

April 27, 2023
Item No. 7.2.
Continuity of Operations Plan Contract

Sponsor: Richard Mann, Chief of Fire and Emergency Services

Reviewed By CBC: City Council

Agenda Caption: Presentation, discussion, and possible action regarding a contract with Innovative Emergency Management, Inc. (IEM) for a Continuity of Operation Plan (COOP) not to exceed \$107,844.81.

Relationship to Strategic Goals:

1. Core Services & Infrastructure – The city will plan for, maintain, and invest in the infrastructure, facilities, services, personnel, and equipment for projected needs and opportunities.
2. Diverse & Growing Economy - The city will plan and invest in infrastructure, facilities, services, personnel, and equipment for projected needs and opportunities.

Recommendation(s): Staff recommends approving contract 23300420 with Innovative Emergency Management, Inc. (IEM) for Continuity of Operations Plan in the not-to-exceed amount of \$107,844.81.

Summary: On January 27, 2023, in response to RFP 23-020, (eight) 8 competitive sealed proposals were received for a continuity of operations plan. The evaluation committee reviewed and ranked each responsive proposal in accordance with the weighted evaluation criteria identified within the RFP, of which Innovative Emergency Management, Inc. (IEM) was the top ranked firm overall.

When a natural or human-caused disaster strikes, city services are extremely vulnerable to disruptions at the very time when they are needed most. Having viable Continuity of Operations (COOP) plans that allow the City of College Station to operate under the most adverse conditions is critical, not only to continuing essential services, but also to maintaining public confidence. Intelligent and thorough planning— specifically, tailored COOP plans can help to ensure the city’s ability to rebound quickly and effectively after a disruption event.

This service is for contracted project implementation, training, labor, and materials for activities associated with the creation of a tailored COOP program designed to help ensure the city’s ability to rebound quickly and effectively after a disruption event.

This contract is for a one-time purchase for services with two options for additional training for an additional fee if desired.

Budget & Financial Summary: Funds for the continuity of operations plan are budgeted and available in the Emergency Management budget.

Attachments:

1. Final_Ranking Sheet RFP 23-020
2. 23300438 Innovative Emergency Management Inc. (IEM)

FINAL EVALUATION
RFP #23-020
CONTINUITY OF OPERATIONS PLAN (COOP)

EVALUATION CRITERIA	MAXIMUM SCORE	AARC Consultants, LLC (Houston, TX)	B. Riley Advisory Services (GlassRatner Advisory & Capital Group LLC) (Atlanta, GA)	Centurion Solutions LLC (College Station, TX)	Hagerty Consulting, Inc. (Evanston, IL)	Innovative Emergency Management INC (Morrisville, NC)	Integrated Solution Consulting (Edwardsville, IL)	Jogan Health (Englewood, CO)	The Olson Group, Ltd. (Alexandria, VA)
Qualifications & Experience (Tab A)	15	13	13	12	13	15	14	5	11
Rates & Expenses (Tab B)	25	1	13	17	18	21	15	5	17
Project Time-Line (Tab C)	10	6	8	7	4	8	7	1	6
Project Design and Methodology (Tab C)	45	34	33	32	34	40	28	15	31
References (Tab D)	5	4	4	4	3	4	4	3	4
TOTAL POINTS	100	58	71	72	72	88	68	29	69
OVERALL RANKING		6	3	2	2	1	5	7	4



CONTRACT & AGREEMENT ROUTING FORM

CITY OF COLLEGE STATION
Home of Texas A&M University®

CONTRACT#: 23300438 PROJECT#: N/A BID/RFP/RFQ#: 23-020

Project Name / Contract Description: Continuity of Operations Plan (COOP)

Name of Contractor: Innovative Emergency Management Inc.(IEM)

CONTRACT TOTAL VALUE: \$ 107,844.81 Grant Funded Yes No
If yes, what is the grant number:

Debarment Check Yes No N/A Davis Bacon Wages Used Yes No N/A
Section 3 Plan Incl. Yes No N/A Buy America Required Yes No N/A
Transparency Report Yes No N/A

NEW CONTRACT RENEWAL # _____ CHANGE ORDER # _____ OTHER _____

BUDGETARY AND FINANCIAL INFORMATION (Include number of bids solicited, number of bids received, funding source, budget vs. actual cost, summary tabulation)

A Request for proposals was solicited for a Continuity of Operations Plan (COOP). Eight (8) proposals were received for this service.
The evaluation committee reviewed and ranked each responsive proposal in accordance with the weighted evaluation criteria identified in the RFP, of which Innovative Emergency Management Inc. (IEM) was the top ranked proposal.
Funds for this contract are budgeted and available in the Emergency Management budget.

(If required)*
CRC Approval Date*: N/A Council Approval Date*: 4/27/2023 Agenda Item No*: _____

--Section to be completed by Risk, Purchasing or City Secretary's Office Only--

Insurance Certificates: RU Performance Bond: N/A Payment Bond: N/A Info Tech: N/A

SIGNATURES RECOMMENDING APPROVAL

<u>Richard Mann</u>	<u>4/3/2023</u>
DEPARTMENT DIRECTOR/ADMINISTERING CONTRACT	DATE
<u>JM (Custer)</u>	<u>4/3/2023</u>
ASST CITY MGR – CFO	DATE
<u>[Signature]</u>	<u>4/3/2023</u>
LEGAL DEPARTMENT	DATE

APPROVED & EXECUTED

_____ CITY MANAGER	_____ DATE
<u>N/A</u>	_____ DATE
_____ MAYOR (if applicable)	_____ DATE
<u>N/A</u>	_____ DATE
_____ CITY SECRETARY (if applicable)	_____ DATE

CONSULTANT CONTRACT

This Contract is by and between the **City of College Station**, a Texas Municipal Home-Rule Corporation (the “City”) and **Innovative Emergency Management, Inc. (IEM)** _____, a Louisiana _____ Corporation (the “Consultant”), whereby Consultant agrees to perform and the City agrees to pay for the work described herein.

ARTICLE I SCOPE OF SERVICES

1.01 This Contract is for Continuity of Operations Plan (COOP); as described in RFP 23-020 (the “Project”). The scope and details of the work to be provided to the City by Consultant are set forth in **Exhibit “A”** to this Contract and are incorporated as though fully set forth herein by reference. Consultant agrees to perform or cause the performance of all the work described in **Exhibit “A.”**

1.02 Consultant agrees to perform the work described in **Exhibit “A”** hereto and the City agrees to pay Consultant a fee based on the rates set forth in **Exhibit “B”** to this Contract for the services performed by Consultant. The invoices shall be submitted to the City following the 15th day and the last day of each month. The payment terms are net payable within thirty (30) calendar days of the City’s receipt of the invoice. Upon termination of this Contract, payments under this paragraph shall cease, provided, however, that Consultant shall be entitled to payments for work performed in accordance with this Contract before the date of termination and for which Consultant has not yet been paid.

ARTICLE II PAYMENT

2.01 The total amount of payment, including reimbursements, by the City to Consultant for all services to be performed under this Contract may not, under any circumstances, exceed One Hundred Seven Thousand Eight Hundred Forty-Four and 81 / 100 Dollars (\$ \$107,844.81).

ARTICLE III CHANGE ORDERS

3.01 The City may from time to time request changes in the scope and focus of the activities, investigations, and studies conducted or to be conducted by Consultant pursuant to this Contract, provided, however, that any such change that in the opinion of Consultant, the City Manager, or the City’s Project Manager varies significantly from the scope of the work set out herein and would entail an increase in cost or expense to the City shall be mutually agreed upon in advance in writing by Consultant and the City’s Project Manager.

- (a) When the original Contract amount plus all change orders is \$100,000 or less, the City Manager or his designee may approve the written change order provided the change order does not increase the total amount set forth in the Contract to more than \$100,000. For such contracts, when a change order results in a total contract amount that exceeds \$100,000, the City Council of the City must approve such change order prior to commencement of the services or work; and

- (b) When the original contract amount plus all change orders is equal to or greater than \$100,000, the City Manager or his designee may approve the written change order provided the change order does not exceed \$50,000, and provided the sum of all change orders does not exceed 25% of the original contract amount. For such contracts, when a change order exceeds \$50,000 or when the sum of all change orders exceeds 25% of the original contract amount, the City Council of the City must approve such change order prior to commencement of the services or work. Thereafter, any additional change orders exceeding \$50,000 or any additional change orders totaling 25 percent following such council approval, must be approved by City Council; and
- (c) **Any request by the Consultant for an increase in the Scope of Services and an increase in the amount listed in paragraph two of this Contract shall be made and approved by the City prior to the Consultant providing such services or the right to payment for such additional services shall be waived.** If there is a dispute between the Consultant and the City respecting any service provided or to be provided hereunder by the Consultant, including a dispute as to whether such service is additional to the Scope of Services included in this Contract, the Consultant agrees to continue providing on a timely basis all services to be provided by the Consultant hereunder, including any service as to which there is a dispute.

**ARTICLE IV
TIME OF PERFORMANCE**

- 4.01** Except as provided in Article X herein below, the Consultant shall complete all of the work described in Exhibit "A" by the dates set forth below.
One year from notice to proceed.

- OR -

- 4.01** Except as provided in Article X herein below, the term of this Contract shall be for one (1) year from the effective date of this Contract. Thereafter, upon the mutual consent of both parties, including budget approval by the City, this Contract may be renewed on an annual basis, under the same terms and conditions, for up to two (2) additional years (three (3) years total). If, for any reason, funds are not appropriated to continue the contract, the contract shall become null and void and shall terminate.

4.02 Time is of the essence of this Contract. The Consultant shall be prepared to provide the professional services in the most expedient and efficient manner possible in order to complete the work by the times specified.

4.03 Consultant promises to work closely with the City Manager or his designee (the "Project Manager") or other appropriate City officials. Consultant agrees to perform any and all Project-related tasks reasonably required of it by the City in order to fulfill the purposes of the work to be performed. The work of Consultant under this Contract may be authorized by the Project Manager in various phases as set forth in **Exhibit "A."**

**ARTICLE V
INDEPENDENT CONSULTANT**

5.01 In all activities or services performed hereunder, the Consultant is an independent Consultant and not an agent or employee of the City. The Consultant, as an independent Consultant, shall be responsible for the final product contemplated under this Contract. Except for materials furnished by the City, the Consultant shall supply all materials, equipment and labor required for the execution of the work on the Project. The Consultant shall have ultimate control over the execution of the work under this Contract. The Consultant shall have the sole obligation to employ, direct, control, supervise, manage, discharge, and compensate all of its employees and subconsultants, and the City shall have no control of or supervision over the employees of the Consultant or any of the Consultant's subconsultants except to the limited extent provided for in this Contract. Consultant shall be liable for any misrepresentations. Any negotiations by the Consultant on the City's behalf are binding on the City only when within the scope of work contained herein and approved by the City.

**ARTICLE VI
AUTHORIZATION**

6.01 The City shall direct Consultant to commence work on the Project by sending Consultant a "letter of authorization" to begin work on the Project.

6.02 Upon receipt of the letter of authorization to begin work on the implementation of the Project, Consultant shall meet with the City for the purpose of determining the nature of the Project, including but not limited to the following: meeting with the City's staff to coordinate Project goals, schedules, and deadlines; coordinating data collection; briefing the City's management staff; documenting study assumptions and methodologies; devising the format for any interim reports and the final report to the City.

6.03 Consultant shall consult with the City and may in some limited circumstances, act as the City's representative, but it is understood and agreed by the parties that for all purposes related to this Contract, Consultant shall be an independent Consultant at all times and is not to be considered either an agent or an employee of the City.

**ARTICLE VII
WARRANTY**

7.01 As an experienced and qualified professional, Consultant warrants that the information provided by Consultant reflects high professional and industry standards, procedures, and performances. Approval or acceptance by the City of any of Consultant's work product under this Contract shall not constitute, or be deemed, a release of the responsibility and liability of Consultant, its employees, agents, or associates for the exercise of skill and diligence necessary to fulfill Consultant's responsibilities under this Contract. Nor shall the City's approval or acceptance be deemed to be the assumption of responsibility by the City for any defect or error in the work products prepared by Consultant, its employees, associates, agents, or subconsultants.

7.02 Consultant shall keep the City informed of the progress of the work and shall guard against any defects or deficiencies in its work.

7.03 Consultant shall be responsible for using due diligence to correct errors, deficiencies or unacceptable work product. Consultant shall, at no cost to the City, remedy any errors, deficiencies or any work product found unacceptable, in the City's sole discretion, as soon as possible, but no later than fifteen (15) calendar days after receiving notice of said errors, deficiencies, or unacceptable work product.

7.04 Any and all of Consultant's work product ("Work Product") hereunder shall be the exclusive property of the City. Upon completion or termination of this Contract, Consultant shall promptly deliver to the City all records, notes, data, memorandum, models, and equipment of any nature that are within Consultant's possession or control and that are the City's property or relate to the City or its business.

7.05 Consultant warrants to City that (i) Consultant has the full power and authority to enter into this Contract, (ii) Consultant has not previously assigned, transferred or otherwise encumbered the rights conveyed herein, (iii) Work Product is an original work of authorship created by Consultant's employees during the course of their employment by Consultant, and does not infringe on any copyright, patent, trademark, trade secret, contractual right, or any other proprietary right of any person or entity, (iv) Consultant has not published the Work Product (including any derivative works) or any portion thereof outside of the United States, and (v) to the best of the Consultant's knowledge, no other person or entity, except City, has any claim of any right, title, or interest in or to the Work Product.

7.06 Consultant shall not seek to invalidate, attack, or otherwise do anything either by act of omission or commission which might impair, violate, or infringe the title and rights assigned to City by Consultant in this Article VII of the Contract.

ARTICLE VIII INDEMNIFICATION & RELEASE

8.01 INDEMNITY

- (a) To the fullest extent permitted by law, Consultant agrees to indemnify and hold harmless the City, its Council members, officials, officers, agents, employees, and volunteers (separately and collectively referred to in this paragraph as "Indemnitee") from and against all claims, damages, losses and expenses (including but not limited to attorney's fees) arising out of or resulting from any negligent act, error or omission, intentional tort or willful misconduct, intellectual property infringement or breach of contract including failure to pay a subconsultant, subconsultant, or supplier occurring in the course of performance of professional services pursuant to this Contract by Consultant, its employees, subconsultants, subconsultants, or others for whom Consultant may be legally liable ("Consultant Parties"), but only to the extent caused in whole or in part by the Consultant Parties. **IF THE CLAIMS, ETC. ARE CAUSED IN PART BY CONSULTANT PARTIES, AND ALSO IN PART BY THE NEGLIGENCE OR WILLFUL MISCONDUCT OF ANY OR ALL OF THE INDEMNITEES OR ANY OTHER THIRD PARTY, THEN CONSULTANT SHALL ONLY INDEMNIFY ON A COMPARATIVE BASIS, AND ONLY FOR THE**

AMOUNT FOR WHICH CONSULTANT PARTIES ARE FOUND LIABLE AND NOT FOR ANY AMOUNT FOR WHICH ANY OR ALL INDEMNITEES OR OTHER THIRD PARTIES ARE LIABLE.

- (b) **To the fullest extent permitted by law, Consultant agrees to defend the Indemnitees where the indemnifiable acts named in section 8.01 above occur outside the course of performance of professional services (i.e. non-professional services) and the claim is not based wholly or partly on the negligence of, fault of, or breach of contract by the governmental agency, the agency's agent, employee, or other entity over which the governmental agency exercises control, other than the Consultant or Consultant Parties.**
- (c) **It is mutually understood and agreed that the indemnification provided for in this section shall indefinitely survive any expiration, completion or termination of this Contract.**
- (d) **It is agreed with respect to any legal limitations now or hereafter in effect and affecting the validity or enforceability of the indemnification obligation under this section, such legal limitations are made a part of the indemnification obligation and shall operate to amend the indemnification obligation to the minimum extent necessary to bring the provision into conformity with the requirements of such limitations, and as so modified, the indemnification obligation shall continue in full force and effect. There shall be no additional indemnification other than as set forth in this section. All other provisions regarding the same subject matter shall be declared void and of no effect.**

8.02 Release. The Consultant releases, relinquishes, and discharges the City, its council members, officials, officers, agents, and employees from all claims, demands, and causes of action of every kind and character, including the cost of defense thereof, for any injury to, sickness or death of the Consultant or its employees and any loss of or damage to any property of the Consultant or its employees that is caused by or alleged to be caused by, arises out of, or is in connection with the Consultant's work to be performed hereunder. Both the City and the Consultant expressly intend that this release shall apply regardless of whether said claims, demands, and causes of action are covered, in whole or in part, by insurance and in the event of injury, sickness, death, loss, or damage suffered by the Consultant or its employees, but not otherwise, this release shall apply regardless of whether such loss, damage, injury, or death was caused in whole or in part by the City, any other party released hereunder, the Consultant, or any third party. There shall be no additional release or hold harmless provision other than as set forth in this section. All other provisions regarding the same subject matter shall be declared void and of no effect.

**ARTICLE IX
INSURANCE**

9.01 General. The Consultant shall procure and maintain at its sole cost and expense for the duration of this Contract insurance against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the

Consultant, its agents, representatives, volunteers, employees or subconsultants. The policies, limits and endorsements required are as set forth below:

During the term of this Contract all Consultant's insurance policies shall meet the minimum requirements of this section:

9.02 Types. Consultant shall have the following types of insurance:

- (a) Commercial General Liability.
- (b) Business Automobile Liability.
- (c) Workers' Compensation/Employer's Liability.
- (d) Professional Liability.

9.03 Certificates of Insurance. For each of these policies, the Consultant's insurance coverage shall be primary insurance with respect to the City, its officials, agents, employees and volunteers. Any self-insurance or insurance policies maintained by the City, its officials, agents, employees or volunteers, shall be considered in excess of the Consultant's insurance and shall not contribute to it. No term or provision of the indemnification provided by the Consultant to the City pursuant to this Contract shall be construed or interpreted as limiting or otherwise affecting the terms of the insurance coverage. All Certificates of Insurance and endorsements shall be furnished to the City's Representative at the time of execution of this Contract, attached hereto as **Exhibit C**, and approved by the City before any letter of authorization to commence project will issue or any work on the Project commences.

9.04 General Requirements Applicable to All Policies. The following General requirements applicable to all policies shall apply:

- (a) Only licensed insurance carriers authorized to do business in the State of Texas will be accepted.
- (b) Deductibles shall be named on the Certificate of Insurance.
- (c) "Claims made" policies will not be accepted, except for Professional Liability insurance.
- (d) Coverage shall not be suspended, voided, canceled, or reduced in coverage or in limits except after thirty (30) calendar days prior written notice has been given to the City of College Station.
- (e) The Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent on the most current State of Texas Department of Insurance-approved forms.

9.05 Commercial General Liability requirements. The following Commercial General Liability requirements shall apply:

- (a) Coverage shall be written by a carrier rated "A:VIII" or better in accordance with the current A. M. Best Key Rating Guide.
- (b) Minimum Limit of \$1,000,000 per occurrence for bodily injury and property damage with a \$2,000,000 annual aggregate.
- (c) No coverage shall be excluded from the standard policy without notification of

individual exclusions being attached for review and acceptance.

- (d) The coverage shall not exclude premises/operations; independent contracts, products/completed operations, contractual liability (insuring the indemnity provided herein), and where exposures exist, Explosion Collapse and Underground coverage.
- (e) The City shall be included as an additional insured and the policy shall be endorsed to waive subrogation and to be primary and non-contributory.

9.06 Business Automobile Liability requirements. The following Business Automobile Liability requirements shall apply:

- (a) Coverage shall be written by a carrier rated “A:VIII” or better in accordance with the current A. M. Best Key Rating Guide.
- (b) Minimum Combined Single Limit of \$1,000,000 per occurrence for bodily injury and property damage.
- (c) The Business Auto Policy must show Symbol 1 in the Covered Autos portion of the liability section in Item 2 of the declarations page.
- (d) The coverage shall include owned autos, leased or rented autos, non-owned autos, any autos and hired autos.
- (e) The City shall be included as an additional insured and the policy shall be endorsed to waive subrogation and to be primary and non-contributory.

9.07 Workers’ Compensation/Employer’s Liability Insurance requirements. The Workers’ Compensation/Employer’s Liability Insurance shall include the following terms:

- (a) Employer's Liability limits of \$1,000,000 for each accident is required.
- (b) “Texas Waiver of Our Right to Recover From Others Endorsement, WC 42 03 04” shall be included in this policy.
- (c) Texas must appear in Item 3A of the Worker's Compensation coverage or Item 3C must contain the following: All States except those named in Item 3A and the States of NV, ND, OH, WA, WV, and WY.

9.08 Professional Liability requirements. The following Professional Liability requirements shall apply:

- (a) Coverage shall be written by a carrier rated “A:VIII” or better in accordance with the current A.M. Best Key Rating Guide.
- (b) Minimum of \$1,000,000 per claim and \$2,000,000 aggregate, with a maximum deductible of \$100,000.00. Financial statements shall be furnished to the City of College Station when requested.
- (c) Consultant must continuously maintain professional liability insurance with prior acts coverage for a minimum of two years after completion of the Project or termination of this Contract, as may be amended, whichever occurs later. Coverage under any renewal policy form shall include a retroactive date that precedes the earlier of the effective date of this Contract or the first performance of services for the Project. The purchase of an extended discovery period or an extended reporting

period on this policy will not be sufficient to comply with the obligations hereunder.

- (d) Retroactive date must be shown on certificate.

**ARTICLE X
TERMINATION**

10.01 At any time, the City may terminate the Project for convenience, in writing. At such time, the City shall notify Consultant, in writing, who shall cease work immediately. Consultant shall be compensated for the services performed. In the event that the City terminates this Contract for convenience, the City shall pay Consultant for the services properly performed and expenses incurred prior to the date of termination.

10.02 No term or provision of this Contract shall be construed to relieve the Consultant of liability to the City for damages sustained by the City or because of any breach of contract by the Consultant. The City may withhold payments to the Consultant for the purpose of setoff until the exact amount of damages due the City from the Consultant is determined and paid.

