the development of ten TTX, individually developing seven select scenarios, focusing on the implementation of recently developed FEPs and COOP activities for three distinct operational areas within Amtrak.

### **Exercise Designer and Facilitator | FEMA Incident Management (IM) 2 Training and Exercise | 1240 Performance**

- Led the design, development and successful conduct of an updated IM2 functional exercise (FE) for six improvised Incident Management Assistance Teams (IMATs) over the course of two days at the Emergency Management Institute (EMI).

### **Exercise Developer | Greater Louisville Area FSE | 1240 Performance**

- Led the development of all exercise materials and SimCell operations of a simulated multiple simultaneous domestic terrorist attacks at the Louisville port and within the county.

### **Exercise Facilitator | ATA Flintlock Law Enforcement Capstone Exercise – Integrating Border Security Strategy at the National Level (IBSSNL) | 1240 Performance**

- Led development / facilitation of a seminar for senior-level leaders responsible for rural border security from Senegal and Mauritania.

### **Exercise Facilitator and Developer | ATA East Africa Joint Operations Capstone Exercise Series – IBSSNL and Capstone Exercise | 1240 Performance**

- Assisted in the development and the co-facilitation of a two-day seminar for senior-level leaders responsible for rural border security from Kenya, Tanzania, and Uganda.

### **FEMA IMAT Academy | 1240 Performance**

- Led the design, development and successful conduct of the Practicum series of five mentored and facilitated workshops, 12 FE, and two TTX ranging in disaster levels from Level 3 to Level 1 and engaging various federal and state partners for the FEMA IMAT Academy hosted in Anniston, AL. Worked in IM 3 Validation FE, IM2 Validation FE and IM1 Validation FE, IM3 Validation FE and IM2 Validation FE, IM3 Validation TTX, Capstone 3 FE, IM2 Validation FE, Capstone 2 FE (two-day exercise), IM1/Capstone 1 Validation FE & Recovery TTX (3 day exercise), and practicums 1 – 5 workshops, IM3 Validation FE, Capstone 3 FE.

### **Lead Exercise Planner | Amtrak Training and Exercise | 1240 Performance**

- Led the development of Amtrak's Multi-Year Training and Exercise Plan to guide the organizations training and exercise efforts to increase the level of preparedness for all employees and ensure the baseline knowledge of emergency response across all employees.

### **Deputy Director | FEMA NLE 11 & 12, Directorate of Response, TEX-EX Unit | Booz Allen Hamilton**

- Represented FEMA HQ and HQ operations assets in ESF 5 working groups planning NLE. Reviewed Regional exercise materials to ensure alignment with FEMA HQ exercise materials & ensure FEMA HQ objectives would be met – supported regional HSEEP exercise material development as necessary. Developed all HSEEP exercise materials for FEMA HQ. Collected daily controller/evaluator logs to create overarching FEMA observations for Quick Look Report and AAR. Managed SimCell. Assisted in the management of exercise play for FEMA HQ.

# Healther Geldart

Regional Planner



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## Employment History

**1240 Performance, LLC**, President, 2013-Present

**ICF International**, Senior Associate, 2013

**Booz Allen Hamilton**, Associate, 2005-2013

### Education

- Master of Science in Health Science with a concentration in Emergency Management, Touro University
- Bachelor of Science in Nursing, University of Texas
- Associate of Applied Science in Emergency Medical Technology, San Jacinto College

### Relevant Highlights

- Public health and safety expert
- Emergency and trauma medicine, 14 years of experience
- Homeland security specialization
- Emergency Operations Center (EOC) management
- Expert in emergency management
- Special National Security Events experience
- Proficient in developing field alternate care sites
- Robust experience in Functional Needs Support Services (FNSS) planning
- Hospital evacuation expert planner
- Mass care and shelter planner

### Professional Bio

Mr. Havron possesses over 14 years of experience in emergency and trauma medicine, including more than nine years of experience in financial plan formulation for multi-million-dollar preparedness budgets. Mr. Havron has served as secretary/treasurer for regional healthcare planning bodies, serving more than 95 hospitals and several hundred nursing homes annually and was instrumental in the development of one of the first regional medical operations center.

Mr. Havron speaks often as a subject matter expert throughout the nation and abroad, including such forums as the Institute of Medicine, Texas Engineering and Extension at Texas A&M University, the International Disaster Reduction Conference, and the National Hurricane Conference. He has served as a medical operations chief during Hurricanes Katrina, Rita, Dolly, Eduardo, Gustav, and Ike as well as pre-staging during the All Stars and Super Bowl XXXVIII.

Additionally, Mr. Havron was the director for the Southeast Texas Regional Advisory Council, where he oversaw the Assistant Secretary for Preparedness and Response (ASPR) Hospital Preparedness Program (HPP). The ASPR HPP is a multimillion-dollar funding program in Southeast Texas that covers 121 hospitals in 18 counties spread over 19,000 square miles, including the Texas Medical Center. These funds are intended to increase preparedness for hospitals and healthcare systems in response to a public health emergency or act of terrorism through federal initiatives from the Office of the ASPR. Under the guidance of Mr. Havron and his associate, the Texas Hospital Preparedness Programs are considered some of the most well prepared in urban areas.

Mr. Havron has served as an operation chief for the Catastrophic Medical Operations Center (CMOC), which responds to human-caused events, natural disasters, and acts of terrorism and coordinates healthcare infrastructure during large-scale emergencies.

Mr. Havron has also worked with the Memorial Hermann Hospital and Ben Taub General Hospital, where he developed emergency response plans that were activated during the response to Tropical Storm Allison.

### Relevant Project Experience

#### Vice President | Intermedix

- Oversees all aspects of the health solutions market, including client services, sales, business innovations, and product integrations with client business needs.
- Responsible for \$20 million annual reoccurring budget.

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### **Chief Executive Officer (CEO) | Havron & Associates, LLP**

- Oversaw all operations for a firm providing consultation to hospitals, local jurisdictions, health departments, counties, states, and regional agencies regarding preparedness activities for healthcare.
- Consultation for emergency management standards related to Joint Commission surveys.
- Responsible for the oversight of all consulting, subject matter expertise, and finance aspects.
- Lead facilitator, controller, or evaluator for New York City (NYC) Emergency Management Regional Catastrophic Planning & Training (RCPT) initiatives for over 50 exercises.

### **Director | Southeast Texas Regional Advisory Council**

- Oversaw the administrative aspects for the programmatic section of the region's Health Resources Services Administration (HRSA) HPP multi-million-dollar funding program for Trauma Service Area Q (TSA-Q). These funds are intended to increase preparedness for hospitals in response to a public health emergency or act of terrorism through federal initiatives from the Office of the Assistant Secretary for Preparedness and Response.
- Ensured compliance with local, state, and federal benchmarks for the hospital preparedness program and oversight of program initiatives. Additionally, managed program implementation and coordination for the Catastrophic Medical Operations Center (CMOC), which responds to man-made events, natural disasters, and acts of terrorism and coordinates healthcare infrastructure during large-scale emergencies, as written into the regional response plan in collaboration with the Governor's Division of Emergency Management (GDEM) and the Texas Department of State Health Services (DSHS).
- Led the overall implementation of patient tracking solutions for the region, including tri-annual airport exercises focused on patient movement and family reunification.
- Served as one of the CMOC Medical Operations Chiefs for Houston during hurricanes Katrina, Rita, Dolly, Edouard, Gustav and Ike, which included tracking of patient and family reunification processes.
- Worked to ensure preparedness, planning, and response and recovery efforts for the TSA-Q region, which includes nine counties, 99 hospitals, and several hundred nursing homes.

### **Director of Nursing Administration and Emergency Services | HCA Spring Branch Medical Center**

- Oversaw all aspects of the Emergency Department, including, education, orientation, compliance, interviews, complaints, payroll, and all clinical operations and development. Participated in a \$6.5 million expansion of the Emergency Department in the Fall 2002. Increased patient and employee satisfaction over tenure from lower fourth quartile to second quartile within HCA and first quartile for Gallup in Q3 2004.
- Served on the HCA Healthcare Corporate Triage redesign committee. Instrumental in lowering cost per stat, increasing patient and employee satisfaction, implementing 5-acuity level triage, executing of Qualified Medical Provider program, and decreasing hospital diversion.
- Promoted to oversee all components of Nursing Administration, including 24-hour a day House Supervisors, Bed Control, and staffing and responsible for the supervision of the in-house administrative representative 24-hours a day.

### **Assistant Nurse Manager | Ben Taub General Hospital**

- Co-manager of Emergency Services, including Pediatric, Psychiatric, Adult Medicine, and Surgery/Trauma Emergency Departments at this Level 1 Trauma inner-city and county hospital, which is one of the busiest Trauma Centers in the nation and is affiliated with the Baylor College of Medicine.

