

TOOELE COUNTY CORPORATON
CONTRACT # 20-11-07

Comprehensive Emergency Management Planning Project + Pandemic Preparedness

Tooele County Emergency Management

Prepared By
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September 14, 2020

Bucky Whitehouse
Emergency Services Director
Tooele County Emergency Management
15 E. 100 Street, South Tooele, Utah 84074

Director Whitehouse,

Hagerty Consulting, Inc. (Hagerty) is grateful to have had the opportunity to meet with you to discuss supporting the development of the base plan of a new Tooele County Comprehensive Emergency Management Plan (CEMP) and planning tools associated with Pandemic Preparedness. Hagerty has a track record of supporting jurisdictions on innovative and collaborative planning projects across the United States and Utah. Hagerty has a strong partnership with Salt Lake County, working on initiatives including the Greater Salt Lake Complex Coordinated Terrorist Attack (CCTA) Exercise Series, the Salt Lake County CEMP Project, and providing support in COVID-19 Response and Recovery.

Hagerty is proud to submit our proposal to support the development of a base CEMP and Pandemic Preparedness for Tooele County. Hagerty is confident in our ability to bring together stakeholders to develop an all-hazards framework for Tooele County. To support Tooele County, Hagerty's proposal features:

- » **Assessment of Tooele County Emergency Plans.** This initial step would include a thorough review of existing emergency plans in Tooele County. This will include a review of the Emergency Support Functions (ESFs) and Recovery Support Functions (RSFs).
- » **Development of a CEMP Base Plan.** This foundational document provides Tooele County the groundwork to manage the coordination of an all-hazards response, recovery, and mitigation activities during an emergency incident.
- » **Development of Pandemic Preparedness Tools.** To support Tooele County in the continued fight against COVID-19, Hagerty will develop a Continuity of Operations Plan (COOP) template, a pandemic annex to the CEMP, and a pandemic annex for future COOP plans.

We greatly appreciate your consideration and look forward to the opportunity to support Tooele County in emergency preparedness.

Sincerely,

Katie Freeman, Director of Operations
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Table of Contents

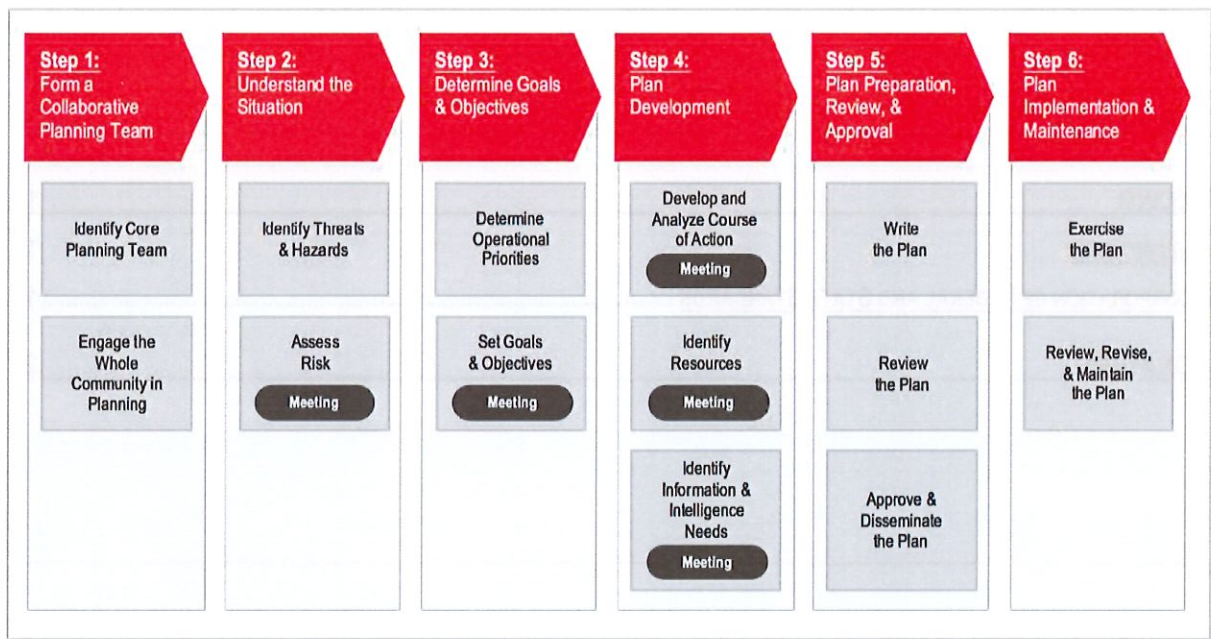
ABOUT HAGERTY	3
TECHNICAL APPROACH	6
COMPREHENSIVE EMERGENCY MANAGEMENT PLANNING PROJECT MANAGEMENT	6
PROJECT MANAGEMENT	6
KICK-OFF CONCEPTS AND OBJECTIVES MEETING	7
FORMATION OF THE COMPREHENSIVE EMERGENCY PLANNING COMMITTEE	7
CONTINUED PROJECT MANAGEMENT	7
COMPREHENSIVE EMERGENCY MANAGEMENT PLANNING	8
EMERGENCY PLANS ASSESSMENT	8
BASE PLAN DEVELOPMENT	8
PANDEMIC ANNEX TO CEMP	10
CONTINUITY OF OPERATIONS + PANDEMIC PLANNING	11
BASE PLAN DEVELOPMENT	11
DATA GATHERING AND INFORMATIONAL INTERVIEWS	11
BUSINESS PROCESS ANALYSIS & BUSINESS IMPACT ASSESSMENT	12
FINAL PLAN TEMPLATE DEVELOPMENT	13
COOP WORKSHOPS	14
STAFFING	14
TIMELINE	17
PRICING	18
ASSUMPTIONS	18
INCORPORATION OF FEDERAL AND STATE STANDARDS	19
SIGNATURE	20