**ARTICLE XI
MISCELLANEOUS TERMS**

11.01 This Contract has been made under and shall be governed by the laws of the State of Texas. The parties agree that performance and all matters related thereto shall be in Brazos County, Texas.

11.02 Notices shall be mailed to the addresses designated herein or as may be designated in writing by the parties from time to time and shall be deemed received when sent postage prepaid U.S. Mail to the following addresses:

CITY:

City of College Station
Attn: Tradd Mills
P.O. Box 9960
College Station, Texas 77842

CONSULTANT:

Innovative Emergency Management Inc. (IEM)
Attn: Keith Reynolds
2801 Slater Rd, Suite 200
Morrisville, NC 27560

11.03 Consultant, its employees, associates or subconsultants shall perform all the work hereunder. Consultant agrees that all of its associates, employees, or subconsultants who work on this Project shall be fully qualified and competent to do the work described hereunder. Consultant shall undertake the work and complete it in a timely manner.

11.04 The Consultant shall comply with all applicable federal, state, and local statutes, regulations, ordinances, and other laws, including but not limited to the Immigration Reform and Control Act (IRCA). The Consultant may not knowingly obtain the labor or services of an undocumented worker. The Consultant, not the City, must verify eligibility for employment as required by IRCA.

11.05 No action or failure to act by the City shall constitute a waiver of a right or duty afforded them under the Contract, nor shall such action or failure to act constitute approval of or acquiescence in a breach there under, except as may be specifically agreed in writing. No waiver of any provision of the Contract shall be of any force or effect, unless such waiver is in writing, expressly stating to be a waiver of a specified provision of the Contract and is signed by the party to be bound thereby. In addition, no waiver by either party hereto of any term or condition of this Contract shall be deemed or construed to be a waiver of any other term or condition or subsequent waiver of the same term or condition and shall not in any way limit or waive that party's right thereafter to enforce or compel strict compliance with the Contract or any portion or provision or right under the Contract.

11.06 This Contract and all rights and obligations contained herein may not be assigned by Consultant without the prior written approval of the City.

11.07 Invalidity. If any provision of this Contract shall be held to be invalid, illegal or unenforceable by a court or other tribunal of competent jurisdiction, the validity, legality, and enforceability of the remaining provisions shall not in any way be affected or impaired thereby. The parties shall use their best efforts to replace the respective provision or provisions of this Contract with legal terms and conditions approximating the original intent of the parties.

11.08 Prioritization. Contractor and City agree that City is a political subdivision of the State of Texas and is thus subject to certain laws. Because of this there may be documents or portions thereof added by Contractor to this Contract as exhibits that conflict with such laws, or that conflict with the terms and conditions herein excluding the additions by Contractor. In either case, the applicable law or the applicable provision of this Contract excluding such conflicting addition by Contractor shall prevail. The parties understand this section comprises part of this Contract without necessity of additional consideration.

11.09 This Contract represents the entire and integrated Contract between the City and Consultant and supersedes all prior negotiations, representations, or agreements, either written or oral. This Contract may only be amended by written instrument approved and executed by the parties.

11.10 The parties acknowledge that they have read, understood, and intend to be bound by the terms and conditions of this Contract.

11.11 This Contract goes into effect when duly approved by all parties hereto..

11.12 Notice of Indemnification. City and Consultant hereby acknowledge and agree this Contract contains certain indemnification obligations and covenants.

11.13 Verification No Boycott. To the extent applicable, this Contract is subject to the following:


- (a) Boycott Israel. If this Contract is for goods and services subject to § 2270.002 Texas Government Code, Consultant verifies that it i) does not boycott Israel; and ii) will not boycott Israel during the term of this Contract;

- (b) Boycott Firearms. If this Contract is for goods and services subject to § 2274.002 Texas Government Code, Consultant verifies that it i) does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and ii) will not discriminate during the term of the contract against a firearm entity or firearm trade association; and
- (c) Boycott Energy Companies. Subject to § 2274.002 Texas Government Code Consultant herein verifies that it i) does not boycott energy companies; and ii) will not boycott energy companies during the term of this Contract.

List of Exhibits

- A. Scope of Services
- B. Payment Schedule
- C. Certificates of Insurance

**INNOVATIVE EMERGENCY
MANAGEMENT INC. (IEM)**

By: 
Printed Name: Keith Reynolds
Title: Manager, Contract Administration
Date: 4/3/2023

CITY OF COLLEGE STATION

By: _____
City Manager
Date: _____

APPROVED:


City Attorney
Date: 4/3/2023

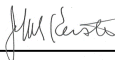

Assistant City Manager/CFO
Date: 4/3/2023

Exhibit A
Scope of Services

Contract is for a Continuity of Operations Plan (COOP); as described in RFP 23-020.

**Exhibit B
Payment Terms**

SELECT ONE:

Compensation is based on **actual** hours of work/time devoted to providing the described professional services. The Consultant will be paid at a rate of \$_____ per hour, or at the rates per service or employee shown below. The City will reimburse the Consultant for **actual**, non-salary expenses at the rate of _____ percent (_____%) above the Consultant's actual costs, or at the rates set forth below. Unless amended by a duly authorized written change order, the total payment for all invoices on this job, including both salary and non-salary expenses, shall not exceed the amount set forth in paragraph 2.01 of this Contract (\$_____).

The Consultant must submit **monthly** invoices to the City, accompanied by an explanation of charges, professional fees, services, and expenses. The City will pay such invoices according to its normal payment procedures.

-OR-

Payment is a fixed fee in the amount listed in Article II of this Contract. This amount shall be payable by the City pursuant to the schedule listed below and upon completion of the services and written acceptance by the City.

The Consultant may submit **monthly** invoices to the City, accompanied by an explanation of charges, professional fees, services, and expenses. The City will pay such invoices according to its normal payment procedures.

Schedule of Payment for each phase:

Continuity of Operations Plan (COOP) Fee Schedule:

Not to Exceed \$107,844.81

ITEM is pleased to provide the City with the fee schedule below:

B.1 FEE SCHEDULE

City of College Station, Texas
RFP #23-020 - Continuity of Operations Plan (COOP)

Position	Hourly Rate	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Total Hours	Total Cost
		Project Implementation - Kickoff Meeting	Review Existing COOP Plans and Conduct BIA	Capability Assessment and COOP Plan Development	Citywide COOP Plan	Develop & Conduct COOP Training Workshop	Develop & Conduct TTX & COOP Maturation Matrix		
Program Manager	\$154.00	45	0	0	0	0	0	45	\$ 6,930.00
Project Manager	\$139.00	16	60	160	60	32	75	403	\$ 56,017.00
COOP Practitioner	\$107.00	0	16	120	0	0	30	166	\$ 17,762.00
COOP Planners	\$ 96.00	0	24	54	4	4	24	110	\$ 10,560.00
Exercise Planners	\$113.00	0	0	0	0	0	56	56	\$ 6,328.00
Technical Editor	\$ 77.00	0	6	24	8	8	24	70	\$ 5,390.00
Graphic Designer/Artist	\$ 75.00	0	0	4	0	0	12	16	\$ 1,200.00
Labor Hours		61	106	362	72	44	221	866	
Labor Cost		\$ 9,154.00	\$ 12,818.00	\$ 42,412.00	\$ 9,340.00	\$ 5,448.00	\$ 25,015.00		\$104,187.00
ODC Cost		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00		\$ 500.00
Travel Cost		\$ 998.27	\$ -	\$ -	\$ -	\$ -	\$ 2,159.54		\$ 3,157.81
Total Estimated Cost		\$ 10,152.27	\$ 12,818.00	\$ 42,412.00	\$ 9,340.00	\$ 5,448.00	\$ 27,674.54	866	\$107,844.81

Position	Hourly Rate	Task 7	Task 8	Total Hours	Total Cost
		Optional - Develop and Conduct Annual Training	Optional - Develop and Conduct Annual TTX		
Project Manager	\$139.00	32	32	64	\$ 8,896.00
COOP Planners	\$ 96.00	0	16	16	\$ 1,536.00
Exercise Planners	\$113.00	0	56	56	\$ 6,328.00
Technical Editor	\$ 77.00	12	24	36	\$ 2,772.00
Graphic Designer/Artist	\$ 75.00	0	4	4	\$ 300.00
Labor Hours		44	132	176	
Labor Cost		\$ 5,372.00	\$ 14,460.00		\$ 19,832.00
Travel Cost		\$ -	\$ 2,159.54		\$ 2,159.54
Total Estimated Cost		\$ 5,372.00	\$ 16,619.54	176	\$ 21,991.54

B.1.1 SEPARATE/ OPTIONAL TRAVEL ITEMIZATION

OPTION FOR ANNUAL TRAINING

ITEM is pleased to offer an additional annual COOP training option to the City that will closely mirror the COOP training offered in Task 5 at a cost of \$5,372.00 with an optional annual tabletop exercise cost of \$16,619.54.

Exhibit C
Certificates of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/16/2023

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

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

PRODUCER Alera Group 4325 Lake Boone Trail, Suite 200 Raleigh, NC 27607	CONTACT NAME: Sabrina Cox PHONE (A/C, No, Ext): (919) 719-5644 FAX (A/C, No): E-MAIL ADDRESS: sabrinac@trisure.com
INSURER(S) AFFORDING COVERAGE	
INSURED	NAIC #
Innovative Emergency Management, Inc 2801 Slater Rd, Ste 200 Morrisville, NC 27560	INSURER A : Charter Oak Fire Insurance Company (The) 25615 INSURER B : Travelers Property Casualty Company of America 25674 INSURER C : Travelers Casualty and Surety Company of America 31194 INSURER D : Landmark American Insurance 33138 INSURER E : Underwriters at Lloyd's, London 15642 INSURER F :

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	X	X	630 3R329314	10/1/2022	10/1/2023	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 2,000,000
							EMPLOYEE BENEFIT	\$ 3,000,000
B	<input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	X	X	BA 3R329191	10/1/2022	10/1/2023	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			CUP 3R389058	10/1/2022	10/1/2023	EACH OCCURRENCE	\$ 10,000,000
							AGGREGATE	\$ 10,000,000
								\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N <input checked="" type="checkbox"/> N N/A If yes, describe under DESCRIPTION OF OPERATIONS below		X	UB 3R328606	10/1/2022	10/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	\$ 1,000,000
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
D	Prof E&O w Cyber			LCY798987	10/1/2022	10/1/2023	Limit	\$ 5,000,000
E	Excess E&O			MPX3020622	10/1/2022	10/1/2023	Limit	\$ 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 City of College Station is an additional insured with respects to the General Liability and Auto Liability on a primary and non-contributory basis and an additional insured if required by written contract. A Waiver of Subrogation applies in favor of City of College Station with respects to the General Liability, Auto Liability, and Workers Compensation if required by written contract. A 30 day notice of cancellation also applies.

Retroactive date on the Professional Liability policy is 7/31/2003.

CERTIFICATE HOLDER

CANCELLATION

City of College Station Attn: Risk Management P.O. Box 9960 College Station, TX 77842	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
--	---



ONE TOWER SQUARE
HARTFORD CT 06183

**WORKERS COMPENSATION
AND
EMPLOYERS LIABILITY POLICY**

TYPE V INFORMATION PAGE WC 00 00 01 (A)

POLICY NUMBER: UB-3R328606-22-I3-G

NJ TAX IDENTIFICATION NO.: 721045884000

RENEWAL OF (UB-3R328606-21-I3-G)

INSURER: TRAVELERS CASUALTY AND SURETY COMPANY
A Stock Company

NCCI CO CODE: 11223

1.

INSURED:

INNOVATIVE EMERGENCY
MANAGEMENT INC,
2801 SLATER RD
STE 200
MORRISVILLE, NC 27560-8477

PRODUCER:

ALERA GROUP INC
4325 LAKE BOONE TRL STE 200
RALEIGH, NC 27607

Insured is A CORPORATION

Other work places and identification numbers are shown in the schedule(s) attached.

2. The policy period is from 10-01-22 to 10-01-23 12:01 A.M. at the insured's mailing address.

3. **A. WORKERS COMPENSATION INSURANCE:** Part One of the policy applies to the Workers Compensation Law of the state(s) listed here:

AK AL AR AZ CA CO CT DC DE FL GA IA ID IL IN KS KY LA MA MD ME MI
MN MO MS NC NE NJ NM NV NY OK OR PA RI SC TN TX UT VA VT WI WV

B. EMPLOYERS LIABILITY INSURANCE: Part Two of the policy applies to work in each state listed in item 3.A. The limits of our liability under Part Two are:

Bodily Injury by Accident: \$ 1,000,000 Each Accident
Bodily Injury by Disease: \$ 1,000,000 Policy Limit
Bodily Injury by Disease: \$ 1,000,000 Each Employee

C. OTHER STATES INSURANCE: Part Three of the policy applies to the states, if any, listed here:

HI MT NH SD

D. This policy includes these endorsements and schedules:

SEE LISTING OF ENDORSEMENTS - EXTENSION OF INFO PAGE

4. The premium for this policy will be determined by our Manuals of Rules, Classifications, Rates and Rating Plans. All required information is subject to verification and change by audit to be made **ANNUALLY**

DATE OF ISSUE: 10-06-22 LG

OFFICE: CHANTILLY 21B

PRODUCER: ALERA GROUP INC HE682

**REQUEST FOR PROPOSALS
FOR
CONTINUITY OF OPERATIONS PLAN (COOP)**



CITY OF COLLEGE STATION
Home of Texas A&M University®

**RFP #23-020
DUE DATE: JANUARY 27, 2023
@ 2:00 P.M. C.S.T.**

**CITY OF COLLEGE STATION, TEXAS
PO Box 9960
1101 Texas Ave.
College Station, Texas 77840
www.cstx.gov**



JANUARY 27, 2023

To the City of College Station, Texas

CONTINUITY OF OPERATIONS (COOP) PLAN



CONTINUITY OF OPERATIONS (COOP) PLAN

A Proposal for the City of College Station

RFP #23-020

JANUARY 27, 2023

Submitted by:



P.O. Box 110265

Research Triangle Park, NC 27709

(919) 990-8191 or (800) 977-8191

www.iem.com

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TAB A

QUALIFICATIONS AND EXPERIENCE



TAB A QUALIFICATIONS AND EXPERIENCE

A.1 EXECUTIVE SUMMARY-QUALIFICATIONS & EXPERIENCE

	YEAR FOUNDED	1985
	FORM OF ORGANIZATION	CORPORATION (HEADQUARTERED IN NORTH CAROLINA'S RESEARCH TRIANGLE PARK)
	NUMBER OF EMPLOYEES	1,301 (AS OF 1/22/2023)

For more than 37 years, Innovative Emergency Management, Inc. (IEM) has provided emergency management services to support local, regional, state, federal, and international agencies and is the largest woman-and minority-owned emergency management company in the country. IEM's mission has always been to build a safe, secure, and resilient world. IEM accomplishes that goal by working closely with clients to understand their needs; developing **innovative approaches to leverage best practices and emerging trends in emergency management**; and seeking input from nationally recognized SMEs.

Proven experience designing, developing, and implementing Continuity of Operations Plans and Continuity Programs for jurisdictions of similar size and complexity.

Our COOP team provides the City of College Station, Texas with three essential support elements:

- Seasoned professional planners,
- Expansive COOP expertise, and
- Extensive testing, training, and exercise expertise.

Founded by current president and CEO Madhu Beriwal in 1985, IEM is the largest woman-owned corporation of its kind. IEM maintains 11 full-service offices (including its headquarters) providing coast-to-coast services. We have provided services to 400+ clients (at national, state, and local agency levels) in 15 countries and 54 US states and territories, with 74% repeat business. IEM is fiscally solvent, viable, and has continually operated without interruption for its 37-year history, with continued growth and expansion of services.

Thanks to refined project management procedures and our demonstrated commitment to customer service, IEM has a long track record of completing projects **on time, within budget, and to great client satisfaction**. In the sections that follow in **Table 1**, we lay out the advantages and benefits of working with IEM.

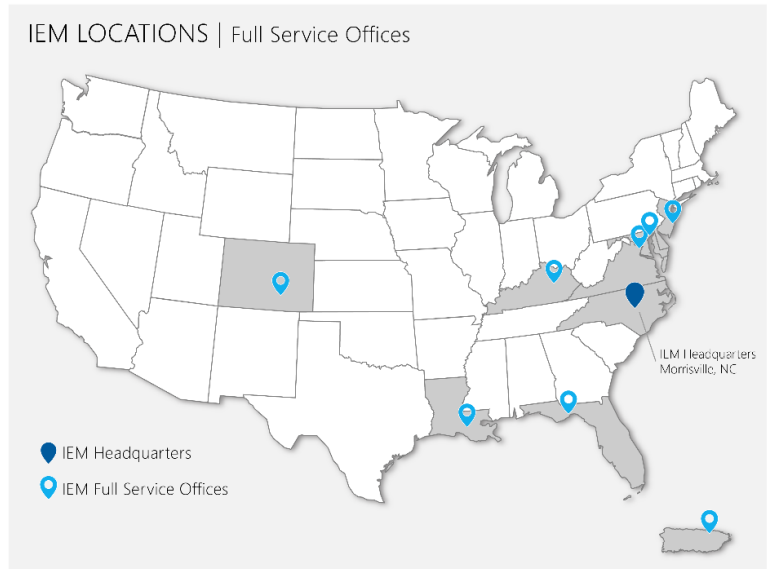


Table 1: IEM Advantages and Benefits

Why IEM?	
<p>Extensive COOP Planning and Development Experience</p>	<p>A focus of IEM’s work from 2004-2015 was the development of COOP Technical Assistance (TA) under our contract with FEMA and its implementation with states, agencies, and jurisdictions across the U.S. As the sole preparedness TA contractor for FEMA from 2004-2015, IEM developed and supported a nationwide program for COOP planning that assisted states and local jurisdictions through the entire design, planning, and implementation process. Representative customers include the States of Texas, Florida, Alabama, Arkansas, California, and Hawaii; the Territories of Guam and the U.S. Virgin Islands; numerous counties and parishes in Georgia, Louisiana, Washington, New Jersey, and Michigan; Buffalo, New York; and Louisville, Kentucky. IEM has also developed COOP plans for customers across the country, including Kern County, California, the City of Sandy Springs, Georgia, Hamilton County, Indiana, Santa Cruz County, California, Orange County Transportation Authority (OCTA), California, Los Angeles Metro, Chicago Metra, Sarasota County, Florida, the City of Clearwater, Florida, Prince William County, Virginia and FEMA National Preparedness Directorate headquarters. While we helped develop the COOP template used by FEMA, we do not use a one-size-fits-all approach. We use this template to guide our process, but we also ensure that each COOP plan is relevant to the department for which it is written.</p>
<p>The IEM Advantage:</p>	<p>◆ Our hands-on approach to COOP planning means we don’t give our clients templates to fill out. We conduct one-on-one meetings with our clients to gather the correct information the first time, saving our clients time and money. Our process puts the heavy lift on us because we realize that City departments are not in the COOP planning business, they are in the business of serving city stakeholders.</p>
<p>In-House Personnel</p>	<p>At IEM, we have in-house COOP expertise. COOP, emergency management, and homeland security are our primary focus, while for many of our competitors, they are just one of many business areas. The City of College Station stakeholders will be working directly with the proposed IEM COOP team—not a third-party vendor. Our COOP team has been working together on business continuity initiatives for over 18 years.</p>
<p>The IEM Advantage</p>	<p>◆ The City of College Station will be working directly with the personnel outlined in this proposal. Our proposed team has worked together on numerous COOP projects, as some of our team members have been with IEM for over 23 years. This continuity of team members will provide for efficient and cost-effective project delivery for the City of College Station.</p>
<p>Testing, Training, and Exercise (TTE) Experience</p>	<p>IEM has designed and conducted hundreds of exercises and training programs for FEMA, the National Emergency Management Association, states, counties, cities, and the District of Columbia, with participants ranging from emergency responders to top-level executives. IEM has supported COOP exercises with Kern County, LA Metra, LA Metro, Sarasota County, the City of Clearwater, the Golden Gate Bridge Highway and Transportation Division, and the New Jersey’s Governor’s Office, to name a few. Our exercise planners, one of whom is a Master Exercise Practitioners, understand how to design a scenario that creates enough stress on the system to determine whether the plans will work under operational circumstances.</p>
<p>The IEM Advantage</p>	<p>◆ Our planners have extensive training and exercise experience. They will be able to begin designing and developing the TTX as the COOP data gathering and validation milestones are being completed. This will create efficiencies and cost savings for the city.</p>

In addition to COOP experience, **IEM has led emergency response planning and preparedness projects throughout the United States.** The company’s experience spans all 50 states, four U.S. territories, every FEMA Regional Office, and FEMA Headquarters. As highlighted in **Figure 1**, IEM has completed hundreds of preparedness, response, recovery, and mitigation planning efforts throughout the United States. With more than 1,300 employees, **IEM is a full-service emergency management firm fully capable of supporting the City of College Station in their COOP planning initiative.**