# Doug Havron

## Regional Planner



- Oversaw daily operations, patient care, budget, employee evaluations/interviews, and a variety of other management tasks for more than 130 employees. Also served as the liaison for disaster mitigation and response for the hospital in conjunction with the Houston Office of Emergency Management.

## Employment History

**Intermedix**, Vice President, 2010-Present

**Havron & Associates, LLP**, Chief Executive Officer, 2010-Present

**Southeast Texas Regional Advisory Council**, Director, 2005-2010

**HCA Spring Branch Medical Center**, Director of Nursing Administration and Emergency Services, 2002-2005

**Ben Taub General Hospital**, Assistant Nurse Manager, 1998-2002

### Education

- Master of Public Policy (MPP), Duke University
- Bachelor of Science (BS) in Biology and Society, Cornell University

### Relevant Highlights

- Managed, created, and conducted over 60 exercises using HSEEP
- Led over 30 regional planning initiatives for UASIs throughout the nations
- Supported the development of San Diego's earthquake annex and recovery plan
- Developed strategic plans for King County and the City of San Francisco
- Assisted in the creation of a smart phone application that allows general public to notify Public Works of infrastructure damage following emergencies
- Managed the Occupant Emergency Program project for Social Security Administration
- Developed Amtrak's Corporate Emergency Plan and Crisis Communication Plan
- Led teams to develop over 50 COOP plans for federal, state, and local government agencies
- Facilitated over 25 COOP training and exercises

### Professional Bio

Ms. Gisele Parry is an emergency manager with more than 18 years' experience supporting clients across the United States (US). Ms. Gisele Parry provides expert-level technical, analytical, managerial, and logistical support to a wide range of emergency management and homeland security projects. Her primary areas of expertise include continuity of operations (COOP)/continuity of government (COG) planning, emergency response and operations planning, strategic planning, critical infrastructure protection, and exercise development and evaluation planning. She is also renown for her personal investment in client work, especially with previous projects supporting preparedness for active threat events.

Recently, Ms. Parry supported the County of San Diego Office of Emergency Services by leading the design and conduct of a multi-disciplinary / multi-jurisdictional 180-person complex, coordinated terrorist attack (CCTA) exercise involving a terrorist attack in the tunnel of the San Diego Metropolitan Transit System. Ms. Parry is also supported the development of a full-scale exercise (FSE) that built upon lessons learned from the TTX.

Ms. Parry has been a lead writer and/or project manager for over 80 different planning projects and developed, conducted, and/or evaluated dozens of disaster preparedness and management projects. She draws upon her wealth of experience in large-scale planning projects that have involved facilitation of stakeholder input in urban areas such as King County, Washington; the City/County of San Francisco, California; City of Chicago, Illinois; and the Atlanta, Georgia region. She has led over 30 regional planning initiatives for Urban Area Security Initiatives (UASIs) throughout the nation and developed Amtrak's Corporate Emergency Plan and Crisis Communication Plan, giving her unique perspective on preparedness for a whole community.

### Relevant Project Experience

#### Exercise Planner | Lee County Healthcare Coalition Hurricane Irma AAR | Hagerty Consulting, Inc.

- Supports the Lee County Healthcare Coalition with the design and conduct of a tabletop exercise (TTX) in light of Hurricane Irma response.

#### Project Manager | City of Portland Resource Request Handbook | Hagerty Consulting, Inc.

- Oversees project that compiles emergency resource request handbook for Portland.

#### Planning Lead | National Railroad Passenger Corporation (Amtrak) | Hagerty Consulting, Inc.

- Supported the development of Situational Unit Plan and assisted with initial assessment of plan.



# Gisele Parry

## Regional Planner



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### **Project Manager | National Railroad Passenger Corporation (Amtrak) Incident Command Structure Training and Exercises | Hagerty Consulting, Inc.**

- Ms. Parry served as the project manager and oversaw the development of the Amtrak Incident Management Training and Exercise Program, including the development of an online SCORM-compliant training program developed using the Adobe software suite.

### **Project Manager | National Railroad Passenger Corporation (Amtrak) Incident Command Structure | Hagerty Consulting, Inc.**

- Ms. Parry served as the program manager for the development of Amtrak's Incident Command Structure. Ms. Parry led the development of the current version of the Corporate Emergency Plan, the Crisis Communication Plan, the Incident Response Team Standard Operating Procedures (SOPs), and the Family Assistance Annex. Prior to this effort, Ms. Parry also served as the lead author of the Amtrak Disability Annex.

### **Project Manager | San Diego County Regional CCTA Exercise Series | Hagerty Consulting, Inc.**

- Led the design and conduct for a multi-disciplinary / multi-jurisdictional 180-person CCTA exercise involving a terrorist attack in the tunnel of the San Diego Metropolitan Transit System. Ms. Parry is also supported the development of a full-scale exercise (FSE) that built upon lessons learned from the TTX.

### **Project Consultant | National Emergency Management Association (NEMA) Emergency Management Assistance Compact (EMAC) | Hagerty Consulting, Inc.**

- Serves as a project consultant and technical lead for the NEMA Public Health and Medical Mission Ready Packages (MRP) project and for the NEMA Central United States Earthquake Consortium (CUSEC) geological survey and building safety assessment project.

### **Project Manager | New York State Department of Health Exercise Program | Hagerty Consulting, Inc.**

- Ms. Parry was the project manager for the New York State Department of Health Exercise Program. Ms. Parry led the development and execution of 33 public health exercises involving emergency management, law enforcement, fire, public health, coroners or medical examiner offices, schools, public utilities, elected officials, the American Red Cross, and other nonprofit groups. These exercises followed Homeland Security Exercise and Evaluation Program (HSEEP) methodology and were evaluated using US Department of Homeland Security (DHS) exercise evaluation guides (EEGs). The AARs focused on providing realistic recommendations that could be implemented by the various disciplines and organizations participating in the exercise.

### **Planner | Statewide Exercise Program | State of Nebraska**

- From inception to execution, Ms. Parry supported the development of TTX, functional (FE), and FSE across Nebraska to test responses to chemical, biological, radiological, nuclear, and explosive (CBRNE) devices. Ms. Parry coordinated exercises in accordance with HSEEP to include the development of scenarios, situation manuals (SitMans), master scenario events lists (MSELs), exercise plans, communication directories, and AARs. She provided controller/evaluator/simulator/player direction, training materials, and guidance during the event. She acted as controller/evaluator (C/E) or simulator during the execution of the exercise. Specifically, Ms. Parry was the lead exercise developer for a FE testing Cherry County, Nebraska Emergency Response Center's capability to respond to a terrorist incident. Ms. Parry helped develop all exercise materials, including the AAR, and participated in all planning conferences. Ms. Parry also participated as a C/E for Omaha Operation Secure Metro FSE.

### **Deputy Project Manager | Regional Response (RR) | National Capital Region (NCR)**

- Ms. Parry was the deputy project manager and lead controller for the NCR RR 2007 hurricane exercise. NCR RR 2007 exercise included over 20 counties, Maryland, the District of Columbia, and Virginia Department of Emergency Management, over five federal organizations, and five private sector critical infrastructures. This exercise was developed using the revised HSEEP methodology.



# Gisele Parry

## Regional Planner



Ms. Parry assisted with exercise scenario and inject development, facilitated planning conferences, developed the overall C/E approach, and conducted the C/E training. Ms. Parry served as the lead controller and helped facilitate the hotwash and exercise evaluation conference. The exercise was evaluated using the DHS exercise evaluation guides. Ms. Parry was the lead author for the AAR, which followed the revised HSEEP AAR template.

### **Project Manager and Lead Author | Hurricane Ike AAR | Harris County, Texas**

- Acted as the project manager and lead author for the Hurricane Ike Countywide AAR. Ms. Parry designed and facilitated a working group session in December to review initial findings and identify corrective actions. She wrote the AAR and IP for managing large-scale disasters in the future. This project was completed in two months.

### **Lead Author | Super Bowl XLV AAR and IP | North Central Texas Council of Governments**

- Lead author for the Super Bowl XLV AAR and IP that was contracted by North Central Texas Council of Governments.

### **Lead Technical Advisor/Plan Developer | Metro Atlanta UASI**

- Acted as lead technical advisor and plan developer for a regional mass care and shelter plan for the 10 counties in the Atlanta region to address the access and functional needs (AFN) of residents.

### **Lead Planner | Commonwealth of Massachusetts**

- Led planning efforts for the Commonwealth of Massachusetts Mass Care and Shelter Project that consisted of the development of a statewide mass care and shelter coordination plan, regional plan templates, local plan templates, and a toolkit for local jurisdictions.