About Hagerty

Hagerty is an emergency management and homeland security firm dedicated to creating disaster resilient environments by helping clients choose the best way forward in times of change, uncertainty or crisis. Through hard work and innovation, we have had the pleasure of working with some of the most innovative emergency management programs in the nation; this includes large urban communities such as the cities of New York, Boston, Chicago, and Dallas in addition to communities like Chatham County, GA, Horry County, SC, and Providence, RI. **Our experience grants us the knowledge that the value of a plan is measured by the ability of a stakeholder to operationalize the content.** This ethos permeates our approach to all planning projects for our clients. The question, "How do we ensure that stakeholders will be able to use this plan when they need it?" is consistently at the forefront of our minds; our demonstrated ability to effectively answer this question is what differentiates us from our competition.

Hagerty has supported a variety of jurisdictions across the country to develop and update a variety of plans, including but not limited to CEMPs, emergency operation plans (EOPs), standard operating procedures (SOPs), and field operations guides (FOGs). **As you know, Hagerty is currently supporting Salt Lake County with the development of its CEMP.** Our capability includes offering professionals with significant expertise across emergency support functions (ESFs) capable of supporting a multitude of operational planning areas, including active threat, mass care, cyber, evacuation, search and rescue, hazardous materials, rail transportation, and dam safety. Our planning process is consistent with the Federal Emergency Management Agency (FEMA)'s *Comprehensive Planning Guide 101: Developing and Maintaining Emergency Operations Plans* (CPG 101), and our professionals have been engaged in developing plans to gain accreditation under the Emergency Management Accreditation Program (EMAP).

Steps in the CPG 101 Planning Process



The following provides an overview of Hagerty's past performance, specifically as it applies to EOPs, CEMPs, and ESFs:



Emergency Operations Planning for the State of New Hampshire

Emergency Operations Planning

In support of the State of New Hampshire Department of Safety, Division of Homeland Security and Emergency Management, Hagerty provided technical assistance and guidance to local stakeholders through the update of the statewide comprehensive emergency operation plan (CEOP), including the base plan and annexes. As part of the plan update process, the Hagerty team conducted a complete review and revision of the draft CEOP and 15 ESFs to ensure compliance with all EMAP standards, as well as other federal standards and guidance. In addition, the Hagerty team held a full day ESF review workshop and created a local CEOP template, a statewide CEOP training presentation, an executive briefing memo, and a next steps memo to guide future development of a recovery plan in alignment with the National Disaster Recovery Framework (NDRF).

Hagerty also has extensive experience supporting federal, state, and local government agencies as well as helping the private sector develop comprehensive emergency response and recovery plans.

All of our plans are developed in full compliance with federal planning guidance as well as EMAP standards.