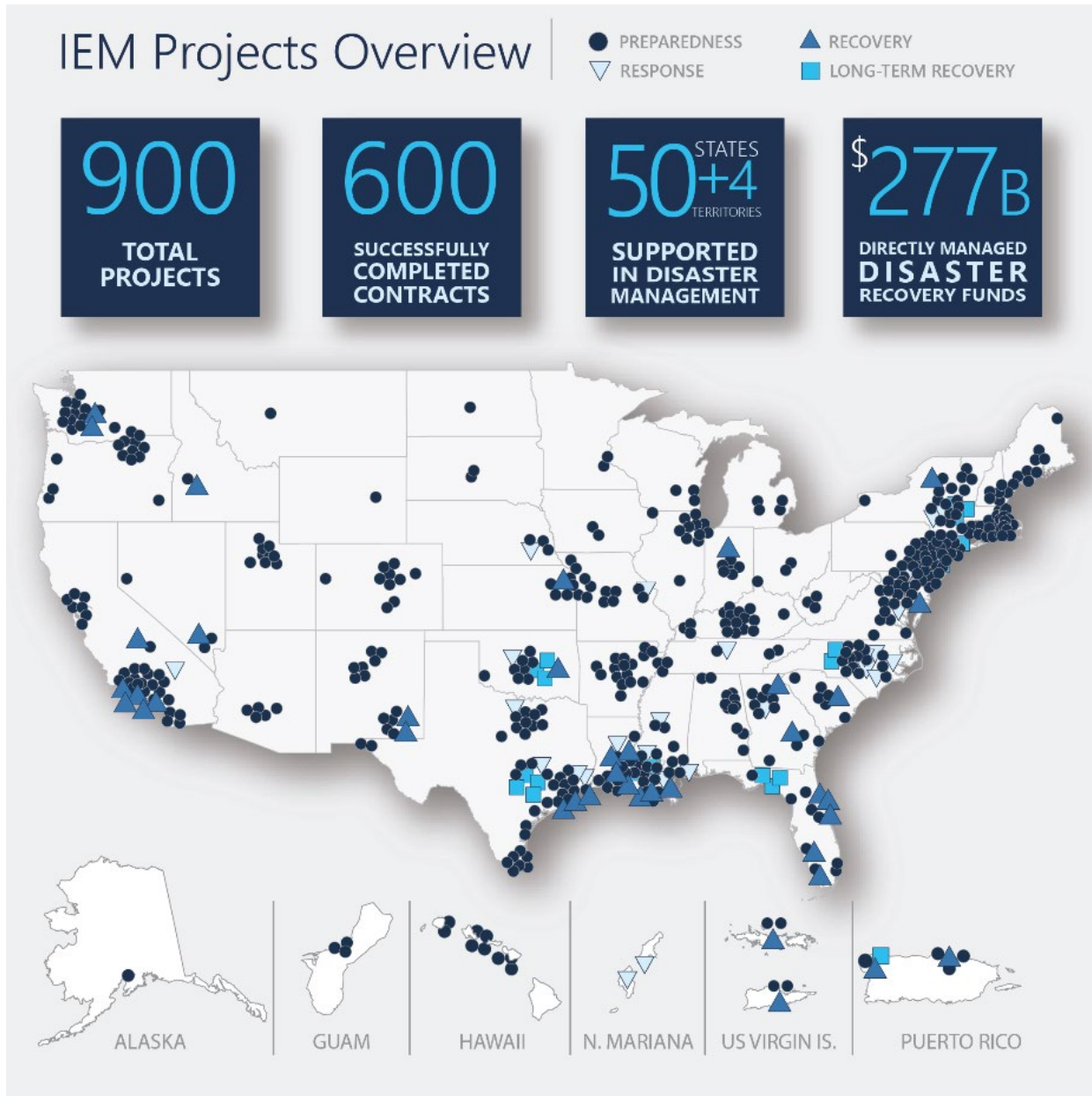
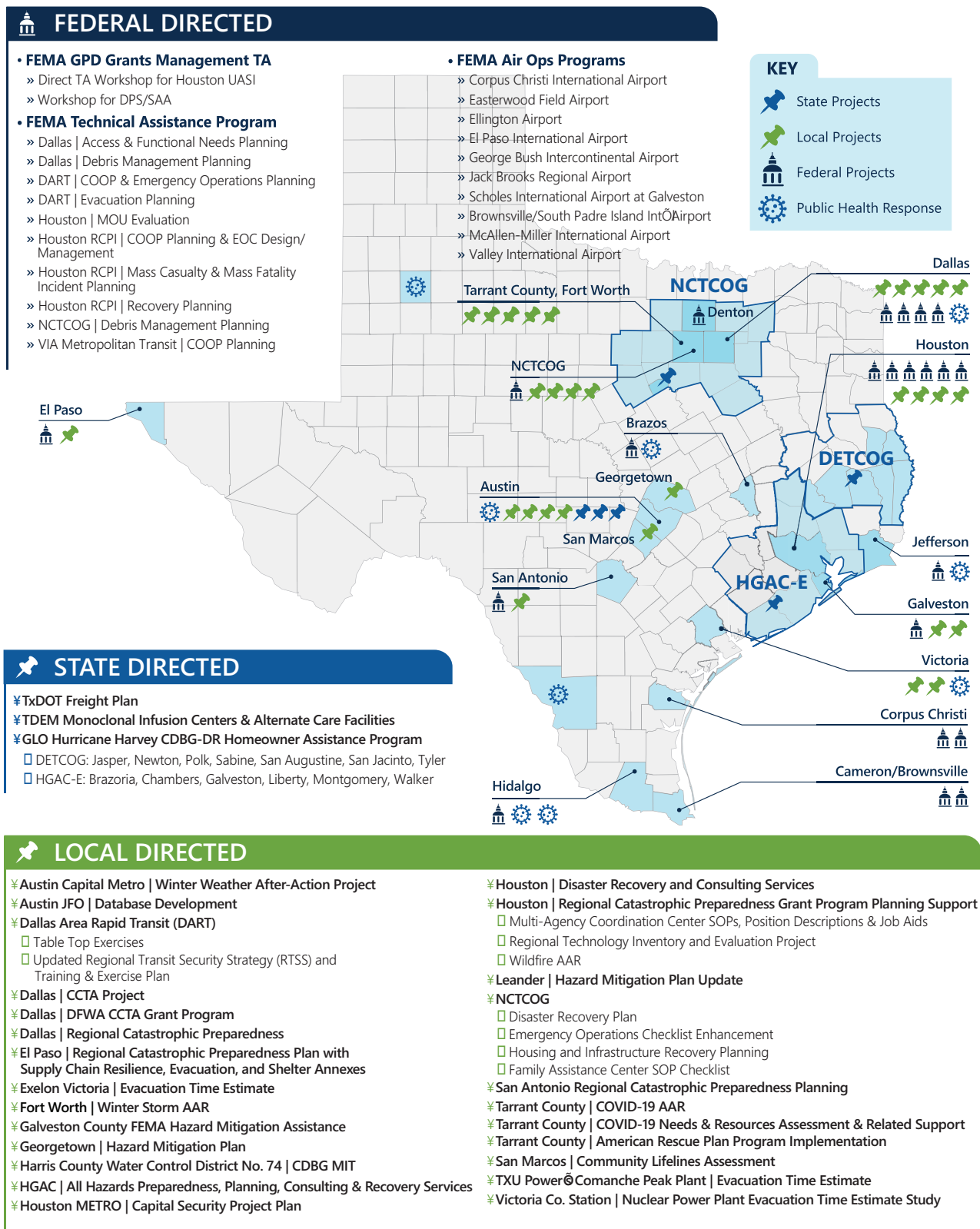


Figure 1 : IEM’s Project Experience

A.2 IEM TEAM EXPERIENCE IN TEXAS

IEM has extensive experience working with Texas stakeholders as shown below. IEM conducted COOP workshops under FEMA's Technical Assistance (TA) Program for San Antonio's VIA Metropolitan Transit, the City of Houston, and Dallas Area Rapid Transit. The following map highlights IEM's experience in Texas.

IEM Projects in Texas



A.3 IEM'S Continuity of Operations (COOP) QUALIFICATIONS

IEM has a strong COOP background, having developed more than 450 COOP/COG plans for federal, state, and regional agencies, U.S. territories, counties, major U.S. cities, and quasi-governmental organizations. These projects include everything from providing over 250 COOP workshops for states and local jurisdictions through FEMA's Technical Assistance program to developing complete COOP plans for Sarasota County, Florida, Kern County, California, Hamilton County, United States, Los Angeles Metropolitan Transportation Authority (LA Metro), Orange County Transportation Authority (OCTA), Brunswick County, North Carolina and Chicago Metra. Recently, IEM completed COOP projects with the City of Clearwater, Florida, and the Golden Gate Bridge Transportation Authority in California. IEM is currently working on COOP planning for Wake County, North Carolina and San Jose, California.

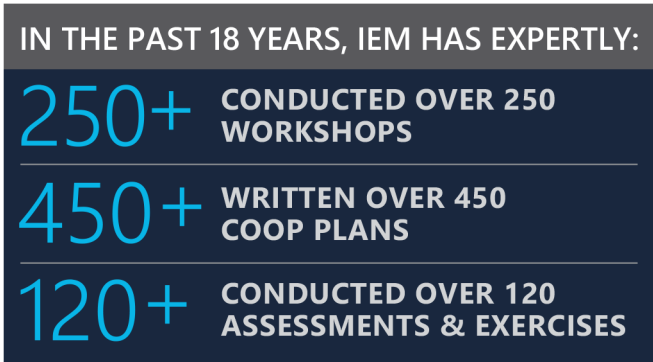


Figure 2 on the following page shows the magnitude of IEM's COOP experience. This graphic does not just represent corporate qualifications – members of the proposed IEM team personally conducted and were involved in each one of these deliveries. Many COOP initiatives have been conducted following the COVID-19 pandemic, enabling IEM to develop plans and processes to integrate strategies and lessons learned related to continuity, including improved telework policies and utilization of new technologies such as remote meetings and enhanced networking.

The IEM Team, led by Benj Korson, Program Manager, and Jennifer Pensyl, Ph.D., MBCP, Project Manager, have extensive experience conducting over 250 COOP workshops, writing over 450 COOP plans, and conducting over 120 COOP assessments. Assisting Mr. Korson and Dr. Pensyl are planners Katie Canady, CBCP, Tiffany Coffman, Rory Connell, Brandi Hunter, and Dietz Miller. The Exercise Team includes a MEP – Michael Zaruba, as well as Mandy Gardner who is certified in HSEEP.

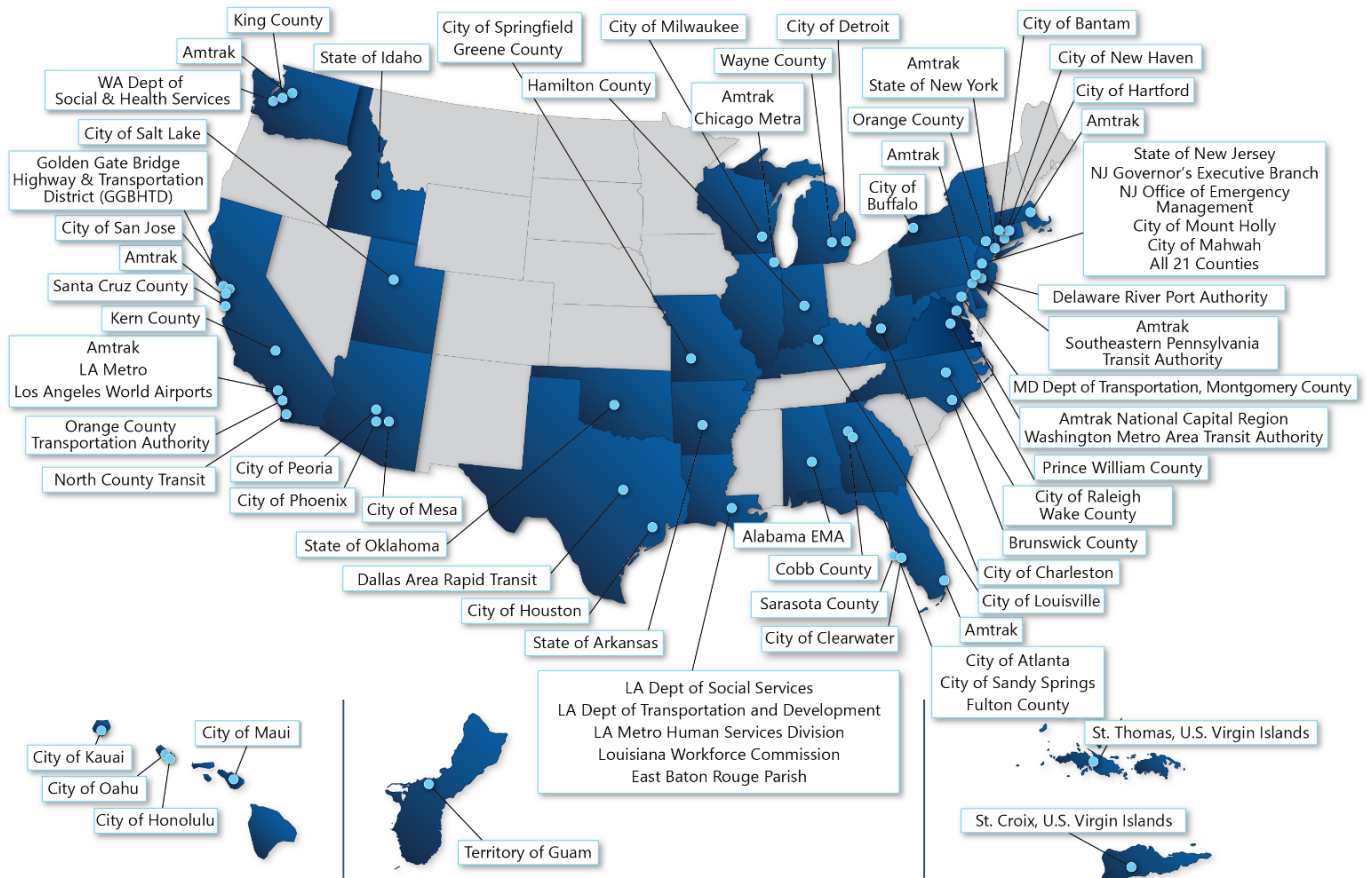


Figure 2: IEM's COOP Experience

CONTINUITY OF OPERATIONS PLANNING (COOP)

A key pillar of IEM's work from 2004-2015 was the development of COOP TA under our contract with FEMA and its implementation with states, agencies, and jurisdictions across the U.S. As the sole preparedness TA contractor for FEMA from 2004-2015, IEM developed and supported a nationwide program for COOP planning that assisted states and local jurisdictions through the entire design, planning, and implementation process **using the FEMA's Continuity Guidance Circular (CGC)**. IEM's COOP SMEs understand and use CGC in every COOP plan we develop—and we have developed over 450 COOP plans for states, counties, cities, and municipalities.

IEM's COOP subject matter experts understand and regularly use the most up-to-date guidance, including:

1. CPG 101,
2. FEMA's Continuity Guidance Circular (CGC),
3. International Organization for Standardization (ISO) 22301,
4. National Fire Protection Act (NFPA) 1600 Standard on Continuity, Emergency, and Crisis Management,
5. Federal Financial Institutions Examination Council (FFIEC) Information Technology Examination Handbook (IT Handbook), and
6. Disaster Recovery Institute International (DRII) best practices.

Subject matter expertise in FEMA continuity guidance, including the Continuity Guidance Circular (CGC), dated February 2018.

Using these guidance documents to inform the plan development, **the City of College Station will have COOP plans that contain all the viable elements helping to ensure the continuation of Mission Essential Functions (MEFs).** IEM's familiarity with and use of these documents to develop the City's COOP plans can also serve as a positive discriminator when applying for federal grants to secure technologies and equipment to support resiliency strategies identified through the COOP process.

IEM also has extensive experience in conducting **Business Impact Analyses (BIAs)**. BIAs identify:

1. Hazards or threats that may affect cities/departments (Hazard/Threat Assessment).
2. Vulnerability of cities/departments to each hazard/threat (Vulnerability Assessment).
3. Capabilities a department/city has, needs to develop, or needs to procure in order to mitigate the effects of hazards/threats that are most likely to occur and that would cause the most severe impacts (Capability Assessment).

The IEM team conducts hundreds of **Business Process Analyses (BPAs)**. Every COOP plan we develop begins by conducting a BPA. BPAs help to identify how MEFs are performed—what supplies, equipment, applications, processes, dependencies, and personnel are needed. This provides a clear picture of how MEFs are performed on a "blue sky" day—Plan A. With this data, we can assist our clients in identifying redundancy strategies—Plan B. These redundancy strategies are what make MEFs resilient to the identified disruption events.

EXERCISE PLANNING

IEM has supported exercise program management, design and development, conduct, evaluation, and improvement planning at the federal, state, and local levels. With the initial publication of Homeland Security Exercise Evaluation Program (HSEEP) Volume I in 2002, IEM quickly adopted the requirements described in Volume I and the subsequent volumes over the years, to include the 2020 doctrine.

IEM has supported more than 650 exercises for our clients, and all these exercises have been fully aligned with HSEEP.

Exercises are a critical part of the preparedness cycle, and the success of any exercise depends on the consistent execution of the HSEEP planning phases. IEM's exercise philosophy (see **Figure 3** to the right) includes:

- Compliance with HSEEP guidance and enabling flexible approaches to exercise objectives.
- Customization to the organization and community needs, considering the top risks and hazards.
- Collaboration of exercise planners and participants to generate constructive learning and dialogue, while advancing opportunities for plan and program future improvements.
- Stakeholder-driven to ensure that stakeholders are involved early and often to achieve the intended exercise objectives and gain the ability to implement lessons learned from exercises.



Figure 3: IEM Exercise Philosophy

IEM continually designs, develops, conducts, and evaluates exercises of all types for clients throughout the country (see **Figure 4 on the following page**), and we know what it takes to plan practical exercises. All the exercises we

support, from tabletop to functional to full-scale, follow HSEEP guidelines and best practices and include processes to ensure exercise findings are used to drive continuous improvement. IEM seamlessly integrates planning development, validation, training, and exercises to create a comprehensive approach to emergency management.

IEM takes every opportunity not only to meet HSEEP standards but to exceed the base requirements and offer additional value to our customers. What makes our approach "HSEEP-plus" is that we go beyond the HSEEP standards to enhance exercises through:

- SMEs with real-world operational experience in the entire realm of emergency management disciplines that ground exercise scenarios in real-life experience and allows IEM to put ourselves in the players' shoes and design meaningful exercise play.
- Graphics specialists who enhance exercises by creating professional visual aids, including superimposed photos, videos, and recordings.
- Modeling and GIS specialists who analyze hypothetical scenarios and estimate potential impacts and consequences.
- Realistic, scientifically backed exercise scenarios and data to engage players and provide meaningful

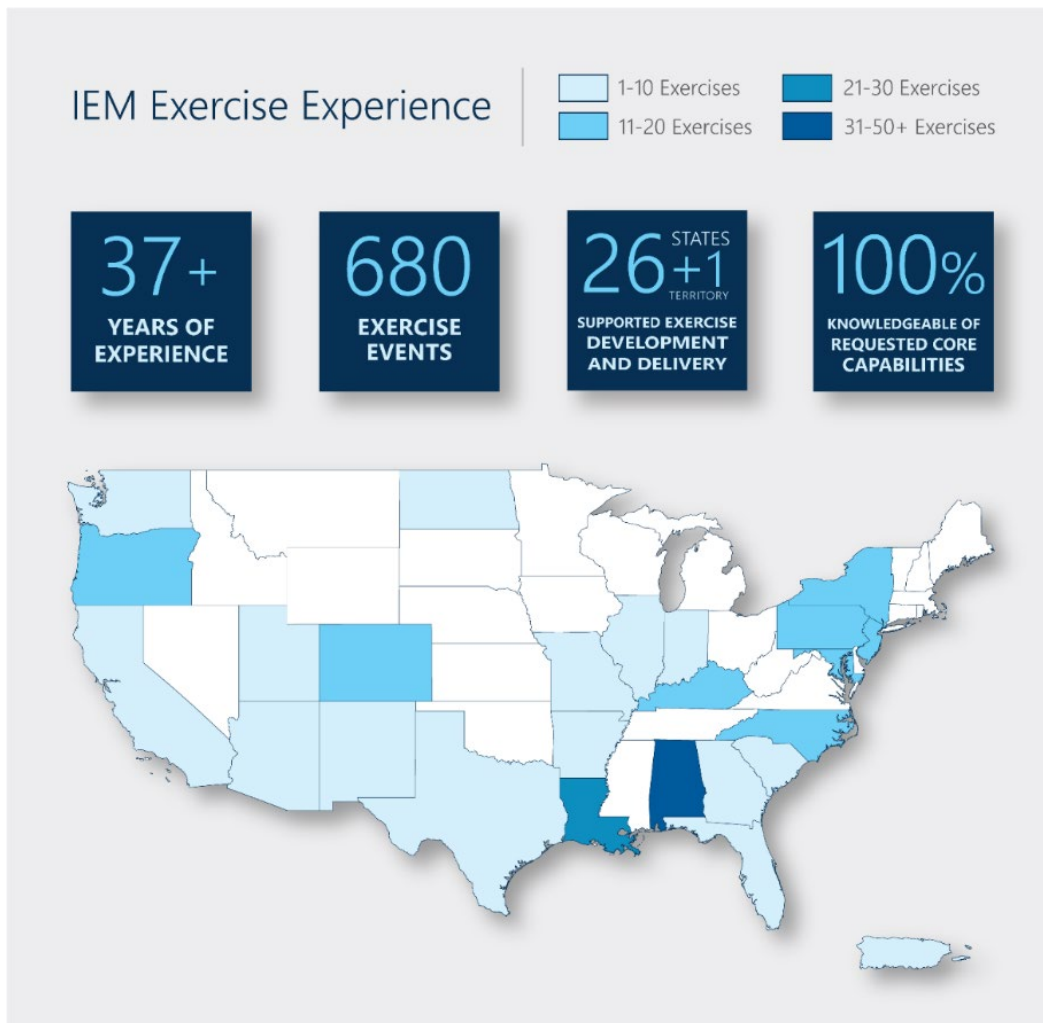


Figure 4: IEM's Exercise Experience by State

A.4 ORGANIZATION, STAFFING AND RESUMES

Supporting the COOP effort for the City of College Station TX requires a **comprehensive team with experience in relevant subject matter areas and project management**.

IEM has handpicked a team with COOP and exercise credentials. We will not have any subcontractors conducting work on this project. At IEM, **we have in-house COOP expertise**. IEM brings together a team of experienced professionals, project managers, COOP subject matter experts (SMEs) and planners, Master Exercise Practitioners (MEPs) and HSEEP certified exercise planners.

Leading this project are Program Manager, Benj Korson, who is Texas-based and Project Manager/COOP SME Jennifer Pensyl, Ph.D., MBCP. All other staff report directly to Dr. Pensyl, who in turn is responsible to Mr. Korson. **Figure 5** shows the organizational structure for this effort and resumes are provided below.