### **Team Lead | Thurston County, Washington**

- Led a team that developed a regional resource and logistics management plan for the eight counties in the Puget Sound (greater Seattle metropolitan area) region.

### **Project Manager / Lead Planner | East-West Gateway Council of Governments (EWGCOG) and the St. Louis Area Regional Response System (STARRS)**

- Project manager / lead planner to assess St. Louis region's ability to meet the functional needs of its residents during a disaster. Based on this assessment, a shelter medical support team system was created that provides non-acute medical care in shelters.

### **Team Lead | Virginia Beach-Norfolk-Newport News**

- Led the effort to develop a regional all-hazards emergency catastrophic plan for the greater Virginia Beach-Norfolk-Newport News, Virginia-North Carolina region.

### **Project Manager | EWGCOG**

- Project manager for the development of a regional hospital coordination plan for the EWGCOG and STARRS in Missouri.

## Employment History

**Hagerty Consulting, Inc.**, Regional Client Services Director, 2015-Present

**Tetra Tech**, Executive Consultant, 2014-2015

**ICF International**, Senior Manager, 1999-2008

### Education

- Bachelor of Science in Chemical Engineering, Rose-Hulman Institute of Technology

### Relevant Highlights

- WMD Coordinator, Hazardous Materials Response Team Leader, and Bomb Technician – led FBI response to weaponized Anthrax attack
- National Level Exercise Evaluator
- COOP Planner
- Certified in conducting Critical Infrastructure Protection Vulnerability Assessments
- FBI Hazardous Devices School (HDS) Bomb Technician - Hazardous Materials Technician
- FBI Explosives Post Blast Instructor
- HSEEP Design Lead – CBRE Attack Scenarios
- Middle East Counter-Terrorism, Emergency Response Training, and WMD Terrorism Investigation

### Advanced Training

- WMD Incident Management and Unified Command
- Department of Defense Advanced Access & Disablement
- FBI Biological Agents
- FBI Large Vehicle Bombs
- FBI Suicide Bombings
- Tactical Explosive Entry

## Professional Bio

Mr. John Bellamy has over 16 years of experience working with public safety issues and working closely with local, state, and federal agencies to prepare them for emergency response to acts of terrorism. In helping local, state, agency, and federal groups perform threat and risk assessments and plan for emergencies, Mr. Bellamy has become an authority on active shooters, weapons of mass destruction (WMD), dirty bombs, chemical, biological, radiological, and explosive (CBRE) attacks, strategic national stockpile (SNS) issues, mass casualty incidents (MCI), improvised explosive devices (IEDs) continuity of operations planning, and infrastructure threat prevention. Most recently, he supported the County of San Diego in their Coastal Warrior exercise, which was the largest exercise in Southern California to date.

Currently, Mr. Bellamy works to design active threat exercises which focuses on threats to transit infrastructure for a large, prominent urban area, where he uses his certification in the management of critical infrastructure protection vulnerability assessments to conduct assessments on numerous facilities such as hospitals and state administrative buildings.

Mr. Bellamy has been responsible for emergency response plans, coordinating “real world” response, and participating on special tactical teams to address terrorist threats to high profile National Special Security Events (NSSEs) like the Presidential Inauguration, Super Bowl and Free Trade Area of the Americas Summit. He has assisted various regions across the nation including the National Capital Region (NCR) to help improve their capabilities in responding to the 15 National Planning Scenarios. As a Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP) Train-the-Trainer Instructor he has led numerous exercise planning teams in design, conduct, and evaluation of exercises, and writing After Action Reports and Improvement Plans (AAR/IP). He is also a Certified Instructor for Civilian Response to Active Shooter Events (CRASE).

As a part of his experience with prevention, Mr. Bellamy has become well-versed in planning full-scale exercises (FSE) and tabletop exercises (TTX). Mr. Bellamy has been responsible for emergency response plans, coordinating “real world” response, and participating on special tactical teams to address terrorist threats to high profile events like the Presidential Inauguration, Super Bowl and Free Trade Area of the Americas Summit. He has also coordinated and conducted emergency response to acts of terrorism and prohibited use of hazardous materials (HazMat) and devices, such as the first weaponized anthrax attack in United States (US) history in Boca Raton, Florida, in 2001. He has also worked alongside local HazMat teams and bomb squads in response to incidents involving IEDs, radioactive materials and chemical compounds that posed a threat to individuals and communities.

### Relevant Project Experience

#### **Subject Matter Expert | Coastal Warrior Exercise Series | County of San Diego**

- Served as a subject matter expert for the largest public safety exercise in southern California that validated operational coordination between 14 emergency operation centers (EOCs) across the county.

#### **Exercise Design Lead | Metropolitan Washington Council of Governments (MWCOC) NCR Exercise Series involving Active Shooters and IED at a University, Hotel and Tourist Attraction**

- Designed two TTX and FSE for team leaders from Special Weapons and Tactics (SWAT), Explosive Ordnance Disposal (EOD), Fire-Rescue and EMS to discuss operational issues and Police Chiefs, Fire Chiefs and other high-ranking officials from various state and federal agencies to discuss policy issues.

#### **Project Manager and Exercise Design Lead | Active Shooter FSE in Cumberland County, New Jersey**

- Designed and evaluated exercise in which evaluation points included communications and coordination between county law enforcement inside the courthouse and city law enforcement outside the courthouse, procedures for securing judges, procedures for identification of plain clothes officers, access control, building security, alert notification internally and externally, interoperable communications, communications between courthouse command center and external entities, management and safety of civilians including accountability and collection points, and use of staging locations.

#### **HSEEP Exercise Design Lead | Active Threat Exercise Series for a large Urban Area**

- Designed exercise for tactical contact teams to deal with Active Shooters, force protection of medical personnel to enter warm zones to provide emergency triage, treatment and evacuation (Rescue Task Force concepts), detection and mitigation of WMD materials and devices including IEDs and suicide vests, and threats to maritime and transit infrastructure.

#### **Special Agent | Federal Bureau of Investigation | FBI**

- Conducted numerous Threat Assessments and Vulnerability Assessments involving potential acts of terrorism against the community, including specific facilities such as water treatment plants and special events like the Super Bowl. He has been certified in conducting Vulnerability Assessments and has conducted numerous Vulnerability Assessments for the State of Florida to identify gaps and areas needing improvement for numerous State Administrative Offices and Hospitals throughout the State as part of a multi-year Vulnerability Assessment Project.

#### **Consultant | Security and Vulnerability Assessment for Special Events**

- Conducted a Security and Vulnerability Assessment for a 30-acre property with multiple buildings used for administration and hosting of Special Events for up to 12,000 patrons. Assessment included a site visit to address Active Threat situations and related areas of concern such as access control, alert notifications, Unified Command, tactical response, intra-agency and interagency communications, evacuation, shelter in place, safe rooms, security sweeps for weapons and IEDs, and emergency medical response. Assessment also included review and update of current Emergency Operations Plan (EOP) and writing of an annex to address Active Threat situations.

#### **Project Manager and Exercise Design Lead | State of Florida Regional Domestic Security Task Force Region V**

- Designed an exercise that included a Special Operations Group seminar and FSE and was based on the 2004 Beslan school massacre. The exercise involved 500 first responders from nine counties in the region and 100 role players assuming the role of

# John Bellamy

## Law Enforcement Subject Matter Expert



mass casualties, hostages and terrorists. In addition to active shooters and IEDs being used by the terrorists, an unknown hazardous material was released inside the school's educational center and gymnasium.

### **Project Manager | Cook County Department of Public Health Threat Response Guides**

- Developed Threat Response Guides for an Anthrax Attack, Pandemic Outbreak, and Inclement Weather Event. An additional part of the project included development of a workshop to discuss Quarantine and Isolation issues such as activation authorities, trigger points, alert notifications, staffing and safety, community partners, social distancing, facility operations, case management/monitoring, demobilization and recovery.

### **Consultant | Ohio BioWatch/Anthrax Attack Exercise Series**

- Worked closely with the State of Ohio to develop a BioWatch/Anthrax Attack Exercise Series and was responsible for exercise design and evaluation to evaluate the state's ability to identify critical laboratory, epidemiological, and hospital data needed to request SNS resources from the Center for Disease Control and Prevention (CDC) including Managed Inventory (MI) of anti-biotics to give to those affected by the release of *Bacillus Anthracis* spores into the environment.

### **Exercise Designer and Evaluator | Ohio, Indiana, Kentucky Exercise Series**

- Designed exercises that were conducted to evaluate the tri-state's ability to work together to present a simultaneous request for SNS resources from CDC including MI of antibiotics to give to those affected by the release of *Bacillus Anthracis* spores into the environment. Key capabilities evaluated included the establishment of a common operating picture between various agencies and departments as well as formalizing the coordination of opening point of distribution (POD) locations to prevent people from overwhelming any one POD.