Emergency Operations Planning for the City of Fort Worth

Emergency Operations Planning

The City of Fort Worth Office of Emergency Management (OEM) selected Hagerty to review, analyze, and update its ESF annexes. The City's overarching goals for the project were:

- » To focus the annexes specifically on City of Fort Worth operations rather than previously identified joint operations with Tarrant County;
- » To update operational procedures given revised city structures and Texas Division of Emergency Management (TDEM) standards; and
- » To further integrate the city's CEOP annexes with federal functional needs support services (FNSS) guidance.

In order to execute this project, Hagerty first conducted an assessment of the city's CEOP and existing annexes. Leveraging CPG 101 and national best practices, Hagerty developed a gap analysis and recommendations for updates to the annexes. In addition, Hagerty assessed the annexes against the latest statewide standards, identified deficiencies, and laid out a path forward to bring the annexes into alignment.

Next, the Hagerty team worked with the city to design and facilitate a series of in-person planning meetings that brought together relevant city departments and local agencies to discuss policies and procedures; lines of authority; and resources, equipment, and facilities. A specific goal of these planning meetings was to gain consensus and buy-in from

the various entities that had a lead or supporting role for each ESF annex. Hagerty then worked closely with the City and its partners to review and approve the updated annexes, including a walk-through meeting where the annexes and their components were presented to OEM for validation.

Technical Approach

Hagerty looks forward to the opportunity of supporting Tooele County (the County) Emergency Management and stakeholders across the County in the development of foundational tools of emergency preparedness. Utilizing our experience and cadre of program managers and planners, Hagerty presents the following plan of action to support the Tooele County Emergency Management in the development of the base plan of a CEMP. **We are flexible in our approach as we aim to meet the needs as outlined in the request for proposals.**

COMPREHENSIVE EMERGENCY MANAGEMENT PLANNING PROJECT MANAGEMENT

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

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

Project Management

The core tasks associated with our program management approach are designed to facilitate two functions. First, our Team aims to provide an effective management team with Tooele County Emergency Management project managers to increase transparency into the overall project status, coordinate efforts seamlessly, and maintain open lines of communication. Second, our Team aims to ensure program activities meet the needs of local, county, regional, state, and federal rules, regulations, and reporting requirements to maintain compliance with funding sources. As such, Hagerty has created the following program management structure:

- » **Mr. David Schuld will be the Project Advisor.** Mr. Schuld resides in Salt Lake County and has had experience in the development of planning documents, including the CEMP for the British Government in the United States (prior to joining Hagerty), and the State Search and Rescue Plan for Rhode Island. Mr. Schuld will serve as the strategic head of Hagerty's project team and will be the client's ultimate point of contact responsible for meeting the needs set forth by Tooele County Emergency Management project managers.
- » **Ms. Kayla Slater will serve as the Project Manager.** Ms. Slater is a senior managing associate with Hagerty and has supported comprehensive planning efforts from Florida to California. As Program Manager, Ms. Slater is responsible for operational oversight, schedule, and delivery of all project milestones. She will oversee the Deputy Project Manager and planners.
- » **Mr. Allan Freedman will serve as the Deputy Project Manager.** In this role, Mr. Freedman will be responsible for coordinating the demanding stakeholder schedule; attending all meetings; developing meeting summaries; coordinating with stakeholders to respond to questions and concerns; and meeting with stakeholders to obtain information and ensure all stakeholders remain up to date. Mr. Freedman will also support the collection of materials, data, and research to support development of planning tools, checklists, and planning materials. Mr.

Freedman is a critical asset to the project. As he will attend all the meetings, he will provide consistency and make conceptual connections across the numerous stakeholder groups. He will also ensure the project is running on schedule and that project logistics are well coordinated.

Task Managers will be assigned throughout all the exercises to reflect the subject matter expertise required. This structure will allow multiple tasks to occur simultaneously.

Kick-Off Concepts and Objectives Meeting

Hagerty will conduct a Kick-Off Concepts and Objectives Meeting with project sponsors from Tooele County Emergency Management, as well as other key stakeholders, to review the proposed approach, timeline and schedule, milestones and deliverables, as well as to identify stakeholders who will serve on the Comprehensive Emergency Planning Committee (CEPC). The Kick-Off Concepts and Objectives Meeting will take place within 30 days of the start of contract and is anticipated to last approximately two hours, taking place at a designated location agreed to with the project sponsor. The table below provides a summary of activities related to the Kick-Off Concepts and Objectives Meeting.