Figure 5: Organizational Chart

A.4.1 PROJECT TEAM SUMMARIES



Benj Korson
Program Manager

Mr. Korson holds over eight years of supervisory experience managing teams of over 50 personnel in support of senior-level individuals and high-profile clients with budgets exceeding \$12 million.

Benj Korson, Emergency Management Planner, is an experienced senior emergency management professional with more than 16 years of industry experience, including projects in preparedness, response, recovery, and mitigation mission areas; to address natural, technological, human-caused, and all-hazards threats, in support of local, state, tribal, federal, international, non-government, private sector, and whole community stakeholders. He holds over eight years of senior-level individuals and high-profile clients with budget experience.



Jennifer Pensyl Ph.D., MBCP
Project Manager, MBCP

Ms. Pensyl has developed over 450 Business Continuity Plans (BCPs) plans and conducted over 120 COOP plan assessments

Jennifer Pensyl, IEM's Senior Continuity Planning Specialist joined IEM in 2005, and is a nationally recognized business continuity planning expert with over 24 years of experience in COOP/BCP/BIA planning for the private sector as well as federal, state, and local government clients. Dr. Pensyl holds a Master Business Continuity Professional (MBCP) certification (5571) from Disaster Recovery Institute International (DRII). She has conducted numerous BIAs, Risk Assessments, Vulnerability Assessments, Capability Assessments, and TTXs. She has completed more than 250 COOP planning workshops under the FEMA's Technical Assistance Program and has developed and written more than 450 COOP plans. She is also experienced in conducting and delivering training and conducting TTXs to help ensure plans are not only informational, but they are viable and executable. She will support the COOP plan development and TTX efforts and serve as the primary SME throughout the project.



Katie Canady, MEP, CBCP
COOP Planner

Ms. Canady has developed strategic, operational, and tactical plans and holds a Certified Business Continuity Planner (CBCP) designation through the Disaster Recovery Institute International (DRII)

Katie Canady specializes in emergency response and recovery planning and project management, including training and exercising in all phases of the emergency management cycle. She has developed various types of plans including strategic, operational, and tactical. She has demonstrated experience and knowledge of leading teams of varying stakeholders and partners to develop, update, and improve emergency management systems, plans, and response procedures in state and local government.

Ms. Canady has six years of professional emergency management experience as a local emergency management planner and program manager. Katie has aided in the development of the Howard County 5-year Strategic Plan and the Comprehensive Emergency Response and Recovery Plan, Anne Arundel County's Long-Term Recovery Plan, and Family Assistance Center Plan, and the Baltimore UASI Regional Recovery Plan, and served as the Chair of the Regional Recovery Committee. She has participated in and led various workgroup meetings, facilitating the development of a Multi-Agency Full Scale Active Assailant Exercise. Katie is a Certified Level I Continuity of

Operations Practitioner and Certified Business Continuity Planner. Katie has had involvement in reviewing and updating county-wide COOP plans for Anne Arundel County, MD as well as training experience via certifications.



Dietz Miller
Planner

Mr. Miller provides research and data collection support for a variety of emergency management planning efforts, including COOP and COG planning

Dietz Miller, IEM's Emergency Planner, has experience in Emergency Management and Disaster Recovery supporting operational planning, agency reporting, GIS mapping, government programs, and multiple after-action reviews. He has collected data, conducted research, and built data reports for government agencies to direct local communities for emergency planning and operations. He has supported state and local COVID-19 after-action reviews, completed primary documentation reviews and developing After-Action Report (AAR) incident timelines for the State of Alaska and Franklin County, Ohio. His college course of studies included applied data science and creating disaster plans for specific hazards (e.g., hurricanes, technological plant accidents, coastal erosion, agricultural) impacting communities, wildlife, or livestock



Rory Connell
COOP Planner

Mr. Connell provides research and data collection support for a variety of emergency management planning efforts, including COOP and COG planning

Rory Connell, IEM's Emergency Planning Specialist, is a Senior Emergency Planning Specialist, whose career highlights include serving as Project Manager for IEM work in numerous cities, including New York, Washington, DC, Los Angeles, Philadelphia, and Dallas/Fort Worth. Mr. Connell's experiences have facilitated the integration of local, state, regional, federal, and private stakeholders towards common operational goals, while considering the unique elements of city planning, including, income inequality, infrastructure limitations, and population fluctuations.

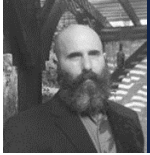


Mandy Gardner
Exercise Planner

As an HSEEP-trained exercise planner, Ms. Gardner has led or supported the design, conduct, and evaluation of dozens of exercises as well as other emergency management planning projects for clients across the United States

Mandy Gardner, IEM's Exercise Planner, has over 16 years of professional experience, including stakeholder coordination, project management, exercise design and development, emergency management planning, survey design, and data analysis. Ms. Gardner has provided exercise design, development, control, and evaluation for dozens of exercises for various clients, including local, regional, and state levels of government. An HSEEP-trained exercise planner, Ms. Gardner works with various clients on emergency management, planning, and exercises. As the Project Manager for the Dallas/Fort Worth/Arlington Urban Area Complex Coordinated Terrorist Attack program, in 2021, Ms. Gardner led the design, development, and conduct of a Regional Functional Exercise which included four jurisdictions, nine physical exercise locations, 45 controllers and evaluators, and over 300 exercise participants. Ms. Gardner recently led the design and conduct and drafted the After-Action Report for Sarasota County, Florida, and the City of Clearwater, FL. Continuity of Operations Plan (COOP) Tabletop Exercises was a

hybrid of in-person and virtual participation. She is currently the Project Manager for Tennessee Homeland Security District 2's Complex Coordinated Terrorist Attack Program as well as Dallas Area Rapid Transit's series of four Tabletop Exercises as well as a Tunnel Tabletop Exercise and Full-Scale Exercise.



Michael Zaruba
MEP

Mr. Zaruba coordinated with the Section Chief and Planning Branch to facilitate Regional and State Agency Training & Exercise Planning Workshops.

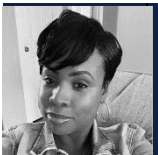
Michael Zaruba, IEM's Exercise Planner, has more than seven years of experience in the United States Marine Corps as Operations Chief. He has ensured the smooth operation of the company both administratively and in combat operations. Mr. Zaruba was also responsible for coordinating After Action Reports, developing a state training and exercise plan, and serving as the National Incident Management System Point of Contact for the Louisiana Governor's Office Homeland & Security Planning (LA GOHSEP).



Tiffany Coffman
Planner

Ms. Coffman coordinates and compiles eligibility documentation for federal reimbursement programs.

Tiffany Coffman, IEM's Emergency Planner, compiles and analyzes documentation related to all aspects of eligibility for federal reimbursement programs, including FEMA Public Assistance and FHWA Emergency Relief programs. Her areas of expertise include infrastructure, cybersecurity, IT, GIS, and communications and she encompasses intimate knowledge of disaster recovery and hazard mitigation.



Brandi Hunter
Planner

Ms. Hunter provides skills in leadership, negotiation, planning, and training.

Brandi Hunter, IEM's Emergency Planner, has three years of experience as a Planning Manager for the Tacoma-Pierce County Health Department. She has helped to facilitate planning meetings, including strategies and tactics, and ensure site tactical plans are completed and submitted to leadership and stakeholder partners.

RESUMES

Resumes for the following staff are on the following pages:

- Benj Korson, Program Manager
- Jennifer Pensyl, Project Manager, COOP SME
- Katie Canady, Continuity of Operations Practitioner
- Dietz Miller, COOP Planner
- Rory Connell, COOP Planner
- Mandy Gardner, Exercise Planner HSEEP
- Michael Zaruba, Exercise Planner
- Tiffany Coffman, Emergency Planner
- Brandi Hunter, Emergency Planner



Benj Korson Program Manager

Mr. Korson has 16 years of industry experience, including support of local, state, tribal, federal, international, non-government, private sector, and community stakeholders.

16+ YEARS

EXPERIENCE IN HOMELAND SECURITY & EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Continuity of Operations / Continuity of Government (COOP/COG)
- ▶ Emergency Operations
- ▶ Airport Emergency Operations
- ▶ Exercise Planning
- ▶ Exercise Coordination & Evaluation
- ▶ Scenario Development
- ▶ Workshops & Training
- ▶ Emergency Management, Disaster Preparedness, Contingency Response Planning, & All Hazards Management
- ▶ Project Management

EDUCATION

- ▶ B.S. Emergency Administration and Planning, University of North Texas, 2008

CERTIFICATION & TRAINING

- ▶ Homeland Security Exercise and Evaluation Program (HSEEP)
- ▶ IAEM Certified Emergency Manager
- ▶ FEMA Advanced Professional Series

PROFESSIONAL QUALIFICATIONS

Mr. Korson is an experienced senior emergency management professional with 16 years of industry experience, including projects in preparedness, response, recovery, and mitigation mission areas; to address natural, technological, human caused, and all-hazards threats; in support of local, state, tribal, federal, international, non-government, private sector, and whole community stakeholders. He holds over 8 years of supervisory experience managing teams of over 50 personnel in support of senior level individuals and high-profile clients with budgets exceeding \$12 million.

EXPERIENCE

Various Roles, IEM | 2015-Present

State and Local Preparedness Supervisor | 2022-Present

Senior Emergency Management Specialist | 2016-2020, 2022

Junior Emergency Management Specialist | 2015-2016

- Supports the State, Local, International Preparedness Division in the development and implementation of preparedness products and services.
- Facilitates collaboration efforts, meetings, and workshops among partners and stakeholders, including tribes, states, and federal agencies.
- Develops tools for collecting information, producing fact sheets, conducting analysis, forming courses of action, and updating various product organization and layout.
- Supports the development of training, exercises, lessons learned, best practices, after action reports, and improvement plans to evaluate product effectiveness.
- Led teams in highly collaborative support of FEMA Regional Response Division staff in the development of all-hazards and catastrophic operational response and recovery plans and supporting products.
- Responsible for establishing and maintaining project management plans, contract deliverables schedules, staff tasking and assignments, cost and budget tracking, documenting progress and performance measures, identifying threats to project success and developing and implementing strategies to mitigate them.
- Oversaw quality assurance and control of products and deliverables.

Manager of Emergency Management and Airport Operations Center, Department of Aviation, City of Dallas, TX | 2020-2022

- Oversaw the Emergency Management Division and the Airport Operations Center (AOC) to establish and maintain an effective emergency preparedness program for Dallas Love Field (KDAL), Dallas Executive (KRBD), and the Dallas Vertiport (49T).
- Managed two operational divisions, including personnel management, budgets, reporting, policies, procedures, and plans.

- Rebuilt and developed the strategy and direction of the emergency management and continuity of operations programs for the Department through research, innovation, evaluation, and improvement processes.
- Restructured the AOC through a comprehensive process of operational analysis, equipping, training, and implementing a phased modernization strategy.
- Established the division's goals and objectives and developed appropriate initiatives to ensure timely success. Coordinated departmental emergency operations and compliance requirements.
- Employed cross-organizational initiatives to mature a culture of preparedness in daily and emergency operations.
- Managed the Airport Emergency Operations Center during activations and represented the department to local, state, and federal agencies for response coordination operations.

Emergency Management Consultant, Michael Baker International | 2008-2015

- Engaged in the development and delivery of various comprehensive emergency management services and products in all mission areas to clients across the country.
- Utilized various engagement strategies to develop and foster partnerships with all stakeholders to encourage a whole community approach to disaster preparedness, response, recovery, and mitigation.
- Engaged stakeholders, peers, and the public at national and regional conferences on emergency management best practices.
- Developed clients, bid on RFPs and RFQs, administered contracts, financial reporting and accounting, auditing deliverables, quality assurance and quality control of products, and close out reporting.

Emergency Management Subject Matter Expert, TKOG | 2011-2015

- Provided assistance to NGO's regarding both stateside and international disaster management related challenges.
- Addressed issues such as non-profit preparedness in order to integrated response operations, improving program and project coordination, disaster exercises and gap analysis.

Lead Emergency Coordinator, FF/LMI | 2010

- Tasked by a coalition to lead their collaborative emergency response and initial recovery operations to the catastrophic earthquake.
- Networked and consulted with stakeholders, partners, and supporters to build a more unified approach to the community's recovery.
- Negotiated an agreement with the German Red Cross for mutual supply and triage support in order to reduce their primary care bottle neck issues while prioritizing critical care patients from clinics.
- Designed and developed a food and nonperishable distribution tracking system and support tools which resulted in increased accountability and better reach of the distribution network.
- Planned for and initiated a shelter-to-housing program that engaged local skill and labor to increase community investment and participation in their own recovery.

Emergency Medical Technician, Transport Care Services Corp | 2007-2008

- Provided patient care through lifesaving and life-sustaining medical care.
- Utilized standing orders, medical equipment, patient reports, and medical history to identify and administer appropriate care in a pre-hospital environment.



Jennifer Pensyl

Project Manager COOP
SME

Developed over 450 Business Continuity Plans (BCPs) plans and conducted over 120 COOP plan assessments.

25+ YEARS

EXPERIENCE IN HOMELAND SECURITY & EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Emergency Management
- ▶ Continuity of Operations (COOP) Planning
- ▶ Recovery Planning
- ▶ Disaster Relief
- ▶ Business Impact Analysis (BIA)
- ▶ Business Continuity Planning (BCP)

EDUCATION

- ▶ Ph.D., Business Administration | Kennedy-Western University, 2002
- ▶ M.S., Human Resource Development | Louisiana State University, 1996
- ▶ B.S., Education | Louisiana State University, 1994

CERTIFICATION & TRAINING

- ▶ Master Business Continuity Planner (MBCP), Disaster Recovery Institute International
- ▶ Certification 5571

PROFESSIONAL QUALIFICATIONS

Dr. Pensyl has over 24 years of experience and supported BCP efforts in 24 states, three territories, and several of the largest metropolitan areas across the country. She has developed over 450 Business Continuity Plans (BCPs) and conducted over 120 COOP plan assessments. She has conducted BC planning assessment for the Los Angeles Metropolitan Transportation Authority (LA Metro) and lead the development of 34 LA Metro departmental COOP plans. Supported development of THIRA BIA, COOP, and TTX planning efforts for the Orange County Transportation Authority (OCTA), developed 35 COOP plans and TTXs for Kern County. Developed 15 COOP plans for Amtrak's and conducted workshops for nine Amtrak divisions. Developed 34 COOP plans and TTXs for Sarasota County and developed 19 COOP plans and TTXs for the City of Clearwater, FL. Assisted FEMA in developing CGC (Continuity Guidance Circular).

EXPERIENCE

Senior Continuity Planner, IEM | 2005-Present

- Leads Business Continuity planning and BIA projects across the U.S.; works closely with stakeholders, develops, and delivers plans, conducts workshops, exercises, and training.
- Continuity of Operations (COOP) planning, BC planning, and BIA clients include numerous transit agencies such as LA Metro, OCTA, SEPTA, DRPA, DART, Amtrak, as well as Kern County, CA, FEMA, Sandy Springs, GA., Hamilton County, IN., Sarasota County, FL., Golden Gate Bridge Highway and Transportation District, the City of Clearwater, FL. and various state and local agencies.
- Supported port trade resumption and resiliency planning for the port-wide areas of San Francisco, Pittsburgh, St. Louis, and Louisville.
- Delivered FEMA COOP Manager Train-the-Trainer course supporting FEMA trainers in three states, including the delivery of FEMA's Determined Accord pandemic COOP TTX.
- Developed an online COOP training for the New Jersey Learn website and conducted three regional COOP training workshops and seven municipal workshops for the State of New Jersey.
- Participated in the Horizon Foundation PanFlu Summit in Columbia, Maryland; served on the continuity impact panel and provided subject matter expertise on what communities and businesses should expect if avian influenza approaches the United States.

Business Continuity/Project Analyst, Blue Cross and Blue Shield of Louisiana | 1998-2005

- Conducted BIAs, presented findings to the senior management team, developed mitigation strategies, and conducted TTXs to test the reliability and viability of 44 BC plans.
- Developed flexible recovery strategies and procedures and managed all BC tests involving business disruption in coordination with functional areas such as information technology disaster recovery.
- Performed employee development and process improvement initiatives, and developed numerous training modules, including new employee orientation.



Katie Canady COOP Practitioner

Demonstrated experience and knowledge of leading teams of varying stakeholders and partners to develop, update, and improve emergency management systems, plans, and response procedures in state and local government

6+ YEARS

EXPERIENCE IN HOMELAND SECURITY & EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Training and Exercises
- ▶ Emergency Management
- ▶ Response Planning
- ▶ Recovery Planning
- ▶ Emergency Operations Center Management

EDUCATION

- ▶ M.S. Management: Emergency Management Specialization, University of Maryland University College, 2018
- ▶ B.S. Meteorology, Virginia Polytechnic Institute and State University, 2016
- ▶ B.S. Geography, Virginia Polytechnic Institute and State University, 2016

CERTIFICATION & TRAINING

- ▶ Certified Emergency Manager
- ▶ EMAP Certified
- ▶ HSEEP Certified
- ▶ ICS-300: Intermediate ICS for Expanding Incidents
- ▶ ICS-400: Advanced ICS
- ▶ National Emergency Management Basic Academy Graduate

PROFESSIONAL QUALIFICATIONS

Ms. Canady specializes in emergency response and recovery planning and project management, including training and exercising in all phases of the emergency management cycle. She has aided in the development of various After-Action Reports (AAR) for exercises and real-world incidents, including several COVID-19 AARs for state and local jurisdictions. Ms. Canady is a Certified Level I Continuity of Operations Practitioner and Certified Business Continuity Professional. Ms. Canady has participated in the review and update of County-wide COOP as well as training experience via certifications. Since joining IEM, Ms. Canady has supported the update and development of COOP and COG plans for Prince William County, VA and the State of Idaho. She has also supported the execution of COOP exercises, both in-person and virtual. Ms. Canady also supported local COVID-19 response efforts in Howard County, Maryland as the On-Call Emergency Manager, Planning Section Chief, and Emergency Operations Center (EOC) Manager and aided in the development of the County's COVID-19 AAR.

EXPERIENCE

Emergency Planner, IEM | 2021-Present

- Assisted with the development and execution of various COOP Tabletop Exercises for the City of Clearwater, FL and Golden Gate Bridge Highway and Transportation District.
- Conducting research to support the State of Iowa's COVID-19 AAR with a focus on the state's public health response actions.
- Supported Tarrant County, Texas COVID-19 AAR interviews and associated documentation.
- Supported the State of Idaho's emergency operations planning including development of Emergency Support Function Coordinator Handbooks.
- Aids in the development of EOC Position Guidebooks, Handbook, and Operations Manual for Prince William County, Virginia.
- Aided in the development of Disaster Preparedness Toolkits for Federal stakeholders.
- Supported a regional family assistance workshop and associated planning elements for District 2 (Tennessee).
- Supported the development of COOP and COG plans for Prince William County, VA and the State of Idaho.
- Provided support in developing customizable Family Assistance Center Plans for members of the North Central Texas Council of Governments.
- Supported regional resilience planning efforts for Centralina.

- ▶ Certified Business Continuity Professional
- ▶ Certified Level I COOP Practitioner
- ▶ Certified Business Continuity Practitioner

Various Roles, Howard County Office of Emergency Management | 2018-2021

Senior Emergency Management Specialist | 2021-2021

- Led initial EMAP gap analysis efforts for future EMAP accreditation.
- Led the development and execution of a multi-agency full scale exercise using Homeland Security Exercise and Evaluation Program principles.
- Guided teams, projects, and meetings to analyze and solve problems, monitor deliverables and timelines to ensure that objectives are met.
- Participated in the development, evaluation, and integration of emergency management support tools, applications, and comprehensive plans.
- Acted as project manager of the implementation of a new mass notification system which successfully shared updates on COVID-19 resources to over 100,000 County residents.
- Developed, implemented, monitored, and reported on emergency management projects, including those funded by grants.
- Provided project management support, technical assistance, and training for planning and preparedness efforts, outreach, and performance evaluation.
- Proactively developed and maintained effective internal and external relationships to facilitate the achievement of community integration goals.
- Served as the rotating 24/7 On-Call Emergency Manager and the EOC Manager for various EOC activations, both virtual and in person



Dietz Miller

COOP Planner

Provides research and data collection support for various emergency management planning efforts, including after-action reviews. Supported multiple local and state jurisdictions' COVID-19 after-action reviews.

2+ YEARS

EXPERIENCE IN EMERGENCY
MANAGEMENT

EXPERTISE

- ▶ Emergency Management
- ▶ Disaster Recovery
- ▶ Geographic Information Systems

EDUCATION

- ▶ B.S. Interdisciplinary Studies
Minor: Disaster Science and
Management, Geography and
Geographic Information
Systems, Louisiana State
University, 2019

CERTIFICATION & TRAINING

- ▶ IS-2900.a: National Disaster
Recovery Framework (NDRF)
Overview
- ▶ IS-800.c: National Response
Framework, An Introduction
- ▶ ICS-100: Introduction to Incident
Command System
- ▶ IS-200.c: Incident Command
System for Initial Response
- ▶ IS-700.b: An Introduction to the
National Incident Management
System
- ▶ IS-319: Tornado Mitigation
Basics for Mitigation Staff
- ▶ IS-32: Hurricane Mitigation
Basics for Mitigation Staff
- ▶ IS-322: Flood Mitigation Basics
for Mitigation Staff

PROFESSIONAL QUALIFICATIONS

Mr. Miller has experience in Emergency Management and Disaster Recovery supporting operational planning, agency reporting, GIS mapping, government programs, and multiple after-action reviews. He has collected data, conducted research, and built data reports for a government agency to direct local communities for emergency planning and operations. He has supported state and local COVID-19 after action reviews, completing primary documentation reviews and developing After-Action Report (AAR) incident timelines for the State of Alaska and Franklin County, Ohio. His college course of studies included applied data science and creating disaster plans for specific hazards (e.g., hurricanes, technological plant accidents, coastal erosion, agricultural) impacting communities, wildlife, or livestock.