## **Employment History**

**Hagerty Consulting, Inc.** Independent Consultant, 2009-Present

**Critical Incident Solutions**, Program Manager - Emergency Response Planning and Training, 2005-2009

**Homeland Defense Systems**, President, 2003-2005

**Federal Bureau of Investigations**, WMD Coordinator, Special Agent Bomb Technician (SABT), Hazardous Materials Response Team Leader, 1997-2003

### Education

- Masters of Public Administration – Emergency Management & Homeland Security Certificate, University of Colorado at Denver
- Community Emergency Response Teams Program Manager and Train-the-Trainer, Emergency Management Institute (EMI)
- FEMA Professional Development Series, EMI
- Bachelor of Arts in Political Science and Communication (with Distinction), University of Washington

### Relevant Highlights

- Spearheaded public education campaign “Ways to Survive” ([http://bit.ly/ways\\_to\\_survive](http://bit.ly/ways_to_survive))
- Evaluator for the New Hampshire EMSocialSimulation emergency operations center functional exercise
- Extensive work with SharePoint 2010 for incident management and social media as a public alert and warning tool
- Supervised 10 person leadership team of Eastside Amateur Radio Support volunteer group
- Software and application development
- Launch SocialVolt.com – social media management tool that monitors/reviews companies tweets before going live
- Vice President of Public Relations & Member – Notable Northgaters, Toastmasters International, 2014-2015
- John C. Buechner Scholarship - University of Colorado School of Public Affairs

### Professional Bio

Ms. Sophia Le is an award-winning emergency manager specializing in program management, incident management, qualitative research, social media, public relations, digital marketing, and process improvement. She has a proven track record of leveraging technology tools including social media and content management systems to enhance communication capabilities, increase team productivity, and secure an organization’s long-term success.

Ms. Le is an advocate of using research and developing language agnostics to create the appropriate technology tools for emergency response efforts. She has designed regional workshops on how to build an electronic incident management system using Sharpoint 2010. This system was used to train volunteers on incident management procedures for full activation of the City of Bellevue’s Emergency Operations Center (EOC). She is the creator of the public education campaign “Ways to Survive,” which won the Best Government Online Video Award in the 2014 Internet Advertising Competition (IAC), a 2014 Silver Telly, and the International Association of Emergency Managers (IAEM) 2014 Global Public Awareness Award.

As the CEO of Modulus 7, a technology-consulting firm, Ms. Le provides expertise relating to product, marketing, and growth for Software-as-a-Service companies. She was responsible for launch of the social media management tool, SocialVolt.com, which allows tweets to be monitored and reviewed prior to going live. As a consultant with Hagerty, Ms. Le served as an exercise evaluator for the New Hampshire EOC functional exercise. This exercise utilized the EMSocialSimulation software that allows an organization to simulate social media interactions, response techniques, and train communications teams.

### Relevant Project Experience

#### Subject Matter Expert | New England Regional Exercise Series | Hagerty Consulting

- Advised a 12-person team in the Joint Information Center during a functional exercise for the State of New Hampshire. The purpose of the exercise was to provide PIOs with expertise on using EMSocialSim, WebEOC, and how to use both to enhance information flow within the ECC.

#### Resource Unit Lead | 2014 SR530 Mudslide | Snohomish County Department of Emergency Management

- Schedule and staff Snohomish County Emergency Operations Center to support field operations during the Oso Mudslide incident. The purpose of this was to organize, vet, and assign qualified staff members from external agencies around the state to serve in the Snohomish County EOC for a one to two week deployment. She worked with the existing EOC staff to evaluate current staff needs and schedules, coordinated with the state’s resource request program, and documented process improvements for the next round of staff coming in.

### **Ways to Survive PSA | Emergency Management Coordinator | City of Bellevue Office of Emergency Management**

- Created public education campaign “Ways to Survive.” The purpose of this campaign was to rebrand emergency management for the City of Bellevue’s public education division and increase social media engagement for the city’s 135,000 citizens. She worked with a creative agency to define requirements, brand assets, and visualization for an emergency preparedness song and accompanying animated music video. This video won numerous awards and was recognized by notable outlets like The Seattle Times and the Texas Office of the Governor Rick Perry.

### **Volunteer Manager | Bellevue Communications Support & Citizen Corps Council | City of Bellevue Office of Emergency Management**

- Managed a 40-person volunteer group. The purpose of these volunteers was to train a neighborhood-centric volunteer force to respond and assist the Bellevue EOC during a natural disaster. She managed donations, developed call-out procedures, coordinated their training of Incident Command System (ICS), and incorporated a volunteer task force into city & regional exercises.

### **Ways to Survive Pictograms | Vulnerable Populations Coordinator | City of Bellevue Office of Emergency Management**

- Developed a series of language agnostic pictograms on citywide hazards and how citizens can best prepare. The purpose of these pictograms was to communicate emergency preparedness messaging in a visual way to address 13 difference languages spoken within the City. She hired a design intern, developed requirements for the messaging, and then managed the user testing process during a public event to make adjustments. These materials are now distributed at all of the City’s outreach events.

### **Launch of SocialVolt.com | CEO | Modulus 7**

- Develop launch requirements for a six-person engineering team. The purpose of the launch was to validate a business model and update software features that existing clients were requesting. Working directly with the CEO and COO, she reported project status, triaged important vs. nice to have features, and kept my team of developers on task to release the app on time and on budget.

### **Emergency Planning for State-Run Institutions for the Developmentally Disabled | Researcher | University of Colorado, School of Public Affairs**

- Performed research on emergency planning efforts state run institutions housing developmentally disabled individuals. The purpose of this research was to analyze the emergency management planning standards for this subset of vulnerable populations. She utilized two-pronged approach to inform and create recommendations for future emergency planning procedures. First, she analyzed text analysis of emergency plan documents with the NVIVO software platform. Then, interviewed key leaders in state-run institutions in four different states.

## **Employment History**

**Hagerty Consulting**, Independent Contractor, 2015-Present

**Modulus 7**, Partner, 2011-Present

**City of Bellevue Office of Emergency Management**, Emergency Management Coordinator, 2012-2016

**University of Colorado, School of Public Affairs**, Researcher, 2010-2011



### Education

- Master of Arts, International Affairs, The American University - School of International Service
- Certificate of Spanish Translation, The American University - College of Arts and Sciences
- Bachelor of Arts, International Studies (Minor - Political Science), Oakwood College

### Relevant Highlights

- Former director of fusion centers for DC HSEMA, FBI
- Previous experience in intelligence community
- 14 years of experience in preparedness communications

### Advanced Training

- Community of Practice in Conflict Management and Peacebuilding, United States Institute of Peace (Member)
- The American University, School of International Service (Alumni Volunteer and Graduate Student Mentor)
- The Journal of International Service (Alumni Peer Reviewer)
- Executive Leadership Program, The George Washington University (Graduate: 2015-2016 Cohort)
- Naval Postgraduate School, Center for Homeland Defense and Security (Graduate: 2014 Fusion Center Leaders Program Cohort)

## Professional Bio

Ms. Jorhena Thomas is a fusion center subject matter expert with almost 15 years of experience in the emergency preparedness and law enforcement field. She has worked extensively with the Federal Bureau of Investigation (FBI) and the District of Columbia (DC) Homeland Security and Emergency Management Agency (HSEMA) to lead initiatives focusing on cyber security, physical security, threat intelligence, risk management, and information sharing for large regional agencies.

For DC HSEMA, she served as the Fusion Center Director. In this role, she oversaw the accurate, timely, and relevant production of intelligence analysis products and the facilitation of intelligence exchanges among federal, state, local, and private sector partners within the homeland security enterprise, to include key emergency management and law enforcement partners. She supported strategic planning and coordination, and evaluated an array of administrative and operational functions, with a focus on interagency communication flow, strategic relationship-building, and integration of traditional and non-traditional homeland security partners.

Ms. Thomas has also supported fusion centers for the FBI, the Department of Justice (DOJ) and Department of Defense (DOD). She is renowned for her ability to streamline intelligence communications to prepare communities for active threat.

## Relevant Project Experience

### Senior Risk Consultant | Gate15

- Serve as liaison and principal representative of the Real Estate Information Sharing and Analysis Center (RE-ISAC) to industry partners and related public and private sector entities. Lead member engagement and outreach initiatives surrounding cyber and physical security threat intelligence, risk management, and information-sharing.

### Principal | Wright Thomas International

- Served as Principal of a research firm focused on the use of non-traditional security partnerships. Researched and wrote on a variety of topics involving the incorporation of unconventional actors in the security arena.
- Participated in global security discussions and activities, to include competing for the Global Challenges Foundation New Shape Prize and the Geneva Center for Security Policy Prize for Innovation in Global Security.