Kick Off Concepts and Objectives Meeting Summary

Planning Activity	Description	Associated Deliverables
Kick-Off Concepts and Objectives Meeting	<ul style="list-style-type: none"> » Review draft PMP. » Identify key deliverables of all tasks. 	<ul style="list-style-type: none"> » Agenda » Draft PMP » Supporting presentation » Meeting minutes

Formation of the Comprehensive Emergency Planning Committee

Hagerty will seek to create and lead a CEPC (not to exceed 20 participants) representing varied disciplines and jurisdictions, including but not limited to:

- » Tooele County Emergency Management
- » Tooele County Sheriff's Office
- » Utah Division of Emergency Management
- » Local public safety agencies across Tooele County
- » Tooele County Public Works
- » Tooele County Health Department
- » Tooele County Government

Continued Project Management

Hagerty will develop a PMP that will serve as the road map for the entire project. The PMP will be completed and submitted to the project sponsor no later than three weeks after the Kick-Off Concepts and Objectives Meeting and can be amended when mutually agreed upon by the project sponsor and Hagerty project management team. In addition to the PMP, the project manager and the project sponsor will arrange a bi-weekly call to last no more than 30 minutes to review project deliverables.

COMPREHENSIVE EMERGENCY MANAGEMENT PLANNING

The strength of the Tooele County CEMP Project is the comprehensive nature of its components, including developing a Concept of Operations (ConOps) that resides in the base plan of the CEMP. In a period where the COVID-19 pandemic is enduring, Hagerty recommends developing a supplementary annex to help coordinate Tooele County's efforts in future pandemic response.

Emergency Plans Assessment

Following the kick-off meeting with Tooele County Emergency Management, Hagerty planners will review relevant plans to gain an understanding of where Tooele County stands in preparedness. The review is expected to take place over a period of two weeks. Following the review, Hagerty will submit a short (maximum of three pages) Emergency Plans Assessment which will include a Planning Matrix Tool. This document will act as a steppingstone into CEMP development.

Base Plan Development

The primary goal of the Tooele County CEMP Project is to develop a CEMP that will serve as a foundational document to provide the County with the groundwork to manage the coordination of all-hazards response, and recovery and mitigation activities during an emergency incident. Hagerty is unique in our approach to planning in that, for any plan type, we seek connections to larger systems and frameworks to integrate programs within an individual agency or jurisdiction, as well as with partners across the County.

Integration of state, county, and local government partners will be critical to ensure the framework for multi-disciplinary, multi-jurisdictional issues crafted in the CEMP is executable. Hagerty's objective for the Tooele County CEMP will be to provide context for a common, coordinated, unified approach for responding to and recovering from emergency incidents. To develop the CEMP, Hagerty will follow an iterative planning approach with up to five virtual planning meetings with the CEPC, supplemented by meetings with subsets of the CEPC to focus on critical issues specific to the base plan.

Having reviewed relevant plans and documented capabilities following the Kick-Off Meeting, Hagerty will enter the planning process with a keen understanding of risks, impacts, capabilities, and priorities to incorporate into the CEMP. Further, we will highlight planning and regulatory strengths and opportunities for improvement, available resources, and communication systems critical to preparedness, response, and recovery across Tooele County. This information will be leveraged to support a series of planning meetings as outlined below.

Planning Meeting 1 (Vision Development): Hagerty will facilitate a 90-minute planning meeting with the CEPC to understand where Tooele County Emergency Management and its stakeholders are in integrating emergency management planning initiatives across the County.

Planning Meeting 2 (Base Plan Development Meeting): Following the review of current plans and the completion of the Planning Matrix Tool, Hagerty will facilitate a two-hour meeting that is focused on confirming the structure of Tooele County's CEMP Base Plan. Hagerty will leverage the output of this meeting to develop the draft Base Plan of the CEMP. It is expected that the Base Plan of the CEMP will include the following components:

- » Record of Changes

- » Executive Summary
- » Base Plan
 - Introduction
 - Purpose
 - Scope
 - Plan Maintenance
 - Authorities and References
 - Situation and Assumptions
 - Operational Area Overview
 - Hazard Analysis
 - Natural Hazards
 - Human Caused Hazards
 - Technological Hazards
- » Concept of Operations
 - National Incident Management System/Incident Command System
 - Response Actions
 - Recovery Actions
 - Mitigation Actions
 - Responsibilities
 - Local
 - County
 - State
 - Federal
 - Partners
- » Preparedness
 - Training
 - Exercise
 - Public Outreach and Education
- » Financial Management

It is expected that between Planning Meeting 2 and Planning Meeting 3, the Hagerty planning team will be able to develop out the CEMP Base Plan to roughly 60 percent complete.