EXPERIENCE

Junior Planner, IEM | 2021-Present

- Currently providing research and project support for the State of Alaska's COVID-19 after-action review process.
- Supported data collection for the States of Idaho and Iowa and Franklin County, Ohio COVID-19 AARs, including developing COVID-19 incident timelines for each AAR.
- Served as a scribe, recording information during interviews for local and state-level COVID-19 AARs, including the State of Alaska and Franklin County, Ohio.

Summer Intern, Office of Homeland Security and Emergency Preparedness, City of Lake Charles | 2019

- Built reporting structure to manage projects, such as the weekly incident tracker, and required documentation for federal, state, and local agencies.
- Managed field data and performed data analysis on regional disasters and incidents such as hurricanes, fires, plant chemical spills, and highway accidents.
- Attended weekly team meetings with Communications Director, Emergency Managers, and Office manager to review projects and share feedback on planning.
- Gained assignments including field observations, development of reports, and support of presentations or communications for local community and agencies.
- Developed and presented an Emergency Plan for the Calcasieu School Board based on online research and feedback from team members.
- Participated in evacuation drills for Louisiana Calcasieu Parish disaster planning and training. This required 50 volunteers to act as civilians or serve as medical experts for a Hurricane Response Center providing medical care, food, and transportation for evacuees to local hospitals or additional agency facilities.



Rory Connell
COOP Planner

Supervised and directed exercise and emergency preparedness support to international, federal, state, territorial, tribal, local, and private sector customers.

23+ YEARS

EXPERIENCE IN EMERGENCY AND CONTINUITY PLANNING & PROJECT MANAGEMENT

EXPERTISE

- ▶ Urban Area and Mass Transport Systems Planning
- ▶ Local and County Emergency Management Support
- ▶ Urban Area Regional Planning
- ▶ Emergency Planning
- ▶ Continuity of Operations Planning (COOP)

EDUCATION

- ▶ M.A. Sociology, University of Delaware, 2003
- ▶ B.A. Political Science, Ohio State University, 1999

PROFESSIONAL QUALIFICATIONS

Mr. Connell is a Senior Project Manager, who has focused on mass transit planning initiatives for the past ten years. Mr. Connell has recently directed and supported continuity planning initiatives, including current work with the Southeastern Pennsylvania Transportation Authority (SEPTA), the State of Idaho Office of Emergency Management, and Prince William County, Virginia. These projects address departmental- and agency-level continuity functions along with operational impacts related to key facilities. Mr. Connell also worked with these agencies to identify efficiencies and strategies from COVID-19 alternate operations to integrate into continuity plans. These continuity initiatives identify Mr. Connell has also served as a Project Manager and continuity planner for IEM projects including work with mass transit agencies such as WMATA, OmniRide, Amtrak, Los Angeles Metro, and Chicago Metra.

Mr. Connell's experiences focus on integrating industry, federal, state, and local best practices toward operational plans that improve preparedness, safety, and security. He has served on several other projects for notable transportation agencies, including as Project Manager for IEM's support of an EAP, COOP Plan, and Regional Response Plan development for key Amtrak stations in cities across the country. Mr. Connell also supported the development of EOPs and COVID-19 specific standard operation guidelines and plans for the Port Authority of New York and New Jersey, as well as the Lincoln and Holland Tunnels. Mr. Connell currently supports the Chicago Metro in the development of COVID-19 planning, including a Contagious Virus to annex to the Emergency Operations Plan (EOP).

EXPERIENCE

Senior Emergency Planning Specialist, IEM | 2003-Present

- Supported development of an integrated planning and exercise series for Los Angeles Union Station, including the development of an Emergency Action Plan, two tabletop exercises, and a full-scale exercise. An exercise program was developed to validate and support planning and to fully integrate the varied transit providers, security and law enforcement stakeholders, and other key stakeholders at Union Station. Developed After Action Reports (AARs) for all exercises. There was a total of 123 participants in the full-scale exercise. The exercise focused on post-tactical emergency actions at and around Union Station in response to an active shooter scenario, highlighting recovery including the post-tactical and transition from response to recovery activities.
- Supported four tabletop exercises for Dallas Area Rapid Transit focused on integrating regional internal and external stakeholders throughout the region. Led the development of AARs for all exercises. Exercise conduct was spread over 9 separate cities (including local law enforcement and regional responders) and integrated three different transit providers.

- Supported evaluation of a full-scale exercise for Prince George’s County. The exercise series culminated in a full-scale exercise (FSE) with decisions and actions occurring in real-time, generating real responses from participating agencies and their associated consequences. Central to the exercise was the evacuation of a nearby senior center, requiring a large-scale sheltering effort in a local high school.
- Developed a COOP plan and continuity of government (COG) plan for the Idaho Office of Emergency Management that integrates relevant legislation and COVID-19 operational strategies.
- Developing comprehensive COOP and COG plans for SEPTA, including department COOP planning annexes and continuity plans for critical facilities and the authority. These plans focus on system redundancies and vulnerabilities and target actions and strategies to limit impacts on crucial systems.
- Providing Project Management and planning support for Prince William County, Virginia, including the development of continuity and emergency plans, policies, and procedures, after-action report assessments, public outreach materials development, and continuity of operations planning.
- Supported the development of public outreach materials for Chicago Metro, including COOP plans for the agency.
- Assessed the business continuity program for Los Angeles County Metropolitan Transportation Authority and managed the development of COOP plans for departments and the authority.

Disaster Research Center, University of Delaware | 1999-2003

- Contributed to multiple studies at the Disaster Research Center, including those funded by the National Science Foundation, FEMA, and the Multidisciplinary Center for Earthquake Engineering Research.
- Developed interview guides and mail survey instruments.
- Conducted qualitative and quantitative research data collection and analysis, including fieldwork in the immediate post-disaster environment and long-term program evaluations. Methods used included face-to-face interviews, telephone interviews, and focus group interviews.
- Wrote reports on research findings for funding agencies.
- Managed the Disaster Research Center’s study on Impediments and Incentives for the Rehabilitation of Critical Facilities.
- Represented the Disaster Research Center at national academic and professional meetings and meetings with research funding agencies.
- Developed relationships with organizations and experts from various disciplines, government sectors, and private industry.
- Served as Vice-President of the Student Leadership Council of the Multi-Disciplinary Center for Earthquake Engineering Research.
- Utilized standing orders, medical equipment, patient reports, and medical history to identify and administer appropriate care in a pre-hospital environment.



Mandy Gardner

Exercise Planner

As an HSEEP-trained exercise planner, Ms. Gardner has led or supported the design, conduct, and evaluation of dozens of exercises as well as other emergency management planning projects for clients across the United States.

16+ YEARS

PROFESSIONAL EXPERIENCE
INCLUDING IN SECURITY AND
EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Exercise Design & Development
- ▶ After-Action Reports
- ▶ Stakeholder Facilitation
- ▶ Survey Design and Analysis
- ▶ Planning

EDUCATION

- ▶ B.A. International Studies – Security and Intelligence, Ohio State University, 2008

CERTIFICATION & TRAINING

- ▶ Homeland Security Exercise and Evaluation Program (HSEEP)
- ▶ ICS-100: Introduction to the Incident Command System
- ▶ ICS-200: ICS for Single Resources and Initial Action Incidents
- ▶ IS-120.a: Exercises
- ▶ ICS 300: Intermediate Incident Command
- ▶ ICS 400: Advanced Incident Command
- ▶ IS-700: National Incident Management System
- ▶ IS-2901: Introduction to Community Lifelines

PROFESSIONAL QUALIFICATIONS

Ms. Mandy Gardner has over 16 years of professional experience including stakeholder coordination, project management, exercise design and development, emergency management planning, survey design, and data analysis. Ms. Gardner has provided exercise design, development, control, and evaluation for dozens of exercises for various clients including local, regional, and state levels of government.

An HSEEP-trained exercise planner, Ms. Gardner works with a variety of clients on emergency management, planning, and exercises. As the Project Manager for the Dallas/Fort Worth/Arlington Urban Area Complex Coordinated Terrorist Attack program, in 2021 Ms. Gardner led the design, development, and conduct of a Regional Functional Exercise which included four jurisdictions, nine physical exercise locations, 45 controllers and evaluators, and over 300 exercise participants.

Mr. Gardner recently led the design, conduct, and drafted the After-Action Report for the Sarasota County, Florida Continuity of Operations Plan (COOP) Tabletop Exercise which was a hybrid of in-person and virtual participation. She is currently the Project Manager for Tennessee Homeland Security District 2's Complex Coordinated Terrorist Attack Program as well as Dallas Area Rapid Transit's series of four Tabletop Exercises as well as a Tunnel Tabletop Exercise and Full-Scale Exercise.

EXPERIENCE

Exercise Planner, IEM | 2019-Present

- Project manager for the Tennessee Homeland Security District 2 CCTA planning program including a Family Assistance Workshop, Area Command Workshop, CCTA county template checklists, and a Resource Awareness Training.

City of Clearwater Continuity of Operations Plan Tabletop Exercise

- Worked with the City's Exercise Planning Team to design and conduct a Tabletop Exercise to evaluate the City's newly developed departmental and citywide Continuity of Operations Plans.

Sarasota County Continuity of Operations Plan Tabletop Exercise

- Served as the exercise task lead for the design, conduct, and evaluation of the Tabletop Exercise in June 2021.

Dallas/Fort Worth/Arlington Urban Area Complex Coordinated Terrorist Attack Planning Program

- Project manager for the DFWA Urban Area CCTA planning program, including development of a CCTA Regional Response Plan, CCTA Regional Functional Exercise, DFWA CCTA Regional Public Information Concept of Operations (CONOPS), DFWA

- ▶ Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review
- ▶ SEMS G606: Standardized Emergency Management System
- CCTA Regional Family Assistance CONOPS, and City of Dallas Faith-Based Initiative Tabletop Exercise.

Dallas Area Rapid Transit (DART) Exercise Planning

- Currently serving as an exercise planner and project manager for a series of four Tabletop Exercises as well as a tunnel-specific Tabletop and Full-Scale Exercise.

North Central Texas Council of Governments Recovery Planning

- Supported the North Central Texas Council of Governments Recovery Framework and Toolkit development and served as Exercise Task Lead for the Summit and Tabletop Exercise.

Fort Worth I-35 Mass Casualty Incident and Severe Winter Weather After Action Report/Improvement Plan

- Supported stakeholder interviews, data analysis, and report writing for the AAR/IP that examined the City of Fort Worth's response to the mass casualty incident on I-35 and subsequent severe winter weather event.

State of Alaska COVID-19 After Action Report

- Served as a planner for the State of Alaska after action review and report related to Alaska's response to the COVID-19 pandemic, including stakeholder engagement, interviews, and surveys as well as reviewing the final report.

State of Idaho COVID-19 Interim Action Report

- Served as the backup project manager and planner for the interim action review and report related to the State of Idaho's response to the COVID-19 pandemic, including stakeholder interviews and surveys as well as assisting with writing the report.

National Emergency Management Association Exercise Objectives and Injects Project

- Assisted in writing objectives and injects for FEMA core capabilities based on wildfire and hurricane scenarios which will serve as a template for states to include the Emergency Management Assistance Company in state-level exercises.

Ohio Region 4 Threat and Hazard Identification and Risk Assessment (THIRA)

- Served as the backup project manager and a planner for the 15-county Central Ohio Region THIRA including data analysis, survey development, and separate stakeholder meetings with all 15 counties including representatives from law enforcement, fire, emergency management, mass care/sheltering, and non-profit organizations.

San Mateo County COVID-19 Long-Term Strategic Plan

- Provided extensive research support, facilitated and support workgroup meetings and one-on-one stakeholder interviews, and assisted in drafting the COVID-19 Long-term Strategic Plan.

Ohio Homeland Security Region 8, Regional Mass Fatality Planning

- Served as project manager for Southeast Ohio Homeland Security Region 8's 2020 regional mass casualty and mass fatality planning.

Bay Area Urban Areas Security Initiative (UASI) Access and Functional Needs (AFN) Planning

- Supported AFN Planning for the Bay Area UASI including drafting Memorandums of Understanding and developing a Website ADA Compliance Review and Improvement Toolkit.

Project Manager/Project and Operations Support Specialist, ARMADA, Ltd. | 2009-2019

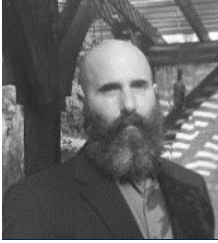
- Served as project manager and exercise planner for healthcare, universities, government, and private sector clients.
- Supported risk assessments schools, universities, churches, and businesses.
- Designed, conducted, and evaluated emergency management exercises and drills including meeting coordination and facilitation; serving as a liaison between multiple stakeholders from various disciplines; and overseeing exercise play for clients including The Ohio State University, Ohio Department of Public Safety, and the City of Columbus.
- Provided training development support and consultation for topics including workplace violence prevention, active aggressor, threat assessments, and warning signs and behavioral indicators.

- Managed, coordinated, and supported investigative, emergency management, and security consulting projects.
- Training development support and consultation for topics including workplace violence prevention, active aggressor, threat assessments, and behavioral indicators.
- Collected and analyzed social media, open-source intelligence, and background information for various investigative subjects and topics.

Intern/Investigative Audit Specialist, Ohio Auditor of State (AOS) Special Investigations Unit (SIU) |

2005-2009

- Provided support services for the AOS SIU, comprised of a team of Special Auditors and Investigators working to identify and prosecute fraud, waste, and abuse of taxpayer dollars across the State of Ohio.
- Served as point of contact and manager of the AOS Fraud Hotline and Reporting System by managing complaints received from constituents via phone and internet including direct communication with local, state, and federal officials.



Michael Zaruba

Exercise Planner

Mr. Zaruba coordinated with the Section Chief and Planning Branch for the facilitation of Regional and State Agency Training & Exercise Planning Workshops.

33+ YEARS

EXPERIENCE IN HOMELAND SECURITY & EXERCISE PLANNING

EXPERTISE

- ▶ After Action Reports
- ▶ Exercise Coordination & Evaluation
- ▶ Scenario Development
- ▶ Training & Exercise Development
- ▶ Emergency Management, Disaster Preparedness, Contingency Response Planning, & All Hazards Management
- ▶ Continuity of Operations / Continuity of Government (COOP/COG)

EDUCATION

- ▶ M.S., Criminal Justice in Forensic Science, Saint Leo University, 2013
- ▶ B.A., Criminal Justice, Saint Leo University, 2011
- ▶ A.A., General Studies Central Texas College, 2005

CERTIFICATION & TRAINING

- ▶ IS-00015.b, 100, 120.a, 130, 139, 156, 200, 230.c 235.b, 240.a, 248, 241.a, 242.a, 244.b, 248, 524, 545, 546.a, 547.a, 548, 551, 700, 703.a, 775, 800, 801, 907, 1100.a
- ▶ E-0131, 0132, 0133, 0136
- ▶ K- 146

PROFESSIONAL QUALIFICATIONS

Mr. Zaruba has more than 33 years' experience in homeland security in various roles in the US Marine Corps. He has ensured the smooth operation of the company both administratively and in combat operations. Mr. Zaruba was also responsible for coordinating After Action Reports, developing a state training and exercise plan, and serving as the National Incident Management System Point of Contact for the Louisiana Governor's Office Homeland & Security Planning (LA GOHSEP).

EXPERIENCE

Exercise Planner, IEM | 2022-Present

- Supporting the Tarrant County, TX Continuity of Operations Plan.
- Supporting the state of Idaho Catastrophic Housing Project.
- Supporting the Berkshire Hathaway Energy Exercise Program.

Various Roles, Louisiana Governor's Office of Homeland Security and Emergency Management | 2013-2021

Training & Exercise Branch Manager | 2016-2021

- Responsible for developing design teams for Regional and State Exercises and facilitating their participation.
- Coordinate and facilitate Concept and Objective, Initial Planning, Mid-Term Planning and Final Planning Conferences.
- Develop the evaluation plan and train Controller/Evaluators.
- Design, develop, conduct, and evaluate all types of exercises.
- Coordinate After-Action Reports and Corrective Action Plans.
- Coordinates the delivery and conduct of the State and Regional Training and Exercise Planning Workshops.
- Coordinate with Section Chief and Planning Branch for the facilitation of Regional and State Agency Training & Exercise Planning Workshops.
- Facilitate collection of Parish/Region and State Agency training & exercise events planned and future needs.
- Development of the State Training & Exercise Plan.
- Conducted annual Rehearsal of Concepts Drill and Full-Scale Exercise for the State of Louisiana's mass evacuation and response for hurricane preparedness.
- National Incident Management System Point of Contact.
- Ensure that all parish, local and tribal entities formally recognize NIMS and adopt NIMS principles and policies, as applicable.
- Coordinate with the Planning Branch to identify how to measure NIMS Implementation in the parishes, based on the requested information in the Unified Reporting Tool (URT).

CERTIFICATION & TRAINING

- ▶ ICS-300, 400
- ▶ L-548, 550, 0101, 0141, 0958
- ▶ Continuity of Operations Excellence Series – Level I Practitioner
- ▶ Continuity of Operations Excellence Series – Level II Practitioner
- ▶ National Training and Exercise Conference
- ▶ NSAA Training Symposium
- ▶ Ludlum Measurements Inc. Calibration and Repair
- ▶ National Training and Exercise Symposium
- ▶ NCBRT Management & Planning Level Instructor Development Workshop
- ▶ Master Exercise Practitioner
- ▶ Modular Emergency Response Radiological Transportation Training (T-t-T)
- ▶ Advanced Staff Non-Commissioned Officer Course (Honor Roll)
- ▶ Delta Epsilon Sigma Honor Society

- Provide Technical Assistance to state, parish, local and tribal entities regarding all annual NIMS implementation requirements.
- Support and assist with the implementation of the All-Hazards Incident Management Team. Program within the State of Louisiana, by providing assistance with training and exercise initiatives.
- Learning Management System (LMS) Program Manager.
- Oversees the operation of and imports/enters data into the GOHSEP Learning Management System (LMS) to assist in tracking all Homeland Security/Emergency Management training completed by first responders in Louisiana.
- Main program administrator for all LMS issues, needs, and questions.
- Provides technical assistance to parishes and other state agencies.
- Ensures Instructor development and compliance to include coordination with instructors on certification, record keeping of resumes, contracts, and other experience and certifications.
- During times of emergencies, duties include participating in the preparation and ongoing support for the State Emergency Operations Center, which may be completely outside the scope of normal, daily duties.
- Responsible for the administration and execution of the Governor's Office of Homeland Security and Emergency Preparedness Exercise Program in accordance with federal guidelines. Oversee the delivery of the exercise program with primary emphasis placed on planning guidance from the Department of Homeland Security's Exercise Evaluation Program (HSEEP) to ensure Federal and State compliance in the areas of emergency management systems, mitigation, preparedness, response, and recovery.
- Provide technical support and expertise in the training area to prepare, respond, and recover from natural disasters and man-made terrorism events.
- Supports emergency management operations during activations of the State Emergency Operations Center by serving as the Emergency Services Branch manager.
- Provides planning expertise on a wide variety of complex programs and projects relating to the development of state and parish emergency management operations.
- Assumes the GOHSEP Training Officer's duties during prolonged military-related absences.
- Certified Modular Emergency Response Radiological Transportation Training (MERRTT).
- HSEEP, L548, and L550 Instructor.

Various Roles, United States Marine Corps | 1989-2013

Officer in Charge, Division Classified Files Unit | 2013-2013

- Served as the 2d Marine Division Classified Materials Control Custodian (CMCC), resolving conflicts that arise, managing personnel, supervising and coordinating the work of others, and interpreting policy in terms of established objectives.
- Enforced national and local security directives by regulating the receipt, transmission, and destruction of classified material within 2nd Marine Division.
- Administered the Division CMCC program through inventory control and tracking, training, inspections, and deployment support.
- Provided executive guidance and support in daily CMCC operations to subordinate units.
- Informed CMCC Program and Command Security Managers on the progress, potentially controversial matters, and developing security conditions of the Command Information Security Program.

Company 1st Sergeant | 2011-2012

- Acted as the senior enlisted advisor to the company commander in garrison and field environments.
- Ensured the smooth administrative operation of the company to include fitness reports, proficiency and conduct marks, awards, promotions, request mast, and Non-Judicial Punishments.

- Provided guidance and instruction for Non-Commissioned Officers and Staff Non-Commissioned Officers on the performance of their duties as leaders of Marines.
- Assisted the company executive officer in running the company headquarters.
- Provided guidance to junior officers on enlisted-officer relationships, administrative matters, and legal matters.
- Provided guidance to junior Marines to enhance their growth and future service.
- Supervised and assisted platoon sergeants in the performance of their duties.
- Ensured cleanliness of barracks, ramp, and company areas.
- Assumed the role of company commander in his absence.

Operations Chief | 2005–2011

- Assisted commanders and operations officers in the development and implementation of training plans.
- Responsible for the tactical employment of Light Armored Reconnaissance and Infantry Weapons Companies.
- Responsible for the scheduling of ranges, schools, and training facilities.
- Responsible for requesting and procuring ammunition and explosives.
- Ensured the safety of over 100 personnel during dangerous training and in hazardous environments.
- Developed and maintained a tracking matrix to ensure each Marine received the necessary training.
- Proficient in the use and training of infantry weapons systems.
- Supervised the function of a weapons company Combat Operations Center.
- Made critical and timely decisions in an intense and hostile environment.



Tiffany Coffman Planner

Coordinates and compiles eligibility documentation for federal reimbursement programs.