# Jorhena Thomas

## Fusion Center Subject Matter Expert



### **Chief of Staff | DC Deputy Mayor for Public Safety and Justice**

- Served as right hand to the Deputy Mayor, to include representation at meetings, management of correspondence with a range of stakeholders, and provision of comprehensive data to executive management.
- Managed an array of special and routine projects. Consolidated and streamlined essential functions of the office to ensure efficiency and improve communication with key entities. Developed specialized liaison services to key stakeholders in support of new and ongoing initiatives. Maintained daily contact with agency Directors, Deputy Directors, and Chiefs of Staff in furtherance of articulated priorities.

### **Fusion Center Deputy Director/Operations Manager | DC HSEMA / Washington Regional Threat Analysis Center (Fusion Center)**

- Oversaw the accurate, timely, and relevant production of intelligence analysis products and the facilitation of intelligence exchanges among federal, state, local, and private sector partners within the homeland security enterprise, to include key emergency management and law enforcement partners. Strategically planned, coordinated, and evaluated an array of administrative and operational functions, with a focus on interagency communication flow, strategic relationship-building, and integration of traditional and non-traditional homeland security partners. Managed resource allocation and budgetary responsibilities; quality control and editing of written analytical products; and development of and compliance with policies and procedures.
- Led culturally and functionally diverse staff, to include multiple intelligence analyst supervisors, intelligence analysts, interagency detailees, liaison officers, and graduate student interns. Directed daily fusion center operations, ensuring effective and efficient management of routine and complex matters; providing mentorship to team members; fostering a collaborative environment; navigating stakeholder requests; and deconflicting competing priorities.

### **Acting Supervisory Intelligence Analyst | FBI - International Operations Division**

- Applied a high level of judgment, discretion, and problem-solving ability to direct work activities of intelligence analyst personnel with diverse and complex regional and programmatic intelligence accounts. Advised Unit Chief on the distribution of analytical responsibilities among unit members; routinely demonstrated judgment through tailored delegation of collateral duties and special analysis projects.
- Applied advanced analytical thinking techniques to develop and deliver effective high-level briefing materials to executive management. Developed and implemented unit goals and objectives, supervising the administration of priority and routine intelligence projects, monitoring milestones, submitting budgetary and logistical proposals, and ensuring executive management's awareness of progress toward established goals. Provided leadership and direction in improving unit efficiency and effectiveness, to include identifying problems and recommending practical solutions.

### **Senior Intelligence Analyst/Program Manager | FBO - International Operations Division**

- Developed and executed tailored strategies and initiatives to enhance intelligence management efforts, ensuring integration of the intelligence cycle. Leveraged fusion cell principles to manage cross-programmatic, intelligence-driven efforts on behalf of the eleven Legal Attaché offices in the Americas region.
- Maintained domain awareness of priority intelligence matters, particularly in relation to terrorism threats. Initiated and coordinated intelligence-exchanges with foreign counterparts on terrorism matters of mutual concern, establishing intelligence-sharing avenues that enhanced homeland security efforts. Produced and published multiple written products, to include both raw and finished intelligence pieces. Raw pieces consisted of intelligence information reports (IIRs) based on Legal Attaché-derived information. Finished pieces consisted of intelligence bulletins (IBs) and domain intelligence notes (DINs) based on all-source analysis of Legal



# Jorhena Thomas

## Fusion Center Subject Matter Expert



Attaché-derived information, internal FBI reporting, United States Intelligence Community (USIC) reporting, and open source information. Other products consisted of white papers for executive management; cross-programmatic domain management products for various FBI entities working the Americas region, and ad hoc products for external consumption (DOJ, DOD, etc.).

- Communicated regularly with FBI partners (both headquarters and field personnel) and USIC partners (National Security Agency (NSA), Central Intelligence Agency (CIA), State, DOD liaison, etc.) to coordinate and deconflict multiple intelligence matters. Served as point of contact for FBI and USIC inquiries, taskings, requests for information, and product feedback to ensure timely intelligence-sharing on critical terrorism-related reporting impacting the homeland.

### **Tactical Intelligence Analyst | Federal Bureau of Investigation - Washington Field Office**

- As the embedded intelligence analyst on an extraterritorial counterterrorism squad at the Washington Field Office (WFO), guided and provided tactical analysis to multiple complex, and often high profile, international terrorism investigations.
- Developed and executed comprehensive and systematic intelligence plans to align and complement operational investigative plans.
- Enhanced multiple investigations through case material organization and synthesis, parallel construction in preparation for judicial process, detailed research and analysis, and liaison with various USIC, military, and law enforcement agency colleagues.
- Provided oral briefings to executive management on investigative and intelligence gathering progress. Participated in confidential human source and victim interviews. Served as senior analyst on various projects and cases, to include a major counterterrorism enterprise investigation, leading a team of analysts in intelligence plan development and execution.
- Represented WFO in major web-based counterterrorism enterprise investigation with several FBI field offices and headquarters components. Developed website and produced comprehensive assessment of WFO extraterritorial program; produced numerous investigation-based intelligence products to guide and enhance investigative efforts.

## Employment History

**The American University - School of International Service**, Professorial Lecturer, 2018-Present

**Georgetown University – School of Continuing Studies**, Lecturer, 2017-Present

**Gate15**, Senior Risk Consultant, 2017-Present

**Wright Thomas International**, Principal, 2016-2017

**District of Columbia Deputy Mayor for Public Safety and Justice**, Chief of Staff, 2016

**District of Columbia Homeland Security and Emergency Management Agency / Washington Regional Threat Analysis Center (Fusion Center)**, Fusion Center Deputy Director/Operations Manager, 2012-2016

**Federal Bureau of Investigation - International Operations Division**, Acting Supervisory Intelligence Analyst, 2011-2012

**Americas Federal Bureau of Investigation - International Operations Division**, Senior Intelligence Analyst/Program Manager, 2009-2012

**Federal Bureau of Investigation - Washington Field Office**, Tactical Intelligence Analyst, 2004-2009

### Education

- Bachelors of Art in History and Education, Boston College, 1970
- 60+ graduate credits in School Administration, Boston State College

### Relevant Highlights

- Current Public Information Officer of the Commonwealth of Massachusetts
- Completed over 80 professional emergency management training courses
- Strong understanding of the Emergency Management Accreditation Program (EMAP)
- Experience developing social media crisis communication messaging
- Recognized as a crisis and emergency risk communications subject matter expert
- Working knowledge of the NNIMS and the Incident Management System (ICS)
- History of successfully working with universities, including Ball State University and Penn State University

### Professional Bio

Mr. Peter Judge is an emergency management professional with experience in public information, the Emergency Management Accreditation Program (EMAP), and community emergency preparedness deployments. He is currently a consultant and subject matter expert in such fields.

Recently, he was the Public Information Officer (PIO) for the Commonwealth of Massachusetts. In this role, he supported crisis communications and public awareness campaigns for nearly two decades. During emergencies, Mr. Judge serves as the spokesperson for the commonwealth. More specifically, he plans and holds press conferences, releases press releases, prepares speeches, creates brochures, develops briefs, authors fact sheets and other literature. These activities are enhanced by Mr. Judge's ability to engage diverse stakeholder groups, including the general public, specific groups needing additional assistance, news media, emergency management community, government officials and various target audiences.

In addition, Mr. Judge has assisted in writing numerous statewide emergency plan which include the roles of public information, public alerting, and crisis communications. These plans include the state's emergency management plan, access and functional needs annex plan, disaster housing plan, mass casualty plan, mass care plan, and the Boston Marathon Multi-Agency Coordination Center Plan, to name a few.

Finally, Mr. Judge utilizing his expert communication skills to develop and instruct a variety of public information, crisis communication, media relations and effective spokesperson classes/workshops throughout the New England Region. A comprehensive list of these classes and trainings can be found at the end of this resume.

### Relevant Project Experience

#### PIO Assessor | Mississippi Emergency Management Program Assessment | PWJ Consulting

- As member of EMAP team, conducted week-long assessment of the Mississippi Emergency Management Program. The program elements I assessed were "Crisis Communication/Public Education & Information", "Communication/Warnings" and "Mutual Aid".

#### Subject Matter Expert | National Incident Management System Updates | PWJ Consulting

- Developed three Position Task Books (PTBs) and documents listing the 'Position Qualifications for the National Emergency Management Qualification System' for PIO, JIC Manager and External Affairs Group Supervisor for a NIMS refresh. For this project, served as a member of the Center Management System (CMS) Guide Review Team, a new command & control model that parallels the ICS model.

# Peter Judge

## Public Information Officer Subject Matter Expert



### **PIO Exercise Support | Illinois Public Safety Exercise | PWJ Consulting**

- Participated in the largest full-scale Public Safety Exercise in the history of Illinois. Developed/conducted a workshop regarding the role of the PIO, JIC & JIS, and the use of Social Media during similar events. Led a mock News Conference grilling executive staff members.