Planning Meeting 3 (Base Plan Review Meeting): To ensure that the draft CEMP Base Plan is meeting the goals of the CEPC, the Hagerty planning team will conduct a two-hour planning meeting that reviews the development of the plan to date.

Planning Meeting 4 (Base Plan Finalization Meeting): Hagerty plans to use the fourth planning meeting to review all CEMP documentation developed as 90 percent complete, ensuring that any revisions to the documents by the CEPC are incorporated prior to finalization. The meeting is expected to last no more than two hours. Hagerty's planning team will keep the opportunity to provide revisions to all documents open for 10 days following Planning Meeting 4.

Planning Meeting 5 (Base Plan Submission Meeting): As a final planning meeting lasting four hours in duration, Hagerty will facilitate an orientation to the CEMP and supplementary tools developed over the course of the planning

period. Following the orientation, participants of the planning meeting will apply the CEMP to three scenarios. Through group discussions, participants will be asked to identify gaps or needs in the CEMP and supplemental tools based on their workshop scenario. Revisions will be collected to inform the finalization of the CEMP and supplemental tools.

Pandemic Annex to CEMP

As part of the ongoing response to COVID-19, Hagerty has been requested to include an option to support the development of a county-wide pandemic annex to the CEMP planning process. The pandemic annex will include how Tooele County coordinates operations, logistics, planning, and finance activities in a sustained and enduring pandemic event.

Hagerty recommends the following sections be included in a pandemic annex:

- » Introduction
- » Purpose
- » Scope
 - How to Use This Plan
 - Special Considerations for a Pandemic
 - Authorities and References
 - Toole County
 - Comprehensive Emergency Management Plan (CEMP)
 - Local Code
 - Utah Statutes
 - Federal Statutes
 - References
- » Plan Maintenance
 - Revocation
 - Revisions
- » Situation & Assumptions
 - Situation
 - Assumptions
- » Concept of Operations
 - Direction and Control
 - Preparedness
 - Alert and Notifications
 - EOC Levels
 - Special Considerations
 - Virtual Working / COOP
 - Response
 - Isolation and Quarantines
 - Public Information
 - Mass Fatality Management
 - Testing
 - Contact Tracing

- Vaccination
- » Roles and Responsibilities
 - Local
 - State
 - Federal
- » Appendices

The recommended schedule to develop the pandemic annex to the CEMP is to run three planning meetings concurrently to planning meetings associated with the Base CEMP to maximize planning efforts. Meetings would be completed virtually following the Base CEMP planning meetings. Hagerty would support Tooele County EM in the identification of stakeholders to inform the pandemic annex to the CEMP.

CONTINUITY OF OPERATIONS + PANDEMIC PLANNING

As an addition to the outlined scope of services in this proposal, Hagerty presents an optional task to develop a Continuity of Operations (COOP) Base Plan for Tooele County, including the design of support tools to include a template for government departments, and a workshop that government departments can manage independently to ensure that their COOP plans are practiced.

Base Plan Development

Upon approval of the COOP/COG Option, Hagerty will develop templates for the COOP plan for review and approval by Tooele County Emergency Management. Our team will also prepare for and execute the **first COOP Planning Team Meeting** to provide stakeholders with background information to establish context; present an overview of business continuity management systems and standards; review our proposed planning approach and how our personnel will provide support to stakeholders; detail how personnel and key stakeholders will be engaged throughout the project; and discuss the value and benefit of participating in this effort.

The following identifies the methods that will be used by the Hagerty team to support the COOP Plan development process, as well as consistent methods that will be used by our professionals to result in an integrated program management approach. This approach will result in a fully functional COOP Base Plan template available to each of the departments and agencies to complete following completion of the document. A pandemic annex to COOP template will also be developed to support COOP activities in a virtual setting and when a public health emergency like a pandemic is taking place.