16+ YEARS

EXPERIENCE IN HOMELAND SECURITY & EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Continuity of Operations / Continuity of Government (COOP/COG)
- ▶ Emergency Operations
- ▶ Airport Emergency Operations
- ▶ Exercise Planning
- ▶ Exercise Coordination & Evaluation
- ▶ Scenario Development
- ▶ Workshops & Training
- ▶ Emergency Management, Disaster Preparedness, Contingency Response Planning, & All Hazards Management
- ▶ Project Management

EDUCATION

- ▶ B.S. Emergency Administration and Planning, University of North Texas, 2008

CERTIFICATION & TRAINING

- ▶ Homeland Security Exercise and Evaluation Program (HSEEP)
- ▶ IAEM Certified Emergency Manager
- ▶ FEMA Advanced Professional Series

PROFESSIONAL QUALIFICATIONS

Ms. Coffman compiles and analyzes documentation related to all aspects of eligibility for federal reimbursement programs, including FEMA Public Assistance and FHWA Emergency Relief programs. Her areas of expertise include infrastructure, cybersecurity, IT, GIS, and communications and she encompasses intimate knowledge of disaster recovery and hazard mitigation.

EXPERIENCE

Documentation Specialist, IEM | 2018-Present

- Researches, compiles and analyzes documentation to determine eligibility requirements for federal reimbursement programs (FEMA Public Assistance and FHWA Emergency Relief).
- Processes and runs financial reports to determine cost eligibility.
- Validates cost incurred during a disaster against the source documentation.
- Maintains master database of all work, costs, and specific projects related to disasters.
- Ensures projects and work comply with federal and state rules, regulations, and laws.

Emergency Services Program Manager, Louisiana State University-Stephenson Disaster Management Institute | 2016

- Prepared critical infrastructure portion of hazard mitigation plans for contracted parishes.
- Assisted in hazard mitigation plans for parishes.
- Began drafting cybersecurity and IT procedures.

Emergency Services Coordinator, Louisiana Department of Transportation and Development | 2006-2016

- Managed, designed, and developed communication plans and procedures for ESF-1 and ESF-3 functions in emergencies.
- Provided IT support to Emergency Operations section and maintained and owned Emergency Operations Intranet page (HTML coding) and Emergency Operations Internet page.
- Developed and supported databases for GIS projects and designed and developed geographical area maps for emergency evacuations.
- Secured grants for the protection of critical transportation infrastructure through coordination with GOHSEP and other DOTD sections and districts and provided technical support for the development of DHS Protection of Critical Facilities Plan.
- Designed and developed emergency operations plans based on best practices and maintained current emergency operations plans for state level ESF-1 Transportation.

CERTIFICATIONS & TRAINING (CONT.)

- ▶ Principles of Emergency Management
- ▶ Emergency Planning, Leadership, and Influence
- ▶ Decision Making and Problem Solving
- ▶ Developing and Managing Volunteers
- ▶ Role of the Emergency Operations Center in Community Preparedness, Response, and Recovery
- ▶ Hazardous Materials Prevention
- ▶ Introduction to Continuity of Operations
- ▶ Introduction to the National Incident Management System
- ▶ Introduction to the National Response Plan
- ▶ Public Works and Engineering
- ▶ Introduction to the National Infrastructure Protection Plan
- ▶ Basic Hazus
- ▶ Various IT courses, including Certified Ethical Hacking and Computer Forensic Hacking

- Managed ESF-1 Emergency Operations Center as the Operations Officer at the state EOC during Hurricanes Gustav, Ike, and Isaac and served as member of EMAC team sent to New York City after Hurricane Sandy.
- Managed, maintained, and updated DOTD Routine Hazardous Materials Policy and Procedures and contracts.

Various Roles, Louisiana Governor's Office of Homeland Security and Emergency Preparedness | 2004-2006

Operations Specialist
Planner/GIS Manager

Critical Infrastructure/Key Resources Specialist (GIS)

- Maintained data sets and produced visual aids pertaining to critical infrastructure and emergency management.
- Coordinated with Louisiana Department of Natural Resources (DNR) to research companies for approval to use the DNR pipeline database and wrote authorization letters.
- Worked as Assistant Operations Officer during Hurricane Katrina and Rita.



Brandi Hunter Planner

Ms. Hunter is an experienced emergency management planner who understands the importance of relationship building.

3+ YEARS EXPERIENCE IN EMERGENCY MANAGEMENT

EXPERTISE

- ▶ Emergency Management, Disaster Preparedness
- ▶ Scenario Development
- ▶ Contingency Response Planning, & All Hazards Management

EDUCATION

- ▶ A.S. Homeland Security
Emergency Management Pierce
College, 2020

CERTIFICATION & AWARDS

- ▶ IS-100, 120.c, 700.b, 800.c

(see more information is resume listing)
- ▶ Rising Star – Center of Excellence, Homeland Security Emergency Management

PROFESSIONAL/ PHILANTHROPIC SERVICE

- ▶ Aspiring Emergency Managers, Founder
- ▶ The Center of Excellence for Homeland Security and Emergency Management, Advisory Board Member
- ▶ Partners in Emergency Preparedness Conference, Steering Committee
- ▶ Thurston County's Disaster Assistance Response Team (DART), Communications Officer

PROFESSIONAL QUALIFICATIONS

Ms. Hunter has more than three years of experience in emergency planning and management. She is the founder of Aspiring Emergency Managers (AEMO), which proudly supports those seeking to break into the growing field of Emergency Management. Ms. Hunter continues to support, motivate, and advocate for others by candidly sharing her personal and professional experiences.

EXPERIENCE

Emergency Planner, IEM | 2023-Present

- Assists in drafting, developing, editing, and planning documents, supporting stakeholder engagement activities, and applying technical knowledge and expertise to analyze and develop procedures supporting continuity operations.
- Supporting projects related to continuity of operations, mitigation strategies, risk analysis (hazard assessment, vulnerability assessment, and capability assessment), and business impact analysis, including the development and facilitation of training and exercises.

Various Roles, Tacoma-Pierce County Health Department | 2020-2021 Planning Section Chief | 2021

- Track, monitor and document ongoing COVID-19 cases among internal employees.
- Report COVID-19 outbreaks to city executives and health department officials.
- Created a matrix for internal staff to track and report suspected COVID-19 cases.
- Assisted in developing an influenza-pandemic and severe weather incident annex for the city.
- Assembled and itemized disaster go-bags for each city department.

Deputy Planning Section Chief | 2020-2021

- Ensured site tactical plans are completed and submitted to leadership and stakeholders, and partners.
- Responsible for planning, developing, monitoring, and evaluating the agency's COVID response.
- Lead project work teams involving multidisciplinary coordination and/or public involvement.
- Assisted in developing, implementing, and ensuring operational goals, objectives, policies, and procedures aligned with the agency's strategic directions and core values.

Educational & Outreach Coordinator, Center of Excellence for Homeland Security Emergency Management | 2020-2021

- Assisted the Program Manager with social media engagement for diverse groups and demographics.
- Served as the focal point for industry trends, best practices, innovative curriculum, and professional development opportunities.
- Assisted development of curriculum and identified innovative delivery methods of education programs to develop highly skilled employees for targeted industries.
- Researched, analyzed, and disseminated information on skill gaps, trends, and best practices in the industry.
- Establish and maintain relationships by supporting and participating in community events and functions.

Social Media Intern, Tamarack MGMT | 2020

- Identified ways to achieve social media goals and meet targeted metrics.
- Identified creative content ideas and identified best workflow measures for posting content.
- Researched relevant news stories and created graphic and video content.

Volunteer, American Red Cross | 2020

- Virtually supported ongoing incidents during steady state and operations.
- Verified documents to ensure compliance with guidance for financial assistance.

CERTIFICATIONS AND TRAINING

- IS- 800.c
- IS-130.a
- IS-200.c
- IS-230.e
- IS-235.c
- IS-240.b
- IS-241.b
- IS-242.c
- IS-244.b
- IS-317.a
- IS-29.a
- IS-405
- IS-1000,
- IS-1002
- IS-01300
- IS-20.20
- IS-21.20
- MGT443-W
- G0108
- G0235
- IS-405

A.4.2 SIMILAR IEM EXPERIENCE/ PAST PERFORMANCE

IEM is pleased to provide College Station with references of past performance efforts of similar scope and size to demonstrate our vast experience working with clients to achieve their goals **on time and within budget**.

Table 2: Brunswick County, NC

Brunswick County COOP Planning	
Contact Name and Title	Leslie Stanley, Volunteer & Non-Profit Coordinator Brunswick County Emergency Services
Address	30 Government Center Drive Bolivia, NC 28422
Telephone Number	910.253.2589 O.
Email Address	Leslie.Stanley@brunswickcountync.gov
Timeframe	May 2022-January 2023
Staffing	Krista Houk, Jennifer Pensyl, Katie Canady No sub-contractors used.
IEM supported Brunswick County to: <ul style="list-style-type: none"> • Develop 16 department COOP plans • Develop a training template • Develop a countywide COOP plan • Develop a COOP Maturation Matrix 	

Table 3: Wake County, NC

Wake County, NC COOP Planning	
Contact Name and Title	Josh Creighton, Deputy Director Fire Services & Emergency Management
Address	336 Fayetteville Street, Suite 1300 P.O. Box 550 Raleigh, NC 27602
Telephone Number	919.856.6485 O. 919.623.8587 C.
Email Address	joshua.creighton@wakegov.com
Timeframe	May 2022-September 2023
Staffing	Krista Houk, Benj Korson, Jennifer Pensyl, Mandy Gardner No sub-contractors used.
IEM is currently supporting Wake County to: <ul style="list-style-type: none"> • Develop 22 department COOP plans • Design and conduct three HSEEP compliant countywide TTXs • Develop a countywide COOP plan • Develop a COOP Maturation Matrix • Develop and conduct a countywide training program 	

Table 4: City of Clearwater, FL

City of Clearwater, FL COOP Planning	
Contact Name and Title	Jevon Graham, CFO, MiFireE, Division Chief of Emergency Management Clearwater Fire and Rescue Department
Address	1140 Court Street, Clearwater, FL 33756
Telephone Number	727.562.4344 X 3205 O. 727.385.5510 C.
Email Address	jevon.graham@myclearwater.com
Timeframe	June 2020-March 2022
Staffing	Krista Houk, Jennifer Pensyl, Mandy Gardner, Katie Canady No sub-contractors used.
<p>IEM worked with the City of Clearwater Florida to:</p> <ul style="list-style-type: none"> • Conduct a Risk Assessment (RA), Vulnerability Assessment (VA), a Capability Assessment (CA) • Develop 21 department COOP plans • Develop a citywide COOP plan • Develop a Solutions Document • Develop a COOP Maturation Matrix • Develop and conduct citywide COOP training • Develop a plan maintenance schedule • Design and conduct a HSEEP compliant citywide TTX 	

Table 5: Sarasota County, FL

Sarasota County, FL COOP/COG Planning	
Contact Name and Title	Ed McCrane, Emergency Management Chief
Address	6050 Porter Way, Suite 165, Sarasota, FL 34232
Telephone Number	941.861.5495 O. 941.232.8266 C.
Email Address	emccrane@scgov.net
Timeframe	April 2020-September 2021
Staffing	Krista Houk, Jennifer Pensyl, Mandy Gardner No sub-contractors used.
<p>IEM supported Sarasota County to:</p> <ul style="list-style-type: none"> • Develop 26 county department COOP plans • Develop a countywide COOP plan • Develop a COOP Maturation Matrix • Develop a Crisis Communication and Procedures plan • Develop and conduct countywide training sessions • Design and conduct a HSEEP compliant countywide TTX 	

A.4.3 CERTIFICATIONS

IEM is a graduate of the SBA 8(a) program and a woman-owned business. Therefore, we understand and support small businesses. IEM actively seeks partnerships with Small Minority, and Women-Owned Business Enterprises (MWBES) on our contracts. IEM is certified as a Women’s Business Enterprise (WBE) by the Women’s Business Enterprise National Council (WBENC) and as both a certified Minority Business Enterprise (MBE) and WBE by the National Women Business Owners Corporation (NWBOC).



TAB B

RATES AND EXPENSES



ITEM is pleased to provide the City with the fee schedule below:

B.1 FEE SCHEDULE

City of College Station, Texas
RFP #23-020 - Continuity of Operations Plan (COOP)

Position	Hourly Rate	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Total Hours	Total Cost
		Project Implementation - Kickoff Meeting	Review Existing COOP Plans and Conduct BIA	Capability Assessment and COOP Plan Development	Citywide COOP Plan	Develop & Conduct COOP Training Workshop	Develop & Conduct TTX & COOP Maturation Matrix		
Program Manager	\$154.00	45	0	0	0	0	0	45	\$ 6,930.00
Project Manager	\$139.00	16	60	160	60	32	75	403	\$ 56,017.00
COOP Practitioner	\$107.00	0	16	120	0	0	30	166	\$ 17,762.00
COOP Planners	\$ 96.00	0	24	54	4	4	24	110	\$ 10,560.00
Exercise Planners	\$113.00	0	0	0	0	0	56	56	\$ 6,328.00
Technical Editor	\$ 77.00	0	6	24	8	8	24	70	\$ 5,390.00
Graphic Designer/Artist	\$ 75.00	0	0	4	0	0	12	16	\$ 1,200.00
Labor Hours		61	106	362	72	44	221	866	
Labor Cost		\$ 9,154.00	\$ 12,818.00	\$ 42,412.00	\$ 9,340.00	\$ 5,448.00	\$ 25,015.00		\$104,187.00
ODC Cost		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00		\$ 500.00
Travel Cost		\$ 998.27	\$ -	\$ -	\$ -	\$ -	\$ 2,159.54		\$ 3,157.81
Total Estimated Cost		\$ 10,152.27	\$ 12,818.00	\$ 42,412.00	\$ 9,340.00	\$ 5,448.00	\$ 27,674.54	866	\$107,844.81

Position	Hourly Rate	Task 7	Task 8	Total Hours	Total Cost
		Optional - Develop and Conduct Annual Training	Optional - Develop and Conduct Annual TTX		
Project Manager	\$139.00	32	32	64	\$ 8,896.00
COOP Planners	\$ 96.00	0	16	16	\$ 1,536.00
Exercise Planners	\$113.00	0	56	56	\$ 6,328.00
Technical Editor	\$ 77.00	12	24	36	\$ 2,772.00
Graphic Designer/Artist	\$ 75.00	0	4	4	\$ 300.00
Labor Hours		44	132	176	
Labor Cost		\$ 5,372.00	\$ 14,460.00		\$ 19,832.00
Travel Cost		\$ -	\$ 2,159.54		\$ 2,159.54
Total Estimated Cost		\$ 5,372.00	\$ 16,619.54	176	\$ 21,991.54

B.1.1 SEPARATE/ OPTIONAL TRAVEL ITEMIZATION

OPTION FOR ANNUAL TRAINING

ITEM is pleased to offer an additional annual COOP training option to the City that will closely mirror the COOP training offered in Task 5 at a cost of \$5,372.00 with an optional annual tabletop exercise cost of \$16,619.54.

TAB C

TECHNICAL APPROACH
PROJECT METHODOLOGY



C.1 UNDERSTANDING OF SCOPE OF WORK

When a natural or human-caused disaster strikes, city services are extremely vulnerable to disruptions at the very time when they are needed most. Having viable Continuity of Operations (COOP) plans that allow the City of College Station TX to operate under the most adverse conditions is critical, not only to continuing essential services, but also to maintaining public confidence. Intelligent and thorough planning—specifically, tailored COOP plans—can help to ensure the city’s ability to rebound quickly and effectively after a disruption event.

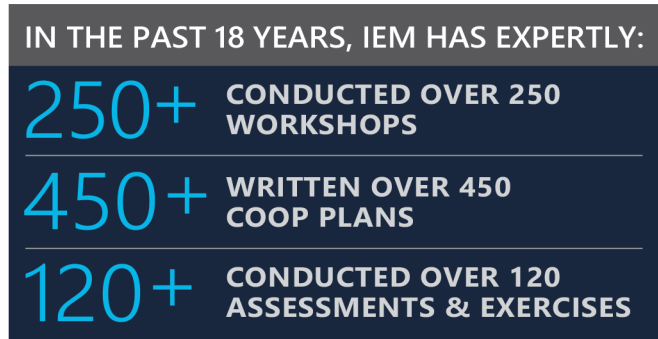


Figure 6: IEM's COOP Experience

Through all-hazards COOP planning, IEM can help the City of College Station, TX identify strategies for protecting, maintaining, and quickly restoring critical infrastructure and operations during disruption events such as flooding, pandemics, winter weather, wildfires, extreme heat, cyber threats, and civil unrest.

IEM is highly experienced in COOP program development; we have conducted over **250 COOP workshops**, written over **450 COOP plans**, and conducted over **120 COOP assessments and exercises** for cities, local governments, and non-governmental agencies throughout the United States (See Figure 6). We have also supported **projects in Texas**, including Dallas Complex Coordinated Terrorist Attack Program (CCTA), Austin Capital Metro Winter Weather After Action Report (AAR), Leander and Georgetown Hazard Mitigation Plan Update, and Houston Disaster Recovery Services.

IEM's industry leading COOP process is designed to capture the details and intricacies required to support continuity of operations and avoids the common pitfalls found with vague, fill-in-the-blank, template-oriented procedures that are oftentimes utilized throughout the industry.

The IEM team, led by **Benj Korson and Dr. Jennifer Pensyl**, provides both academic and operational expertise that is unparalleled. IEM's **highly customizable approach** focuses on working with clients to understand the unique perspectives on how they should approach each step of analysis and development, elements a template simply cannot communicate. Dr. Pensyl will use IEM's continuity planning tool as a starting point and will work with each department to develop a comprehensive plan that can be **executed in reality**, not just on paper. This process will result in **actionable plans** that can be implemented at the city and department levels to ensure the City of College Station TX can more effectively support their missions during disruption events. These plans will help capture strategies for resiliency to limit the impact of disruption events.

Developing all-hazards COOP plans, coupled with a training workshop and exercise, will provide the City with vital information on **how to prepare for and continue mission essential functions during** disruption events. Using the approach outlined in the next section, IEM will assist in developing a COOP program that **move the City towards resilience and expedited recovery**.

IEM's approach divides this project into the six tasks shown below **Figure 7**.

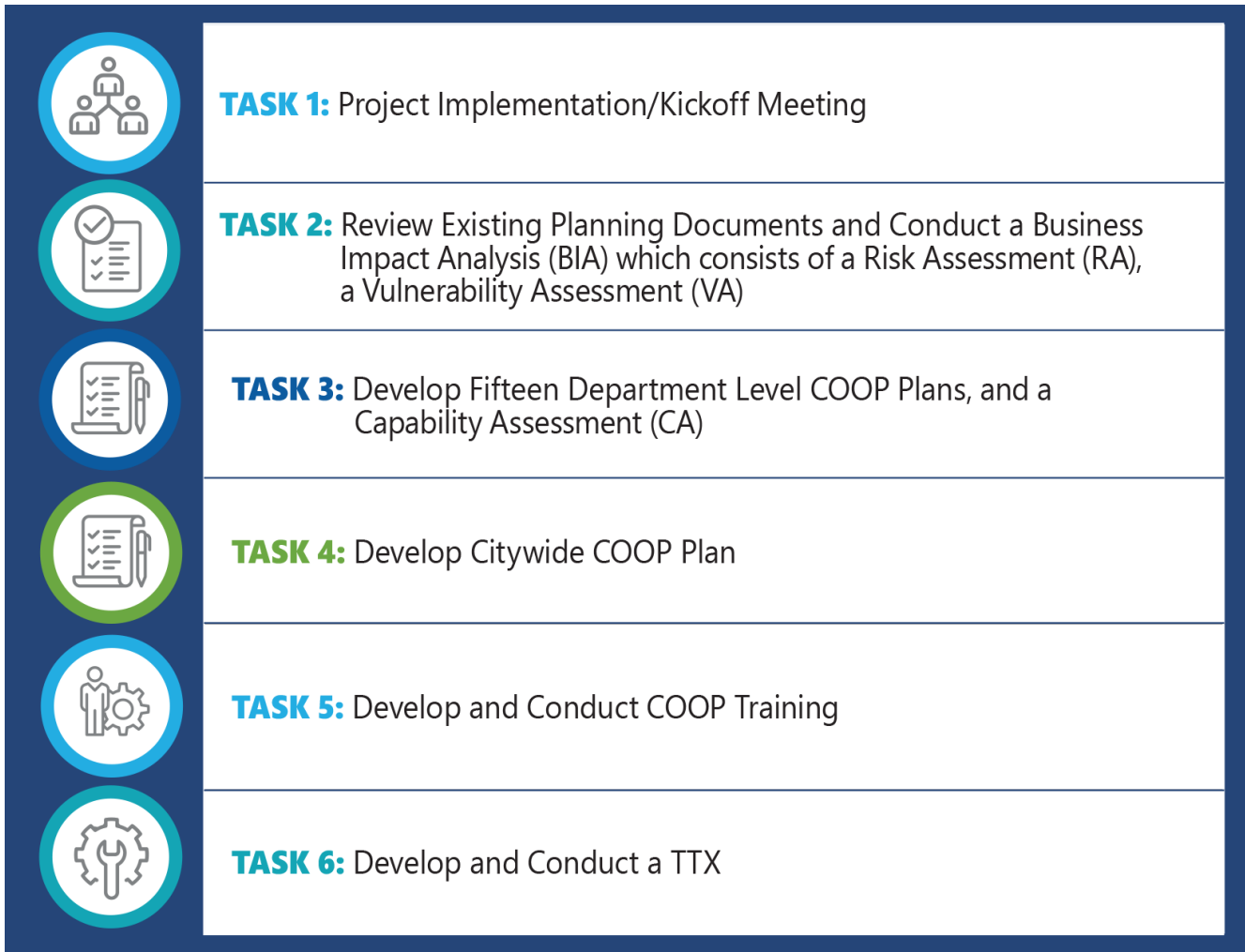


Figure 7: COOP Program Tasks

C.2 TECHNICAL APPROACH

IEM is prepared to assist the City of College Station Texas through the following tasks to create a tailored COOP program designed to help to ensure the city's ability to rebound quickly and effectively after a disruption event.

TASK 1: PROJECT IMPLEMENTATION/KICKOFF MEETING

Active communication and clear, documented expectations are key components of any project's success. IEM will **conduct an on-site kickoff meeting** between the IEM team, including Program Manager Benj Korson and Project Manager Dr. Jennifer Pensyl, and stakeholders from the City of College Station TX will be held within 14 days of the contract execution. This kickoff meeting is an opportunity to **review the draft Project Management Plan** that IEM will develop and provide for discussion. The Project Management Plan will provide an overview of our approach, staff, identified milestones and the project timeline. Best practices from the Project Management Institute (PMI) indicate that a well-developed collaborative Project Management Plan between customer and vendor reduces the risk to both parties and increases the successful outcomes of the project.