### **Public Information Officer | Massachusetts Emergency Management Agency (MEMA)**

- Ensures that the public receives accurate and timely information, precautions and instructions concerning impending and occurring disasters, emergencies and planned events. Takes the lead as MEMA's media spokesperson and assists in the coordination and presentation of a consistent message at the Joint Information Center (JIC) during large multi-agency/multi-jurisdictional events.
- Represented the commonwealth, working in concert with the Federal Emergency Management Agency (FEMA) External Affairs Unit as a member of over a dozen Joint Field Offices following federally declared disasters. Served in a PIO capacity during two Emergency Management Assistance Compact (EMAC) deployments (15 days in Alabama following the 2011 Tornadoes and 30 days in Alaska following the 2013 Yukon River Flooding). Serve as the commonwealth's on-site JIC spokesperson during the biennial federally graded exercises of the nuclear power plants which impact Massachusetts: Pilgrim, Seabrook and Vermont Yankee and served as a controller at Millstone in Connecticut.
- Has developed and instructed PIO Training classes for numerous entities, including the United States (US) Customs and Border Protection, Federal Air Marshal Service, Rhode Island Department of Health, Massachusetts Department of Public Safety and the Ministry of National Security and Police Service of Trinidad and Tobago (through Penn State University).
- Worked with Ball State University in Indiana to instruct their 'Advanced Crisis Communications Strategies for PIO Management' throughout the country. Prepares/reviews all MEMA messaging for public dissemination, including news releases, social media, website, situation reports, situation awareness statements, newsletters, public service announcements, etc. Serve as liaison to the over 50 foreign consulates located in Greater Boston.
- Aided in the development of the National Emergency Management Association (NEMA) PIO Mentoring Program. Serves as the New England States PIO Mentor.

### **Director of Corporate Hospitality/East Coast | Sports Profiles Plus**

- Developed Corporate Hospitality Packages for Fortune 500 Companies in conjunction with major sporting/entertainment events.

## Employment History

**PWJ Consulting**, Principal, 2016-Present

**Massachusetts Emergency Management Agency**, Public Information Officer, 1999-2016

**Sports Profiles Plus**, Director of Corporate Hospitality/East Coast, 1998-1999

## Teaching Engagements

- **FEMA's Basic Public Information Officer Course G-290.** Mr. Judge has taught this course three to four times annually in the commonwealth for MEMA's Training Department over the past 17 years. Mr. Judge has also taught this course to the Rhode Island Emergency Management Association, the Vermont Emergency Management Association, and the US Border Patrol.
- **FEMA's Public Information Awareness Class G-289.** In 2012, Mr. Judge taught this course for the Franklin County Regional Council of Government.

# Peter Judge

Public Information Officer Subject Matter Expert



- **MGT-386 Advanced Crisis Communication Strategies for Public Safety Communications Supervisors.** Mr. Judge taught this course to eight jurisdictions across the country in 2012.
- **MGT-387 Advanced Crisis Communication for Public Information Officers Train-the-trainer.** Mr. Judge taught this course to 17 instructors in Oil City, Pennsylvania.
- **Public Information Awareness Class.** This day-long class was developed by Mr. Judge and is taught annually to incoming Chiefs Officers at the Department of Fire Services Annual Orientation. In addition, this course is delivered to the 351 local Emergency Managers at one of their quarterly regional meetings each year. Lastly, this course has been used to train FEMA Region 1 Staff, the City of Worcester, Massachusetts Department Heads, leadership at the Town of Needham, Massachusetts and the State Building Inspectors in Westboro, Massachusetts.

### Education

- Bachelor of Science, Public Administration, Virginia Tech
- Associate of Science Degree, Fire Science, J. Sargeant Reynolds Community College
- Advanced Emergency Management Academy at the Emergency Management Institute
- Graduate Certificate, University of Richmond, Graduate Certificate, Disaster Science

### Relevant Highlights

- Member of Board of Directors for All Hazards Incident Management Team Association
- Elected as Second Vice President of All Hazards Incident Management Team Association
- Served for 35 years as a member of the VFCA
- Former member of the Training Committee, Legislative Committee and Exhibits Committee for VFCA

### Professional Bio

Mr. A. Lee Williams is an emergency management professional who has spent decades in fire and emergency medical services (EMS) response to catastrophes. He has served in leadership positions for these response efforts, including heading up the Central Virginia All Hazards Incident Management Team (CVAHIMT) and a variety of other incident management teams (IMT).

Most recently, Mr. Williams served as the Acting Chief of Incident Management Programs for the Virginia Department of Emergency Management (VDEM). In this position, he gained vast experience in coordinating response to statewide catastrophes by streamlining communications and coordinating grant applications to gain millions of dollars in funding to increase the effectiveness of these programs.

Mr. Williams is an experienced leader and trainer, having served as both a member-at-large and a Training Committee member for the Virginia Fire Chiefs Association (VFCA).

### Relevant Project Experience

#### Acting Chief of Incident Management Programs | Virginia Department of Emergency Management

- Responsible for coordinating the development all Type 3 Incident Management Teams in the State including Memoranda of Understanding, Statewide Qualifications System, Budgeting, Deployment Plans, Team Leadership Coordination, and Training and Exercise Needs Assessment.
- Served as Liaison Officer on Southwest Type 1 IMT from 2012-present.
- Initiated Regional Incident Management Team concept for Central Virginia (2009).
- Served as Program Manager for the CVAHIMT 2009 until retirement in 2015.
- Served as Project Manager for Major Incident/Severe Weather Procedure and Incident Management Team Procedure Project Manager 2004 until retirement in 2015.
- Obtained over \$1,300,000 in grants and equipment for CVAHIMT since 2010.

#### Lead | Chesterfield Fire and EMS (CFEMS)

- Integral leader in this combination, metropolitan fire and EMS department with 487 employees and 150 volunteer members serving over 319,000 citizens. Operating out of 21 Fire/EMS stations and eight EMS stations responding to 39,000 incidents per year, with a \$50 multi-million annual operating budget.

# James Baker

Cyber Security Subject Matter Expert



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## **Assistant Fire Chief in Emergency Operations | Chesterfield Fire and EMS**

- Member of Senior Leadership Team for Chesterfield Fire and EMS; represent CFEMS in absence of Fire Chief and Deputy Fire Chief. Provide Strategic Direction for Technical Rescue Team and CVAHMIT. Provide leadership and oversight for four Battalion Chiefs and 135 career personnel overseeing all fire protection, emergency medical, hazardous materials, technical rescue, water rescue responses as well as public fire education. Ensure the maintenance of adequate staffing, performance management, safety, wellness, personnel training and development of all assigned personnel.

## **Shift Commander in Emergency Operations | Chesterfield Fire and EMS**

- Provide leadership and oversight for four Battalions and 135 career personnel overseeing all fire protection, emergency medical, hazardous materials, technical rescue, water rescue responses as well as public fire education.
- Ensure the maintenance of adequate staffing, performance management, safety, wellness, personnel training and development of all assigned personnel.

## **Employment History**

**Chesterfield, VA Fire and EMS**, Various Positions, 1984-2015

**Central Fidelity Bank**, Loan Officer and Assistant Vice President, 1977-1984

### Education

- Bachelor of Arts in Criminal Justice Administration, *magna cum laude*, Columbia College, Columbia, MO

### Training and Certifications

- Certified National Assessor for FEMA Emergency Management Accreditation Program (EMAP)
- Federal Bureau of Investigation (FBI) National Academy-CA Chapter California Law Enforcement Executive Development Seminar (LEEDS)
- Certified Drug Recognition Evaluation Expert
- Supervisory Leadership Institute (SLI) Graduate

### Relevant Highlights

- Member of the International Association of Chiefs of Police (IACP)
- Developed and implemented the Urban Shield Preparedness Program to enhance emergency preparedness, response, operational management, and regional cooperation. Awarded Best Overall 2010 National Program by FEMA, during the National Homeland Security Conference in New Orleans.
- Served as the Alameda County Law Enforcement Coordinator for the NFL Oakland Raider Games. Developed Oakland Raider Game law enforcement coordination procedures and policy manual. The policies and manual became an NFL Best Practice, integrated into other stadiums throughout the US.
- Credited as a contributing factor for the successful response to the Boston Marathon Bombing.

## Professional Bio

As President of Cytel Group, Inc., Mr. James Baker has directed homeland security preparedness programs throughout the United States (US) and abroad. Mr. Baker developed the internationally recognized Urban Shield Preparedness Program conducted in high-risk regions throughout the US. He selected by the US Department of State (DOS) to design and coordinate capstone exercises in East and West Africa that prepare partner nations for a collaborative and coordinated response to on-going terrorist attacks as well as by the Department of Homeland Security's (DHS's) Science and Technology Directorate to coordinate exercises that test and validate national assets and federally funded emerging technologies.