Data Gathering and Informational Interviews

Hagerty Team will review the Hazard Mitigation Plan and CEMP, as well as regional plans to ensure consistency and incorporation across all levels of government. This includes gathering data from Salt Lake County regarding buildings, locations, and financial values to determine business impacts, and essential functions. We will also use surveys to gather information directly from Tooele County to support identification of essential functions, development of lines of succession, and back-up sites.

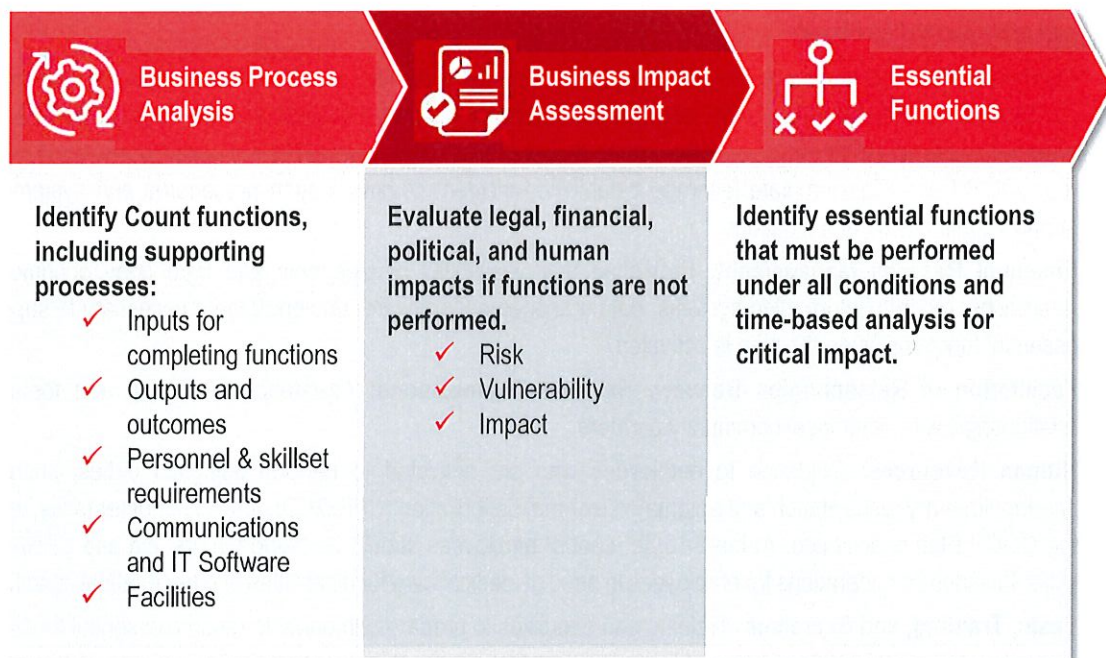
The first planning meeting and interview process will be used by Hagerty to develop the COOP Base Plan and identify established policies, plans, and procedures relevant to program execution, including but not limited to:

- » Standard operating procedures;
- » Leadership structure and organizational chart;
- » Workflows and templates;
- » Lists of resources;
- » Legal documents; and
- » Recommendations and planning related to alternate work sites.

Business Process Analysis & Business Impact Assessment

Subsequent to this meeting, Hagerty will initiate the Business Process Analysis (BPA) and Business Impact Assessment (BIA). The results of these two processes will be a prioritized list of essential functions. In order to conduct these assessments, the Hagerty team will conduct additional interviews, circulate questionnaires, and facilitate discussions to gain an enhanced understanding of the critical operations in Tooele County. Our team will develop an interview discussion guide to capture necessary information from each of the business units and leverage said guide to conduct interviews. During these interviews, Hagerty will review Tooele County's vision and priorities, and pre-identified essential functions to facilitate the classification and analysis of the criticality of those functions. Hagerty will evaluate the vulnerability of each essential functions for threats and hazards identified previous CEMP activities and assessment; leverage information gathered to estimate legal, financial, political and human impacts if the essential functions does not occur; determine risk value; and finalize an impact analysis. Risk values will consider likelihood of occurrence, vulnerability, and impact to generate a value associated with each essential function. The risk value will be leveraged by the project team to develop an overall prioritization of which essential functions are most vulnerable, where consequences will be most severe, and where risk mitigation would be most valuable for Tooele County. The result of this process is a prioritized list of Essential Functions:

Figure 1: BPA and BIA Workflow



Final Plan Template Development

Upon completion of the BPA and BIA, the Hagerty proposes two meetings to review and validate COOP planning elements, and to ensure concurrence across the City's planning team. To maximize efficiencies, Hagerty's proposed approach recommends that Planning Meeting 2 and Plan Finalization Meeting address both the finalization of the COOP Base Plan and associated templates.