The kick-off meeting will also be a prime opportunity to establish data collection dates and locations for the engagement with city departments. While the initial dates may change, this first step allows everyone to provide input into the decision-making process and increases the likelihood of attendance by avoiding known conflicts.

We will also **provide a copy of our COOP planning tool**, which was developed using the following guidance documents:

- FEMA’s Federal Continuity Directives (FCDs) 1 and 2,
- FEMA’s Continuity Guidance Circular (CGC),
- International Organization for Standardization (ISO) 22301
- National Fire Protection Agency (NFPA) 1600
- Comprehensive Preparedness Guide (CPG) 101
- National Response Framework (NRF)
- Emergency Management Accreditation Program (EMAP) standards; and
- National Incident Management System (NIMS).

Dr. Pensyl and IEM’s COOP planners have used these documents to **develop and deliver over 250 COOP/COG workshops and develop over 450 COOP plans over the past 18 years**. Because of our familiarity with relevant guidance documents, IEM will be able to begin meaningful work immediately without wasting time and resources.

TASK 2: REVIEW EXISTING PLANNING DOCUMENTS AND CONDUCT A BUSINESS IMPACT ANALYSIS BUSINESS IMPACT ANALYSIS (BIA) TO INCLUDE A HAZARD/THREAT ASSESSMENT (HA) AND A VULNERABILITY ASSESSMENT (VA)

During this task, IEM will work with City stakeholders to:

- **Review and validate our COOP planning tool** which will be used in Task 3: Develop COOP Plans.
- **Review any existing plans** and extrapolate appropriate information to use as a springboard for developing Tasks 2 and 3. We will pre-populate the HA/VA with hazards/threats identified in the Brazos Valley THIRA and pre-populate the COOP planning tool with appropriate COOP information to create efficiencies. This will also create continuity in plan formatting and content across all departments.
- **Conduct a BIA.** We will then develop a survey instrument using Microsoft Forms and administer it to City department stakeholders.

Hazard Assessment (HA)

The HA will list the potential hazards/threats to the City of College Station’s operations. Each department will rank the perceived probability of each hazard/threat occurring at their facility, using a scale of one through ten. **Table 6** illustrates how hazards/threats might be ranked based on participants’ input.

The Hazard Assessment will rank hazards with the greatest likelihood of occurring.

Table 6: Hazard Ranking

Hazard	Score	Ranking
Flood	8.57	1
Severe Weather	8.09	2
Wildfire	6.67	3
Drought	5.48	4 (t)

Hazard	Score	Ranking
Landslide	5.48	4 (t)
Dam or Levee Failure	4.76	5 (t)
Earthquake	4.76	5 (t)

Vulnerability Assessment (VA)

The VA is designed to identify the perceived impact level (catastrophic, critical, limited, or negligible) for each hazard/threat if it were to occur. **Table 7** illustrates how impact levels might be ranked based on participants' input.

The Vulnerability Assessment will rank the perceived impact of the prioritized hazards.

Table 7: Perceived Impact Levels of Hazards/Threats

Hazard/Threat	Score	Ranking
Earthquake	9.05	1
Wildfire	8.33	2
Flood	8.09	3
Dam or Levee Failure	7.14	4 (t)
Landslides	7.14	4 (t)
Severe Weather	6.90	5 (t)
Drought	6.90	5 (t)

With these two data points, IEM will prioritize the hazards/threats which have the highest probability of occurring and the greatest potential impact. IEM will then work with the city's project team to determine appropriate thresholds which will give the City of College Station TX a clear picture of the risks that need to be addressed in the capability assessment (which will be conducted in Task 3). Typically, we focus on the risks that have a high likelihood of occurring and have a critical or catastrophic impact on mission essential functions (MEFs) if they were to occur. This type of analysis is useful because it will help the City focus time, money, resources, and efforts on the right risks.

The IEM team has experience conducting analyses and understands the challenges of conducting this type of survey/analysis within large entities with competing priorities. Many stakeholders do not have experience with the HA/VA process, so IEM's strategy for gathering complete, reliable data is to **develop a succinct, user-friendly instrument and virtually administer it to department representatives.**

In the conduct of this task, IEM will work with the project team to develop the HA/VA survey instrument and identify individuals within each department who are best suited to provide this information. Upon receipt of survey responses, IEM will develop a draft report, which will be provided to the project team for validation. After the report has been validated, IEM will provide a final HA/VA report to the project team and the COOP development milestone task will begin which will include the capability assessment.

TASK 3: CAPABILITY ASSESSMENT AND COOP PLAN DEVELOPMENT

IEM has an organized, systematic method for developing COOP plans and years of experience guiding client participation in the process. Our experience has taught us that a **hands-on approach** with stakeholders during the data gathering phase results in very reliable data. This translates into a more successful, robust, and reliable COOP

effort. Our hands-on approach to COOP planning means **we do not give our clients templates to fill out**. We will schedule and conduct one-on-one meetings with our clients to gather the correct information the first time, saving our clients time and money. Our process **puts the heavy lift on the IEM team**, because we realize the departments within the city are not in the COOP business—their business is conducting the day-to-day business of the City.

Capability Assessment (CA)

In order to be good stewards of our clients' time, IEM will **conduct the CA** as part of Task 3: Develop COOP Plans. The CA will identify capabilities and resources that currently exist for high priority risks or the capabilities and resources required to assist in mitigating the effects of the risk. For each department, IEM will gather information risks that have the highest likelihood of occurring and are likely to have the greatest impact on mission essential functions.

The Capability Assessment will identify mitigation options that the City has in place or should develop to address risks identified through the RA/VA process.

The key to effective COOP planning is adding strategies that make the City of College Station resilient to disruption events—providing a “Plan B” in case “Plan A” fails.

COOP Plan Development

IEM will work with the city project team to determine the best way to **conduct the COOP data-gathering meetings**. IEM suggests conducting **virtual COOP data-gathering meetings** using Microsoft Teams. We have used this approach most recently with Brunswick County (over 50 meetings), Wake County (over 60 meetings), Golden Gate Bridge Highway and Transportation District (over 50 meetings), Sarasota County, Florida (over 85 meetings), the City of Clearwater, Florida (over 55 meetings), and Prince William County, Virginia (over 80 meetings) with great success. While face-to-face meetings were thought to be the optimal approach in the past, we have found that, as long as our clients have a visual way to communicate with us using the Microsoft Teams virtual platform, there is **no diminished value in this virtual approach**. The virtual platform can provide cost savings for our clients because there is a decreased need for a travel budget which means funds can be more focused on deliverables.

Each data gathering meeting is typically a two-hour engagement with opportunities to hold follow-up meetings if additional information is needed. During these data gathering meetings, the first and most important agenda item is to determine each department's MEFs. We are sensitive to the fact that everything each department does is important, but not everything is mission critical during a disruption event.

The IEM team has extensive experience assisting our clients in distinguishing and prioritizing their true MEFs, which are usually linked to activities that:

- Generate revenue,
- Help preserve the department's/agency's reputation,
- Have legal, administrative, and economic impacts if they are not performed,
- Protect life, facilities, and personnel, and/or
- Have a pre-determined Recovery Time Objective (RTO).

Identifying MEFs is a critical step for two reasons:

1. MEFs drive the identification and quantification of the consequences of not performing the MEFs. This is “why” the city needs to develop mitigative strategies.

2. MEFs form a significant part of the COOP plans. A business process analysis of each MEF assists in determining “how” the city will mitigate the consequences.

Once MEFs have been identified, they must be prioritized. This is done by determining the Recovery Time Objective (RTOs) for each MEF. **RTOs are timeframes in which business functions or application systems must be restored to acceptable levels of operational capability to minimize the impact of a disruption event on the city’s MEFs.** RTOs define how long MEFs can be idle before compromising business operations.

At the conclusion of this task, each department COOP plan will contain, at a minimum, the components listed in Table 8.

Table 8: COOP Plan Components

Key Component	Description
Purpose, Scope Situations, Assumptions, Authorities and References	Describes purpose, objectives and assumptions of the COOP planning effort.
Readiness and Preparedness	Describes COOP activities that occur in the normal operational environment (i.e., plan updates, plan revisions, testing, training, exercises, etc.).
Activation and Relocation	Describes how and when the COOP plan will be activated and the process for relocating to the continuity facility for in-processing.
Reconstitution	Outlines how the department will resume normal operations in a seamless, organized manner once departments return to their original or new facility.
Decision Processes	Describes how the COOP activation decision will be made and who will make it.
Mission Essential Functions (MEFs)	Defines MEFs to maintain during a disruption event, prioritized by Recovery Time Objectives (RTOs).
Mission Essential Records and Databases, Vendors, and Dependencies	Defines vital records and databases that must be available to support MEFs, based on RTOs, and vendor and dependency information.
Supplies, Equipment, and Data	Defines which supplies, equipment, and data must be available to support MEFs, based on RTOs.
Continuity Personnel	Identifies those employees who have responsibilities during COOP activation and their contact information.
COOP Teams and Assignments	Outlines tasks that must be conducted by personnel during a COOP event.
Orders of Succession	Outlines key positions responsible for conducting the MEFs and then identifies at least three successors for each MEF, by title.
Delegation of Authority	Outlines the breadth and depth of authorities granted to successors during a COOP event.
Devolution	Outlines to whom the department’s MEFs will devolve in the event the city experiences a total dismantlement (loss of all employees and total loss of facility).
Information Technology	Defines which information systems must be available to support MEFs, based on RTOs. This component should inform IT’ Disaster Recovery Plan (DRP).
Human Capital Management/Family Support Planning	Outlines how the department will communicate with and account for employees. It will also include methods to assist employees in preparing their families for disruption events.

Key Component	Description
Continuity Facilities	Identifies alternate location(s) where employees will relocate in the event their primary location becomes untenable.
Training, Testing, and Exercising (TTE)	Outlines the scope of training, testing, and exercising program and identifies a schedule for each event.
Plan Maintenance	Outlines person(s) who have responsibility for plan updates, how often the plans will be updated, and conditions requiring interim updates.
Continuity Communications	Identifies alternate methods of communication in the event primary modes become unavailable. It also identifies alternate vendors for communication modalities.

Using Microsoft Word, IEM will develop the draft COOP plans.

IEM will **provide each department the opportunity to validate their COOP plans** with allowing for updates, additions, revisions, and clarifications. Upon completion of validation meetings, IEM will provide the project team with the final drafts for approval.

IEM has a highly professional, in-house document management and graphics teams to ensure all deliverables are of high quality and error free.

TASK 4: DEVELOP CITYWIDE COOP PLAN

The real value in the continuity planning process happens when aggregating the departmental COOP data into a citywide plan—**letting the data tell a story**. This type of overarching plan provides several invaluable benefits to the city, including:

- Provides a central reference for executive-level decision-making regarding city operations during a continuity event.
- Assists in identifying single-points-of-failure.
- Assists in identifying over/under utilizations of continuity facilities, dependencies, and vendors.
- Facilitates potential integration with other city and county-level emergency planning documents, helping to ensure the resilience of services for the community following regional events.

IEM will provide a citywide COOP template to the project team for review and validation. Once the template has been approved, we will begin **developing the citywide COOP plans**

Table 9 below lists the components that will be included in the Citywide COOP plan.

Table 9: COOP Plan Components

Key Component	Description/Benefit
Official Responsible for Activating COOP Plan, by Department	<ul style="list-style-type: none"> Lists the official responsible for activating their COOP plan. <p>Benefit: During a disruption event, senior leadership has a concise picture of who has the responsibility for executing the COOP plan.</p>
Reconstitution Manager, by Department	<ul style="list-style-type: none"> Lists the official within each department who will serve as the Reconstitution Manager during a continuity event. <p>Benefit: During a disruption event, senior leadership will have a concise picture of whom, within each department, has the responsibility for working with the appropriate department to ensure original or new facility is correctly configured during the rebuild, to support the department.</p>
MEFs, by Department	<ul style="list-style-type: none"> Provides an overall view of the city’s MEFs, by department. <p>Benefit: During a disruption event, senior leadership will have a clear picture of which functions the city will be standing up, by department.</p>
MEFs, by RTO	<ul style="list-style-type: none"> Provides a prioritized list of MEFs. <p>Benefit: During a disruption event, senior leadership will have a clear picture of which functions the city will be standing up first, second, third, etc.</p>
Continuity Facility, by Department	<ul style="list-style-type: none"> Provides an overview of each department and their respective continuity facility or facilities. <p>Benefit: During a disruption event, senior leadership will have a clear picture of where each department will move to if their primary operating facility becomes untenable.</p>
Continuity Facility, by Facility	<ul style="list-style-type: none"> Provides an overview of continuity facilities and departments that have identified them in their COOP plan. <p>Benefit: Assists city in identifying potential over and under-utilizations of continuity facilities. It is important that everyone not show up at the same continuity facility during a COOP activation. This information is likely more useful during the planning phase of COOP than the activation/response phase.</p>
Equipment and Supplies, by RTO	<ul style="list-style-type: none"> Provides a prioritized list of MEFs and associated equipment and supply needs. <p>Benefit: Assists the city in understanding equipment and supplies needed to conduct MEFs and allow for the pre-positioning of them at continuity facilities for use during a COOP event. This information is likely more useful during the planning phase of COOP than the activation/response phase.</p>
Mission Essential Records and Databases, by RTO	<ul style="list-style-type: none"> Provide a prioritized list of MEFs and their associated mission essential records and database needs. <p>Benefit: Assist IT’s Disaster Recovery Planning (DRP) by helping them understand the mission essential records and databases needed to conduct MEFs and allow for the pre-positioning of them at continuity facilities for use during a COOP event. This information is likely more useful during the planning phase of COOP than the activation/response phase.</p>
Devolution, by Department	<ul style="list-style-type: none"> Identifies devolution strategies for each department’s MEFs. <p>Benefit: During a disruption event, senior leadership will have a clear picture of where each department’s MEFs will be transferred if the department were to experience a total dismantlement of personnel and facility.</p>

Key Component	Description/Benefit
Process Dependencies, by Department	<ul style="list-style-type: none"> Lists department’s MEFs and respective process dependencies. <p>Benefit: During a disruption event, senior leadership will have a clear picture of each department’s MEFs and their associated process dependencies. This information is likely more useful during the planning phase of COOP than the activation/response phase.</p>
Process Dependencies, by RTO	<ul style="list-style-type: none"> Provides a prioritized list of process dependencies needed by departments to perform MEFs. <p>Benefit: During a disruption event, senior leadership will have a prioritized picture of each department’s MEFs and their associated process dependencies. This information is likely more useful during the planning phase of COOP than the activation/response phase.</p>
Vendors, by Department	<ul style="list-style-type: none"> Provides vendors used in the conduct of each department’s MEFs. <p>Benefit: During a disruption event, senior leadership will have a list of vendors and contact information needed to support MEFs.</p>
Continuity Management Group, by Department	<ul style="list-style-type: none"> Lists Continuity Management Group personnel and their contact numbers by department. <p>Benefit: During a disruption event, senior leadership will have contact information for those individuals listed in each department’s Orders of Succession.</p>

TASK 5: DEVELOP AND CONDUCT COOP TRAINING WORKSHOP

IEM will work with the project team to **develop and conduct a virtual COOP Training Workshop**. It is not enough to have well thought-out, actionable COOP plans if no one knows what they are, where they are, or how to execute them.

For COOP plans to be effective, all personnel should:

- Have an awareness of what a COOP plan is and why it is important to the city and their department.
- Have an awareness of their personal COOP roles and responsibilities.
- Have an awareness of how, when, and why the COOP plan might be activated and what to do immediately following an activation.
- Have an awareness of how to execute their roles during an activation event.

IEM will work with the project team to **develop all workshop materials**. The training module will address, at a minimum:

- The four phases of COOP planning
- The Concept of Operations
- Who has the authority to activate the COOP plans
- How the departments will transition from normal operations to COOP operations
- Where the department and its personnel will go if their primary operating facility is untenable
- How departments will operate at the continuity facility
- Which MEFs need to be conducted during COOP activation
- How teleworking will be accomplished if the department’s main facility is untenable
- How the department will communicate during a COOP event.

Once the project team has approved the workshop materials, IEM will **conduct a virtual training workshop** for personnel, especially those who will be attending the tabletop exercise (TTX).

TASK 6: DEVELOP AND CONDUCT A TABLETOP EXERCISE (TTX) AND A COOP MATURATION MATRIX

Conduct TTX

Testing plans and capabilities before an actual event or disaster is a critical component of effective emergency management. Testing plans during their development is an efficient way to confirm the accuracy and completeness of finalized plans. Our experience shows that this stage is particularly important for COOP planning because the key components, such as the identification of continuity facilities, coordination of MEFs, and analysis of contract requirements with third-party vendors, benefit greatly from exercises. IEM has built this validation stage into each continuity plan that we have developed. For jurisdictions, this is a prime opportunity to bring executive-level stakeholders, decision-makers, and various departments to the table, ensuring integration of the plans into the culture. IEM will use the initial validated drafts of the COOP plans as the basis for the TTX.

As reflected in **Figure 8**, IEM's approach to exercise design and development is rooted in the Homeland Security Exercise and Evaluation Program (HSEEP) guidance and has two main goals. First, our team includes **experts from the entire realm of emergency management, including COOP planning**, who will ensure the exercise focuses on the essential capabilities to be tested. Second, we will **leverage the collective knowledge, experience, and expertise of city personnel and exercise planning team in designing, developing, planning, and conducting the COOP exercise**. Our experience has shown that actively engaging key stakeholders in providing input into the design and development process leads to more successful, focused, and productive exercises.

The IEM team will assist the city and county in:

- Designing, planning, scheduling, and conducting a TTX
- Conducting the Initial Planning Meeting
- Conducting the Mid-term Planning Meeting
- Conducting the Final Planning Meeting
- Preparing a Situation Manual
- Preparing Exercise Evaluator Guides
- Preparing the Facilitator/Evaluator Handbook

This exercise **will be developed using HSEEP guidelines**. Invitees will include personnel who have essential roles during a disruption event. The exercise facilitators will describe the continuity scenario and facilitate discussion with participants to identify staff roles and responsibilities, discuss response to the scenario, and determine if the COOP plans support the staff in the resumption or continuation of their MEFs. IEM will provide one exercise controller and two evaluators during the exercise. IEM will conduct a hot wash to capture facts and impressions based on the exercise discussion. In addition, we will collect feedback from all participants and capture comments, recommended edits, and changes to the draft COOP plans.

COOP Maturation Matrix

The IEM Team will **develop a COOP Maturation Matrix**, which will provide the City with a "roadmap" to move their continuity planning efforts down the maturity continuum. It will include:

- Consolidated hot wash discussion and feedback data



Figure 8: IEM's Approach to Exercise Design and Development

- Citywide COOP considerations and recommendations
- Departmentwide COOP considerations and recommendations
- Department-specific COOP considerations and recommendations
- Considerations and recommendations to address potential single–points–of–failure for vendors, dependencies, RTOs, staffing, communication, facilities, technology, etc.

We will develop and review the draft COOP Maturation Matrix with the project team for validation and then provide the City with the final version.

DELIVER FINAL COOP PLAN

At the conclusion of this project, the IEM Team will provide the City project team with the following documents in Microsoft Word format so that the City can easily make future updates to the plans. **Figure 9** to the right will hold the following:

- TASK 2:** RA/VA report
- TASK 3:** (15) Departmental COOP plans with CA data
- TASK 4:** (1) Citywide COOP plan
- TASK 5:** COOP Training module
- TASK 6:** TTX materials and COOP Maturation Matrix

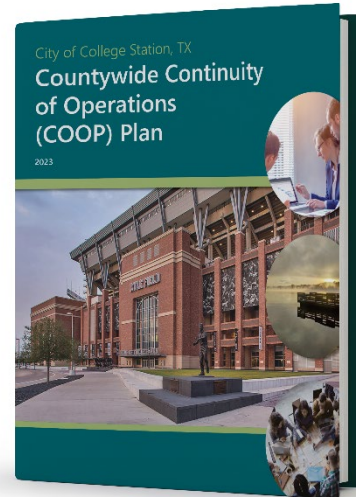


Figure 9: Sample COOP Plan for the City of College Station

C.2.2 TIMELINE

IEM anticipates quickly starting the project upon contract award, with a project initiation and kickoff meeting scheduled within two weeks of award. In order to hit the ground running, IEM will work to collect existing plans related to continuity as well as clarifying points of contact for departments. A central coordination point for scheduling meetings will help to streamline outreach and requests for meetings.

IEM recognizes the complexity of creating COOP plans for the departments. IEM’s professional staff will work directly with city governmental employees to schedule and conduct COOP data gathering meetings. Prioritization of outreach efforts will be based on coordination with input from points of contact at the city.

The below suggested timeline in **Figure 10** assumes the contract is awarded in May 2023. If award begins sooner, we will adjust the timeline accordingly. In addition, depending on the City’s availability to participate in COOP data gathering meetings (Task 3), the IEM team is poised to shorten the period of performance.