Mr. Baker is a program review and assessment specialist who has conducted reviews and assessments of government sponsored program areas and/or critical infrastructure security plans and procedures across the globe. He has a strong network of relationships with local, regional, national, and international key stakeholders, including government agencies and private partner organizations. Mr. Baker is a recognized expert in personnel scheduling and is skilled in personnel management and scheduling system review. He has restructured personnel scheduling practices for multiple agencies, providing better service to the related communities and ensuring safe practices for personnel, while saving millions of dollars annually for the agencies.

Furthermore, Mr. Baker is a policy and procedure review specialist who can ensure compliance with all government mandates and established best practices. He is truly a seasoned professional with a distinguished, 22-year law enforcement career over which he has collaborated with local, regional, and national agencies to maintain public safety and security through community policing, patrol, tactical operations, drug recognition, emergency operations, large-scale response and mutual aid coordination, criminal investigations, and crime suppression.

## Relevant Professional Experience

### President | Cytel Group, Inc.

- As President, directs a company dedicated to bringing the internationally recognized best practice, Urban Shield Preparedness Program, to high-risk regions throughout the US and abroad. Partners with international, national, regional, and local government executives and stakeholders to develop and implement best practices and interagency collaboration.
- Conducted a number of program assessments to determine overall effectiveness and identify strengths and weaknesses, as well as to compare existing practices to stated objectives. Formulated gap analysis and recommended courses of action to improve performance and/or related program documentation.



# James Baker

## Cyber Security Subject Matter Expert



- Developed and implemented the Urban Shield Preparedness Program to enhance emergency preparedness, response, operational management, and regional cooperation. Urban Shield was awarded Best Overall 2010 National Program by the Federal Emergency Management Agency (FEMA), during the National Homeland Security Conference in New Orleans.
- Served as the Urban Shield Preparedness Project Manager for the following programs: 2007, 2008, 2009, and 2010 San Francisco Bay Area Urban Area Security Initiatives (UASI) Region; 2011, 2012, and 2014 Metro Boston Homeland Security Region; 2012 Greater Austin Area; and 2013 North Central Texas (Dallas/Fort Worth/Arlington) Council of Government (COG) Region.
- Designed and delivered the 2014 District of Columbia Command and Control Full-Scale Exercise (FSE).
- Credited during the Congressional Homeland Security Committee Hearing as a contributing factor for the successful response to the Boston Marathon Bombing; the three-minute video can be viewed at [www.cytelgroup.com](http://www.cytelgroup.com).
- Recognized nationally as subject matter expert on regional preparedness and emergency operations development. Selected as guest speaker to FEMA, DHS, Military, and White House National UASI Conferences and Shared Strategies for Homeland Security Conference.
- Demonstrated ability to work in sensitive, politically volatile areas by partnering with Israel to develop the National Emergency Management Authority (NEMA) to function as US FEMA and worked within the Kingdom of Jordan and a number of Gulf Cooperation Council (GCC) states to determine national stability, special operations best practices, and the design of national exercises throughout the Kingdom of Jordan.
- Selected by the US DOS Bureau of Counterterrorism (CT) to design and develop a comprehensive training and exercise program for the East and West Africa Regions. This extremely successful project stemmed from the Westgate Mall attack in Nairobi, Kenya, and is designed to establish a collaborative and coordinated response to terror attacks from first responders to incident control and management. Worked closely with the DOS/CT/ATA office to develop and facilitate this program in Kenya, Nigeria, Mauritania, Senegal, and Chad.
- Presented on the topic of "Enhancing Preparedness by Integrating an Effective Exercise Program" for international delegations at the University of Maryland Center for Health & Homeland Security (CHHS). Delegations include high-ranking government officials from Nigeria (Boko Haram and Westgate Mall) and India (Mumbai Attacks).

### **Assistant Sheriff | Alameda County Sheriff's Office (ACSO)**

- Directed all operations and personnel matters for agency with 1,650 employees. Responsible for union contract negotiations as well as all meet and confer issues. Managed accreditation processes, oversaw planning, research, and Information Technology (IT) functions. Worked with local, state, and federal agencies on emergency operations and disaster preparedness. Served as voting Advisory Board member with Bay Area UASI. Developed and managed \$300 million annual budget.
- Closed \$20 million funding gap in three consecutive years without reducing workforce or eliminating programs by restructuring personnel scheduling practices, identifying efficiency improvement opportunities, securing state/federal grant funds, renegotiating contracts with external service providers, and introducing shared services initiatives with other department heads.
- Secured and maintained accreditations with the Commission of Accreditation for Law Enforcement (CALEA), Affordable Care Act (ACA), National Commission on Correctional Healthcare (NCCHC), obtained accreditations for bomb squad and crime lab operations, and gained status as only accredited Regional Training Center in State of California.
- Led Sheriff's Office to win Meritorious Award for 15 years of continuous CALEA accreditation and prestigious Advanced Accreditation with Excellence Award presented during 2011 CALEA National Conference.
- Partnered across agency to develop the Sheriff Office's first strategic plan, which encompassed evaluating the current state, identifying emerging trends, and developing a collective vision.



# James Baker

## Cyber Security Subject Matter Expert



- Worked closely with regional law enforcement executives and the Alameda County District Attorney to develop and maintain an ongoing working group that identified problematic issues and related solutions for the successful investigation and prosecution of high-profile criminal cases within Alameda County.
- Sat on the Regional Homeland Security UASI Committee. Provided strategic, multi-year planning related to the spending of approximately \$100 million of annual state and federal Homeland Security grants dedicated to the San Francisco Bay Area.
- Improved efficiency and cost agency-wide by securing state/federal technology grants and partnering with the IT Department to develop and implement state-of-the-art computer-aided dispatch (CAD) records management system, vehicle license plate readers, server virtualization system, smart phone technology, and all-in-one printing systems.
- Established and maintained an excellent working relationship with the Deputy Sheriff's Association (Sworn) and Service Employees International Union (SEIU) bargaining units. Worked collaboratively to restructure agency policies, staffing, and training as necessary and appropriate to ensure compliance with all government mandates and established best practices.

### **Commander | Alameda County Sheriff's Office**

- Appointed to orchestrate operational turnaround of Alameda County Court Security Plan and maintain operations during period of significant budget cuts. Led management team of seven direct reports in IT, HR, budgeting, planning, research, and accreditations.
- Optimized court security operations, while reducing cost by millions of dollars through comprehensive plan analysis, staff and plan restructuring, and development of new security model for County court system.

### **Captain | Alameda County Sheriff's Office**

- Directed all operations of the nation's fifth largest jail, Santa Rita Jail. Provided human resources (HR) oversight for 500 sworn and professional staff members, plus hundreds of contract employees and volunteers. Developed and managed \$120 million annual budget.
- Served as the Alameda County Law Enforcement Coordinator for the National Football League (NFL) Oakland Raider Games. Developed Oakland Raider Game law enforcement coordination procedures and policy manual. The policies and manual became an NFL Best Practice, integrated into other stadiums throughout the US.
- Established Sheriff's Office as Regional Node for statewide CalGang system by expanding jail classification unit designed to identify gang affiliations among Santa Rita inmates, strengthening phone monitoring capabilities, and partnering with regional police officers and investigators.
- Created a centralized mobile field booking for mass arrests to occur at Sheriff's Office, effectively eliminating need for agencies to transport and book large numbers of offenders.
- Transformed entire operation, improved morale, and lowered annual operating cost by \$3 million by restructuring personnel scheduling practices.
- Championed staff development and education by initiating formal mentoring programs, staff development programs, and agreement with Columbia College to host courses at Santa Rita Jail.
- Reduced recidivism by partnering with Inmate Services Unit to expand educational opportunities and vocational training for inmates. Achieved 100 percent pass rate on one or more sections of General Equivalency Diploma (GED) exam with 3,466 inmates enrolled in Tri-Valley Regional Occupational Program.

### **Lieutenant/Patrol Watch Commander | Eden Township Substation | Alameda County Sheriff's Office**

- Managed full law enforcement services for 140,000 residents in Unincorporated Alameda County. Directed ACSO operations for City of Oakland's "Sideshow" responses, numerous riots, and large crowd management events.

# James Baker

## Cyber Security Subject Matter Expert



- Led agency to obtain CALEA reaccreditation with 100 percent compliance rating for all standards.
- Taught Community Policing, Ethics, Cultural Diversity, and Crowd Control courses at Alameda County Regional Police Academy, as adjunct instructor for Las Positas College.

### **Sergeant | Alameda County Sheriff's Office**

- Promoted from Deputy Sheriff to provide leadership for divisions, programs, and teams including Agency Field Training Officer (FTO) program, Eden Township Substation Traffic Division, regional "Avoid the 21" Alcohol and Drug Suppression program, and Special Response Unit (Special Weapons and Tactics (SWAT) Team).
- Developed agency's Drug Recognition Evaluation (DRE), Regional Field Certification Program, Regional Mobilization Plan for civil disturbances/disasters, and Injury Illness Prevention Program (IIPP).
- Coordinated Sheriff's response to annual protests at Lawrence Livermore National Laboratory (LLNL).
- Saved agency over \$800,000 by revamping training plan to enhance quality and efficiency of training delivered.
- Led squad for City of Oakland's response to ACSO Super Bowl riot.

## **Employment History**

**Cytel Group, Inc.,** President, 2010-Present

**Alameda County Sheriff's Office,** Various Roles, 1998-2011

## Attachment 2

Hagerty proposes to execute this meeting onsite. During the same week of this meeting, Hagerty proposes to execute a series of planning meetings focused on the specific annexes identified to support the Regional CCTA Coordination Plan. The purpose of these meetings will be to address specific considerations and ensure the successful implementation of operations. Hagerty will work with the broad CCTA CPT to identify stakeholders to participate in each meeting, with a discussion of mission, priorities, roles, and responsibilities across readiness, incident notification, immediate response, extended response, and post-event operations.

Following the second planning meeting and annex-specific meetings, Hagerty will incorporate all feedback received and follow up with any additional questions with direct calls to the appropriate stakeholders. Hagerty will leverage information gathered in Phase 1, 2, and the planning meetings to develop the Regional CCTA Coordination Plan, supporting annexes, and operational tools.

In development of the final plan, Hagerty will adhere to the approved outline. Hagerty envisions the final Regional CCTA Coordination Plan will include considerations for both prevention and operations, including providing information on promoting continuing investments in training and regional coordination, driving further investments and, where possible, supporting sustainability. Tools developed to support the Regional CCTA Coordination Plan will be operationally focused and include considerations for interdependencies and logistics support.

### Planning Meeting 3: Regional CCTA Coordination Plan Presentation and Review

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Hagerty will finalize a 90 percent Regional CCTA Coordination Plan for review by the CCTA CPT. Following a three-week review period, Hagerty will conduct a FPM onsite with the CCTA CPT to review primary feedback, discuss areas where stakeholder comments conflict, and address any outstanding action items associated with the Regional CCTA Coordination Plan and supporting annexes. Subsequent to this meeting, Hagerty will incorporate any final written comments submitted on the Plan.

### Optional Tasks


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When implementing a program, Hagerty always looks at the operational norms of those responsible for implementing the program. Hagerty is proposing two additional options for consideration by the Region that enhance the sustainability of the program and strengthen current capabilities.

- » **Option A: Smartphone Application for CCTA Operational Guides.** Under this option, Hagerty would create a smartphone app for Regional CCTA Coordination Plan. This streamlined application would be created to allow tactical teams to easily access critical information while executing operations in the field using a secure, password protected system that is not accessible by the general public. Should the Region seek to execute this option, Hagerty can provide a detailed cost estimate upon request and clarification of requirements. The cost for option A can be provided at the request of the region.
- » **Option B: Suspicious Activity Reporting Application.** The key to preventing a complex coordinated terror attack is good intelligence. To help support prevention activities, Hagerty recommends we develop a suspicious activity reporting website for county employees in the three-county region. This website will allow county employees, such as fire, emergency medical services, public health, parks and recreation, public works, to share any suspicious activity they observe directly to the North Carolina Fusion Center. The Fusion Center is able to analyze the data, detect patterns, and provide the information to law enforcement officials to act upon.


The website will be enhanced to allow for it to work on mobile devices. The website will be placed on a county-provided secure server that utilizes already-established security protocols. That is, Hagerty will not be responsible for developing and designing the security protocols to validate users.

Hagerty will work with the region to identify the report fields to be included, create the graphics and work closely with the identified Information Technology manager to implement the functionality of the reporting website. This includes the submission of the report to fusion center. Hagerty assumes that the website will be based on inputted content and will not access external datasources, for example it will not pull the current weather from another source. All hosting and future site maintenance will be provided by the region or a county stakeholder. The cost for option B, if selected by the Region is an additional \$34,440. The expected development time for this effort is two-months. (Please note: the cost for this option was not included in the total on the Proposal Form. If the County desires this option, please add \$34,440 to the total for the required tasks. The total with this option is \$229,032.50)

 <p>Phase Deliverables</p>	<ul style="list-style-type: none"> <li>• <i>CCTA ConOps</i></li> <li>• <i>Draft and Final Regional CCTA Coordination Plan Outline</i></li> <li>• <i>Draft and Final Regional CCTA Coordination Plan</i></li> <li>• <i>Slide Deck for Revised CCTA Plan Presentation</i></li> <li>• <i>Agenda, Slide Decks, Sign-In Sheets, Summaries, and Findings for Meetings</i></li> <li>• <b>Optional Tasks:</b> <i>Smartphone Application and Suspicious Activity Reporting website.</i></li> </ul>
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## PHASE 4: PREPARE, REVIEW, AND DISTRIBUTE APPROVED PLAN

Upon completion of Phase 3, Hagerty will finalize the Regional CCTA Coordination Plan. Hagerty will also work with the Region to transfer electronic copies of the Regional CCTA Coordination Plan, including all documents in both editable and Adobe PDF format. We understand the final approval of the Regional CCTA Coordination Plan is contingent upon Regional partners, and Hagerty will work with the CCTA CPT to ensure approval prior to transferring final files.

 <p>Task Deliverables</p>	<ul style="list-style-type: none"> <li>• Final Regional CCTA Coordination Plan</li> </ul>
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## PHASE 5: PROJECT CLOSEOUT

Upon transferring the final Regional CCTA Coordination Plan, Hagerty will engage in our project closeout process. Hagerty routinely works with our clients to conduct a brief post-contract analysis that identifies potential next steps or considerations which are not included in contract execution. In order to close out the project, Hagerty will develop a memorandum for the Region that outlines these steps for consideration. After project completion, we will provide the Region with an opportunity to assess our work via Perfolio®, our proprietary performance management system. The survey is integral to Hagerty's project work as we look to continually find ways to improve our service through feedback from our clients.

## TIMELINE

The following presents the integrated program schedule developed by the Hagerty Team. This includes proposed dates and key activities associated. The following timeline anticipates contract execution no later than August 13, 2018. Hagerty will adjust the following timeline accordingly.

- Project Management
- Conduct a Risk Assessment
- Conduct a Complete Capability Assessment and Gap Analysis
- Create Regional CCTA Coordination Plan
- Finalize Regional CCTA Coordination Plan
- All Tasks

Proposed Date	Task Activity
August 13, 2018	● Project Initiation
August 21, 2018	● Project Kickoff Meetings
September 11, 2018	● Submit Final PMP
September 20, 2018	● Draft CCTA Scenarios
August 13 to September 20, 2018	● Document Review
August 21, 2018	● CCTA Scenario Presentation
September 9 to September 13, 2018	● CCTA Scenario Workshops
September 9, 2018	● Survey Development
September 9 to October 4, 2018	● Survey Deployment
October 11, 2018	● Draft Threat Assessment Findings and Capabilities Report
October 17, 2018	● Final Threat Assessment Findings and Capabilities Report
October 24, 2018	● CCTA Objectives Workshop
November 1, 2018	● Final Region CCTA Objectives Report
November 1, 2018	● Draft Gap Analysis Report
November 11, 2018	● Report Review Meeting
November 22, 2018	● Final Gap Analysis Report and Updated CCTA Objectives Report
November 26, 2018	● Regional CCTA Coordination Plan Development Meeting 1
December 11, 2018	● Final Regional CCTA Coordination Plan and Annex Outlines
January 7, 2019	● Regional CCTA Coordination Plan Development Meeting 2
January 8 to January 11, 2019	● Regional CCTA Coordination Plan Annex Stakeholder Meetings
February 2, 2019	● Regional CCTA Coordination Plan Development Meeting 3
February 25, 2019	● Draft Regional CCTA Coordination Plan
March 2, 2019	● Regional CCTA Coordination Plan Stakeholder Meeting
April 20, 2019	● Regional CCTA Coordination Plan Revision Review Meeting
April 25, 2019	● Final Draft Regional CCTA Coordination Plan
April 30, 2019	○ Project Closeout
Weekly	○ Weekly Project Management Calls / Meetings
Quarterly	○ Quarterly Reports
Monthly	○ Written Status Reports
As needed	○ Develop Sign-in Sheets; Maintain Event Management/Registration Sites