Figure 10: IEM Project Timeline

Table 10: Project Timeline and Deliverables

Project Task	Project Activities	Deliverables
Task 1 Project Implementation and Kickoff Meeting May 2023	Conduct Project Initiation and Kickoff Meeting	Project Management Plan COOP planning tool
Task 2 Review existing COOP plans and Conduct BIA June-August 2023	<ul style="list-style-type: none"> • Validate COOP planning tool with Project Team • Extrapolate data from existing plans • Conduct BIA (RA/VA) 	<ul style="list-style-type: none"> • Validated COOP planning tool • Develop COOP planning template for each department • BIA report
Task 3 Conduct Capability Assessment and Develop COOP plans Sept-Nov 2023	<ul style="list-style-type: none"> • Conduct Capability Assessment • Schedule and conduct one-on-one data gathering meetings with fifteen city departments • Schedule and validate COOP plans with department 	<ul style="list-style-type: none"> • Capability Assessment • Initial draft COOP plans for city departments • Final draft COOP plans for city departments.
Task 4 Develop Citywide COOP plan Dec 2023-Jan 2024	<ul style="list-style-type: none"> • Validate citywide COOP plan template • Develop citywide COOP plan 	<ul style="list-style-type: none"> • Validated citywide COOP plan • Citywide COOP plan
Task 5 Develop and Conduct COOP Training Workshops April 2024	<ul style="list-style-type: none"> • Develop virtual COOP training workshop 	<ul style="list-style-type: none"> • Conduct virtual COOP training workshop for city staff who will participate in the TTX
Task 6 Develop and Conduct Tabletop Exercise (TTX) and COOP Maturation Matrix Jan-May 2024	<ul style="list-style-type: none"> • Conduct IPM • Conduct MPM • Conduct FPM • Conduct TTX • Develop COOP Maturation Matrix 	<ul style="list-style-type: none"> • Conduct TTX • COOP Maturation Matrix
Project Closeout May 2024	<ul style="list-style-type: none"> • Develop closeout activities 	<ul style="list-style-type: none"> • Project closeout report

TAB D

REFERENCES



D.1 REFERENCES

Reference 1: Brunswick County Emergency Operations Plan and COOP	
Client Name:	Brunswick County Emergency Management
Point of Contact, Title	Leslie Stanley, Volunteer & Non-Profit Coordinator Brunswick County Emergency Services
Email Address	Leslie.Stanley@brunswickcountync.gov
Phone	910.253.2589

Reference 2: Wake County-Continuity of Operations Plan (COOP)	
Client Name:	Wake County, North Carolina Division of Emergency Management
Point of Contact, Title	Joshua Creighton, Deputy Director, Emergency Management,
Email Address	joshua.creighton@wakegov.com
Phone	919.856.6485

Reference 3: City of Clearwater Continuity of Operations Plan (COOP)	
Client Name:	City of Clearwater, Florida
Point of Contact, Title	Jevon Graham, CFO, MIFireE Division Chief of Emergency Management, Clearwater Fire and Rescue Dept.
Email Address	jevon.graham@myclearwater.com
Phone	727.562.4344 ext. 3205

TAB E CERTIFICATION

IEM is pleased to provide the following certifications as requested in Tab E of the City's RFP.

- Certification Form
- Certificate of Interested Parties
- Addendum No. 1

CERTIFICATION

The undersigned affirms that they are duly authorized to execute this contract, that this proposal has not been prepared in collusion with any other firm, and that the contents of this proposal have not been communicated to any other firm prior to the official opening of this proposal. Additionally, the undersigned affirms that the firm is willing to sign the enclosed Standard Form of Agreement (if applicable).

Signed By:  964FBB635BAD47E... Title: Manager, Contract Administration

Typed Name: Keith Reynolds Company Name: Innovative Emergency Management, Inc.

Phone No.: 919-990-8191 Fax No.: 919-237-7468

Email: Contracts@iem.com

Vendor Address: 2801 Slater Road, Suite 200, Morrisville, NC 27560
P.O. Box or Street City State Zip

Remit Address: P.O. Box 110265, Durham, North Carolina 27709-8477
P.O. Box or Street City State Zip

Federal Tax ID No.: 72-1045884

DUNS No.: 601275282

Date: 1/24/2023

NOTE: This form and acknowledged addendums (*if applicable*) must be submitted with proposals under Tab E.

END OF RFP #23-020

*****DO NOT MODIFY THIS FORM*****

CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY CERTIFICATION OF FILING

Certificate Number:
2023-975462

Date Filed:
01/24/2023

Date Acknowledged:

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.
Innovative Emergency Innovative, Inc.
Morrisville, NC United States

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.
Other

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.
RFP# 23-020
COOP

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary
	Beriwal, Madhu	Morrisville, NC United States	X	

5 Check only if there is NO Interested Party.

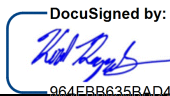
6 UNSWORN DECLARATION

My name is Keith Reynolds, and my date of birth is March 21, 1986.

My address is 8550 United Plaza Blvd, Suite 400, Baton Rouge, LA, 70809, USA.
(street) (city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in East Baton Rouge County, State of Louisiana, on the 24 day of January, 2023.
(month) (year)

DocuSigned by:


064E8B635BAD47E
Signature of authorized agent of contracting business entity (Declarant)



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ADDENDUM # 1
RFP # 23-020

Date: January 17, 2023
To: All Interested Parties
From: Josie Urrutia, Buyer
Re: **23-020 (Continuity of Operations Plan (COOP))**

The following additions, deletions, or clarifications to **RFP # 23-020** are hereby made a part of the RFP Documents for the above referenced project as fully and as completely as though the same were included therein.

ADDITIONS, DELETIONS OR CLARIFICATIONS

All outstanding questions are answered with this Addendum and are made part of this RFP.

Question 1: What are the 15 departments that will be incorporated into the City's COOP?

Answer: This will be determined in coordination with the firm selected.

Question 2: What, if any, is the desired timeline for this project?

Answer: The desired time frame is 1 year from the acceptance.

Question 3: Please confirm that the vendor is to develop and deliver COOP training and a Tabletop exercise.

Answer: The vendor is to develop the COOP training and tabletop.

Question 4: Please confirm that the City prefers a firm/fixed price for the project.

Answer: Yes. A firm, fixed price is preferred.

Question 5: Has this project been budgeted, and if so, what is its budget?

Answer: \$108,000.00

Question 6: Do we need to conduct a Business Impact Analysis?

Answer: Yes

Question 7: What is the estimated start date?

Answer: Upon council approval of awarded contract and issued notice to commence.

Question 8: Does the selected vendor need to be a registered Texas based firm?

Answer: No

Question 9: Will the work be performed onsite, virtual, and/or at the vendor's site?

Answer: Preferably onsite, although some virtual visits/discussions would be possible.

Question 10: The State of Texas and FEMA require that a THIRA contain a nexus to terrorism. Does/will the City's envisioned THIRA contain a nexus to terrorism? If not, does the City instead want the successful contractor to develop a HIRA rather than a THIRA?

Answer: We operate under the Brazos Valley THIRA (2022) which contains a nexus for terrorism.

Question 11: The solicitation's Scope of Work states that the selected vendor will perform a THIRA to address "threats and hazards that affect the City of College Station" and "the impacts to the City of College Station from threats and hazards," which would be addressed as part of the SPR process. However, the Scope of Work also states that vendors should address "Capabilities analysis to include existing and needed capabilities to address impacts from threats and hazards," which is performed during Step 1 of the Stakeholder Preparedness Review (SPR) process. Is it the City's desire that the selected vendor will perform both a THIRA and SPR? If so, will the selected vendor be expected to support development of a full SPR, or just Step 1 of the SPR?

Answer: We operate under the Brazos Valley THIRA (2022) which is the foundation for determining a community's capability gaps during the SPR process.

Question 12: Is it the City's desire that the selected vendor will update the City's most recent THIRA, or will the selected vendor instead be expected to develop an entirely new THIRA? If it will be an update, how many scenarios and core capabilities will be required?

Answer: The Brazos Valley THIRA was updated in 2022

Question 13: Which City Departments will be participating in this project in addition to College Station Emergency Management, if any?

Answer: This will be determined in coordination with the firm selected.

Question 14: Page 12 (Methodology) and Page 13 (Evaluation Factors) both mention Project Time-line; however, a period of performance was not indicated in the RFP. Is there a desired project completion date?

Answer: The desired timeline is 1 year for acceptance.

Question 15: Texas A&M University, George H.W. Bush Presidential Library and Museum, and the Bush School and Government and Public Service are all mentioned as being in the City of College Station Texas. Are key stakeholders from the three mentioned institutions going to be involved/invited to participate in the planning process? Are there any additional whole community partners (i.e., NGOs, private sector, etc.) that will be engaged in the planning process?

Answer: Texas A&M University, George H.W. Bush Libray and Museum, and the Bush School of learning are within the jurisdictional boundaries of the City of College Station, however, they function as a separate entity and have their own COOP.

Question 16: The RFP's Scope of Work states on page 10, "Provide option for annual training." Please elaborate upon this requirement. We did not see this reoccur in another section of the RFP. Is this potential annual COOP training that the selected firm would provide on a reoccurring basis (i.e., training contract)?

Answer: That is an option that we are interested in. We would like to see an option for annual training (TTX or full scale exercise) provided by the firm.

Question 17: Page 12 of the RFP, Rates and Expenses, states, "Include a separate and optional itemization for travel and related expenses to attend and assist with facilitation of training." During the course of this project, which stakeholder engagement meetings/interviews, if any, would the City like the successful contractor to conduct in-person as opposed to virtually?

Answer: Initial stakeholder/department head meeting and final TTX will need to be in person. Additional and individual department meetings could be help virtually or in person and the vendors convenience.

Question 18: Page 10 of the RFP's Scope of Work states, "Provide COOP training modules as well as Tabletop (TTX) training. "Please clarify this requirement. Does the City want the successful contractor to develop, conduct, and evaluate a TTX? Or, does the City instead desire a workshop to build awareness of the COOP plan, without a formal exercise? Regarding the training modules, does the City want the successful contractor to deliver these trainings, or provide modules for to the City for the City to use to deliver their own training?"

Answer: Yes, the successful contractor will develop, conduct, and evaluate a TTX once the COOP is complete. The individual modules could be provided to the city to deliver their own training.

Question 19: In the Scope of work, page 10, The RFP requests a THIRA, which is a typical component of a EM planning initiative, not a COOP initiative. It then identifies the desire to: •identify threats and hazards (in COOP arena, this is known as a Hazard Assessment) that affect the City of College Station, •the impacts to the City of College Station from threats and hazards (in COOP arena, this is known as a Vulnerability Assessment), and •a capabilities analysis to include existing and needed capabilities to address impacts from threats and hazards (in COOP arena, this is known as a Capability Assessment) Is this what the City is desiring?

Answer: We operate und the Brazos Valley THIRA (2022). We are requesting a COOP.

Question 20: If the City is not desiring a BIA, and rather would like a THIRA, does the City require a Stakeholder Preparedness Review (SPR) as well as part of this project?

Answer: We operate under the Brazos Valley THIRA (2022)

Question 21: In the Scope of Work, page 10, The RFP requests technical assistance and guidance on document control that meets FEMA-State reimbursement and regulatory requirements. FEMA reimbursement is generally geared more toward EM response, recovery, debris management, etc. COOP plans focus on resuming mission essential functions (MEFs) within recovery time objectives (RTOs). Can the City please clarify that this task is identified in the scope of work?

Answer: We understand that not all aspects of COOP will be eligible for FEMA reimbursements; however, if there are any regulatory restrictions or requirements that will color our COOP efforts, we will rely on awarded firms' technical expertise to navigate such guidance.

Question 22: What is the anticipated period of performance for this effort?

Answer: The desired timeframe is 1 year from the date of acceptance.

Question 23: In the Scope of Work section, on page 10, The RFP states the selected Firm shall take ownership of the entire COOP planning process including scheduling and facilitating necessary meetings with stakeholders, compiling relevant data and documents, and maintaining communication with specified City individuals. Will virtual meeting engagements be used for developing the COOP plans or does the City expect in-person meetings?

Answer: Initial stakeholder/department head meeting and final TTX will need to be in person. Additional and individual department meetings could be help virtually or in person and the vendors convenience.

Question 24: Could the City provide what level of involvement the City is expecting to provide to help in this project?

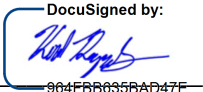
Answer: The Emergency Management Coordinator will assist in any way possible.

Question 25: Is the responding firm expected to upload THIRA (and SPR) results into FEMA's Unified Reporting Tool (URT)?

Answer: No

Please acknowledge receipt of this addendum with your proposal form. Failure to do so may cause your proposal to be considered non-responsive.

Receipt of this Addendum No. 1 is hereby acknowledged

Signature:  _____

Date: 1/24/2023

Company: Innovative Emergency Management, Inc.



MARCH 9, 2023

A Proposal for Texas, City of College Station

RFP 23-020

CONTINUITY OF OPERATIONS (COOP) PLAN – ADDITIONAL QUESTIONS





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March 9, 2023

Josie Urrutia, CPPB, NIGP-CPP
Buyer, Purchasing Division
City of College Station
P.O. Box 9960
110 Texas Ave, College Station, TX 77842

Re: RFP 23-020 Continuity of Operations (COOP) Plan


Dear Ms. Urrutia:

On behalf of Innovative Emergency Management, Inc. (IEM), I am pleased to offer our responses to the additional questions proposed by the City of College Station. We appreciate the opportunity to provide additional supporting information. We hope you will find this information helpful in deciding whether IEM can best provide the requested services.

We know continuity planning continues to be a priority for states, counties, and cities. The IEM team has led a concerted effort to encourage state agencies to think broadly about the intricacies of a robust Continuity of Operations Plan and how a written plan can drive accountability and follow-through on reconstitution efforts. Our continuity workforce has, on average, 18 years of diverse programmatic and practical experience in continuity planning at all layers of government. An indirect benefit that IEM brings is the ability to help the City of College Station, TX, prepare for, respond to, and recover from a disruption event.

It is our pleasure to enclose the information you requested. If you have any technical questions regarding this proposal, please do not hesitate to contact Krista Houk, Manager of State and Local Preparedness, at krista.houk@iem.com and Keith Reynolds, Manager of Contract Administration, at (919) 990-8191 or contracts@iem.com. We look forward to the opportunity to share more about our approach with you and how we can use it to assist the City of College Station.

Sincerely,

DocuSigned by:

964FBB635BAD47E...
Keith Reynolds

Manager of Contract Administration

RESPONSES TO THE QUESTIONNAIRE

1. Will the COOP planning tool be available to us indefinitely post-project? Or would this be a subscription? Can we request a demo?

IEM will provide departmental COOP plans to the City in MS Word. We will provide our COOP template, also in MS Word, so the City can quickly develop additional COOP plans without time-consuming user training or costly annual licensing fees typically required of a proprietary software solution. Additionally, IEM can provide the City with access to SharePoint which would allow long-term access to multiple end users to access and update their plans after the project has ended.

2. What significant changes has IEM made in the COOP creation process due to post-event/ after-action review from previous projects and how have those changes for new clients made a positive impact in their plans/event response?

Our IEM Team has created efficiencies in our COOP planning process and documents as a result of lessons learned over 18 years and our internal post-mortems. Below are a few examples:

- Our **COOP Maturity Matrix** was developed from lessons learned, and it serves two fundamental purposes:
 1. A client was concerned they would not understand the next steps they should take once we disengaged. Because our IEM Team had intimate knowledge of each department, their mission essential functions, dependencies, supplies, vendors, continuity facilities, etc., we were perfectly poised to identify where single points of failure may exist and offer suggestions, they might consider addressing gaps. As contractors, we cannot make policy declarations and procurement decisions that may be needed as part of continuity and redundancy strategies, but we can identify areas of concern and make recommendations to our clients to address gaps they may not be aware of.
 2. If done correctly, a great deal of effort goes into COOP planning—from the project team to each of the City’s departments. COOP planning is not a one-and-done planning effort. It is a process, not a project. Our clients have appreciated the Maturity Matrix because it contains specific, actionable considerations, at the City level and the department level, addressing needed resiliency strategies.
- Our **Citywide COOP planning document** is a product our IEM Team developed due to a client request. We were developing COOP plans for a rather large county, and our client expressed concerns about managing the data across 35 county departments. We listened to our client and came up with a countywide COOP plan that aggregated the data in one succinct document which not only helped senior leadership make informed decisions during a COOP event but also helped COOP planners make informed decisions during the planning phase.

Our Citywide COOP planning document can help COOP planners:

- Determine under-and-over utilizations of continuity facilities.
- Reconcile unrealistic recovery time objectives (RTOs) with appropriate departments/divisions.
- Determine if dependencies will be available within defined RTOs.
- Determine if applications and supplies will be available within defined RTOs.
- Ensure orders of succession are viable.

Our Citywide COOP planning document is discussed in more detail in Tab C, Task 4, Table 9 in our proposal.

- The unique operational challenges of COVID-19 have resulted in practical improvements to IEM's process for developing COOP plans. These process changes have been enacted in reaction to both the real-life lessons learned from COVID-19 and from analyzing output of the After Action Report/Improvement Plans. Because COVID-19 required both decision-makers and organizational stakeholders to actively engage in the process to identify, implement, and track continuity strategies as the situation of the pandemic changed, IEM has identified efficiencies in planning to better present continuity planning information. The goal of this planning approach is to improve training and onboarding of varied personnel to planning content and to clearly present the concept of operations to facilitate active engagement with continuity plans from more stakeholders. As a result, our continuity plans are more operational and actionable in focus and easier to use in a dynamic risk environment. This planning change was a direct result of key trends IEM observed in our AAR work throughout the nation.

COVID-19 also highlighted the need for improved processes to reflect new technologies purchased and integrated into many workplaces. The role of continuity facilities was also modified to better reflect telecommuting strategies and other workaround processes implemented to reduce public health concerns.

IEM recently developed a tool to support the collection of lessons learned following a continuity event activation. This document provides an easy-to-use format for collecting department or position-specific data on COOP activation successes and lessons learned. The goal of this tool is to standardize how areas of operation can quickly identify and document AAR actions related to COOP activities, enabling more active and ongoing improvements during long-term continuity events like COVID-19.

3. Will the TTX provide multiple scenarios? Will various scenarios be available in the Facilitator/Evaluator Handbook?

The IEM Team will develop and conduct a TTX that will begin with a scenario and include a number in injects to test different portions of the COOP plans. We will work with the City to determine which parts of the COOP plan need to be tested and design our TTX accordingly. If the City is interested in multiple scenarios, our exercise planners and graphic designers have the flexibility to provide multiple scenarios as part of the exercise design process. Our TTXs typically last 4-6 hours, depending on the group size.

4. Explain Maturation Matrix and its process.

Our COOP Maturation Matrix is a value-add document that we provide to clients. COOP planning is not a one-and-done planning effort, and we sincerely hope that is not the case – for all of our clients. To assist clients in ensuring their COOP planning effort does not stagnate after we disengage, our IEM Team will develop a COOP Maturity Matrix containing actionable recommendations for redundancies at the Citywide and departmentwide levels, and the department-specific level. Below are a few examples of items that might be included in the City's Maturation Matrix.

- Encourage departments to consider including COOP training during their onboarding and orientation—especially for those positions that are listed in their Orders of Succession.
- Steps should be taken to ensure that dependencies will be available by the defined RTOs. If dependencies are unavailable, either reconcile the deficiency with the agency, department, or vendor responsible for supporting the dependency or develop manual workaround procedures until dependencies are developed.

- Consider working with departments to revisit, revise, or validate RTOs, as appropriate. Several departments have extremely short RTOs that may be difficult to achieve.
- Ensure staff identified in successor roles will be available and have the knowledge, skills, abilities, aptitude, and access to perform MEFs for which they are successors.

5. We are interested in reviewing completed projects within HGAC-E and DETCOG; these areas seem more frequently affected by major events. Please provide project information.

On page 4 of our proposal, we outline IEM's vast experience working with the State of Texas, which includes the HGAC and DETCOG projects. These, however, are not COOP projects, and the COOP team we have proposed was not involved in those efforts. If the City intends to vet the COOP team we have proposed, understand the quality of our deliverables, and determine our responsiveness to clients, we welcome you to reach out to our previous clients which we have provided in section A.4.2 of our proposal.

The COOP team we have proposed for the City of College Station was directly involved in all of these projects. Specifically, we recently completed the Brunswick County COOP project on February 28th, 2023. Brunswick County is a coastal North Carolina county that is prone to hurricanes. They are very amenable to discussing their experience with the IEM Team.

6. Does the Project Manager for our project (Dr. Pensyl) have any experience in creating COOP plans or plans assessments in the State of Texas?

Dr. Pensyl led the COOP work for Dallas Area Rapid Transit (DART) under the FEMA Regional Catastrophic Preparedness Grant Program (RCPGP). She conducted COOP workshops that led participants through the entire COOP planning process. She conducted one-on-one COOP plan assessments for each DART department.

She has also supported the City of Houston Texas, through the mayor's office, by conducting Technical Assistance (TA) COOP workshops for city departments.

7. How does the contract agreement/proposal timeline match with the "as-built" or actual project timeline for the 4 references provided in Table 2 (Brunswick County N.C., Wake County, NC, & Clearwater and Sarasota, FL)? I noticed that the reference projects were 18 months (or so) or longer in nature and ours is proposed to be one year.

The periods of performance (POPs) for our clients can differ dramatically. POPs are typically driven by grant deadlines, the level of effort outlined in their RFP, and the staff they can dedicate to the COOP effort. Wake County and Sarasota county are large counties with up to 35 departments, so those projects take longer to complete. Brunswick county, however, desired COOP plans with no tabletop exercise (TTX) and the POP for that project was six months. We feel that the one-year POP is very doable for the City of College Station's COOP effort.

8. Could you expand on the COOP Planning Tool mentioned on page 41? Is this for assisting in creating the COOP or for support after the plan is completed (or both)?

Our COOP Planning Tool is a tool we developed and currently use to conduct one-on-one COOP interviews with each department. It was developed using FEMA’s Continuity Guidance Circular. This tool helps guide our conversations with departments when gathering data to develop COOP plans. It also creates **efficiencies** in the data-gathering process because it **focuses conversations** on viable COOP components. A valuable tertiary benefit is that it also provides continuity in formatting across all city departments.

9. Could you provide a reference (or two) for Cities or entities in the State of Texas (i.e., City of Houston, City of Austin, or Easterwood Airport in College Station)?

Reference(s) for the State of Texas	
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Phone	(817) 884-1804
Email	dmmccurdy@tarrantcounty.com
Name	Maribel Martinez-Mejia, PhD, CEM®
Title	Director of Emergency Preparedness
Entity Name	North Central Texas Council of Governments
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Phone	(817) 704-5613
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