- » **COOP Planning Meeting 2:** Hagerty will provide drafts of the COOP Plan for the Tooele County for review. Between Planning Meetings 1 and 2, Hagerty will conduct additional research, follow-up with individual stakeholder groups, and develop specific portions of the COOP Base Plan. We will review changes made to previous sections of the plan and obtain feedback on newly developed sections of the COOP Base Plan template.
- » **COOP Plan Finalization Meeting:** Following acceptance of all previous draft versions and submittal of written feedback by Tooele County, Hagerty will present the final draft of the COOP Base Plan template, along with supporting documentation.

Key considerations in development of the COOP Plan will be roles and responsibilities, lines of succession, essential records management, and essential functions. **As we develop business continuity procedures, we will integrate current established procedures for communication, coordination, and decision-making into the final plan.**

The final COOP Plan will include:

- » **Essential Functions:** essential functions identified during the emergency/disaster impact analysis process.
- » **Roles and Responsibilities:** Identification of business unit roles and responsibilities as it pertains to maintaining essential functions, including business continuity management, team structure, and administrative and financial structure.
- » **Continuity Facilities:** Alternate facilities from which the County divisions, departments, and sections can perform essential functions.
- » **Continuity Communications:** Critical communications systems and associated redundancies to support connectivity to internal and external organizations, customers, and the public before, during, and after an emergency are vital to the success of the County's operations. To the greatest extent possible, we recommend the COOP Base Plan template leverage established incident communication procedures and systems to support continuity communications.
- » **Essential Records Management:** Protection and availability of electronic and hard copy documents, references, records, information systems, data management software, and equipment necessary to support essential functions when the plan is activated.
- » **Facilitation of Relationships Between External Organizations:** Assistance identifying and fostering relationships with other local community partners.
- » **Human Resources:** Guidance to employees who are activated to perform assigned duties, such as cardiopulmonary resuscitation and automated external defibrillation (CPR/AED), first aid, or other tasks, when the COOP Plan is activated. At least 10 per cent of employees should be trained in first aid and CPR/AED skills. Includes considerations for employees in need of medical care for disabilities or other medical conditions.
- » **Tests, Training, and Exercises:** Training and exercises to prepare personnel to resume essential functions when the plan is activated.

- » **Devolution of Control and Direction:** Direction for continuation of essential functions when the County personnel, facilities, and resources are incapable of resuming operations.
- » **Reconstitution Operations:** Processes for restoring normal business operations, including considerations for staffing, facilities, and systems. Includes processes for communicating with clients, suppliers, vendors, and other funders.
- » **Additional COOP elements:** Processes and procedures for protecting high-dollar equipment and assets, coordination with non-County station owners and operators, and processes and procedures for ensuring regulatory requirements are met.

COOP Workshops

Once the COOP Base Plan template and pandemic annex to COOP template are created, Hagerty will conduct a series of three virtual workshops with major organizations of Tooele County. Each virtual workshop, expected to last no more than three hours, will guide major organizations through a tutorial of COOP, as well as a collection form that will then be imported into the COOP Base Plan template and pandemic annex. Expected turnaround of completing the final drafts of COOP based off information gathered in the virtual templates is three weeks.

Upon finalization of the draft, Hagerty will send Tooele County Emergency Management and each respective major organization a .doc version of its COOP Base Plan and pandemic annex.

Staffing

Hagerty's proposed team has extensive experience supporting development and delivery of planning projects for counties across the United States (US). Our team capabilities, qualifications, and certifications offer Tooele County Emergency Management significant strength in both development and implementation. **The team provided to Tooele County will be the same team supporting the Salt Lake County CEMP Project.**

The following biographies summarize the skills of our project staff:

David Schuld, Project Advisor, has directly managed various disaster responses and political crises over the past six years. Mr. Schuld has a wide spectrum of experience including the overall management of curriculum development, training, exercises, and outreach for CCTA programs, the development of the State Search and Rescue Plan for Rhode Island, and the development and management of the British Embassy's CEMP. Specializing in planning, exercises, and After-Action Reports (AARs), Mr. Schuld has worked on policy implementation, project management, training and preparedness, and managing crisis operations in the US and abroad. Since his work abroad ended and he returned to the US, Mr. Schuld has developed partnerships with public safety agencies at all levels of government towards the development of more effective plans and training to prevent, respond, and recover from dynamic and unforeseen emergency incidents, namely active threat events and complex coordinated attacks. He is highly skilled in executing whole-community approaches to crisis operations, translating emergency management parlance to laymen and working with national and international partner-agencies to understand the need for emergency preparedness and sustainable AARs. **Mr. Schuld is managing several projects in Salt Lake County, including the Greater Salt Lake CCTA Exercise Series, Salt Lake County CEMP Project, Salt Lake County Wildland and Urban Interface Fire Planning, and COVID-19 Response and Recovery. Mr. Schuld lives in Cottonwood Heights.**

Ms. Kayla Slater, Project Manager, is a planner, and training and exercise developer with formal training and real-world experience supporting projects that increase community resilience to hazards and physical and social vulnerabilities. Ms. Slater has led and supported projects that required the education of stakeholders in complex topics while also performing fact-finding, consensus-building, and validation activities to successfully complete the projects' scopes of work. At times, this requires close collaboration with subject matter experts to identify best practices and approaches, then distilling their complex thoughts and text for less engrossed practitioners. Ms. Slater is dedicated to increasing community resilience, whether it is achieved through training and exercising, hazard mitigation efforts, or planning. This commitment to resilience is the common thread that connects her work at Hagerty across her primary areas of expertise: pre-disaster recovery and cyber disruption planning. Ms. Slater's work in resilience-building includes developing pre-disaster cost recovery plans and supporting training activities; engaging with community stakeholders to develop resilient recovery and redevelopment plans; engaging stakeholders to collaboratively design and implement cyber disruption response strategies and frameworks; and designing training, guidance, and plans to support operational capacity-building. **Ms. Slater is currently involved in the Salt Lake County COVID-19 Response and Recovery project.**

Mr. Allan Freedman, Deputy Project Manager, is an emergency response leader and director, with extensive experience in complex crisis and disaster response programming. Mr. Freedman employs a diverse skill set inclusive of international programs and operations, business innovation, communications, and journalism. He is additionally experienced in post-conflict programming and operations, refugee response, international organizations, program design, nonprofit management, humanitarian response, crisis and risk management, and emergency response. Mr. Freedman is equally experienced in business innovation strategy and practice, organizational development, communications, resource mobilization and fundraising, building partnerships through corporate social responsibility, and social impact strategies. **Mr. Freedman is based in New York City and joined Hagerty in April, consulting on COVID-19 operational response and planning on the Surge Support contract for New York City Emergency Management.**

Mr. Tylor Headrick, Lead Planner, is an experienced planner with an extensive understanding of critical infrastructure, mitigation, and long-term care planning and preparedness. He began his emergency management career working for the Santa Barbara County Office of Emergency Management. Here, Mr. Headrick contributed to the county's Hazard Mitigation Plan Update, Mass Notification System, Emergency Management Platform, and chaired the county's Geographic Information Systems (GIS) group. He supported multiple emergency operations center (EOC) activations, including for fire and oil spill events, serving as the Planning Section Coordinator, Situation Status Unit Leader, and technical specialist in alignment with ICS. At Hagerty, Mr. Headrick has worked with multiple long-term care facilities to update their CEMPs, and developed tabletop exercises (TTXs) to validate staff knowledge of plan content and tools. Mr. Headrick recently coordinated an EOP update for Oakton Community College in Illinois, where he helped to update existing response procedures to reflect emerging threats, such as active shooter incidents. A native of the State of New York, Mr. Headrick holds a Bachelor of Arts degree in Geography from the University of California Santa Barbara. He is also a Certified Emergency Manager (CEM). **Mr. Headrick is based out of Hagerty's Evanston, IL office, and is currently engaged in several projects for Salt Lake County including COVID-19 Response and Recovery and Surge Support, Salt Lake County CEMP project, and the Greater Salt Lake CCTA Exercise Series.**

Ms. Ashley Saulcy, Planner, specializes in post-disaster and post-conflict community planning and research, with experience ranging across non-profit, government, and international development organizations. Internationally, she focused on research initiatives and governance-focused program development in West Africa and Nepal, with a particular focus on government capacity for serving rural populations. After Hurricane Harvey, she managed the full

portfolio of partnerships and program development for a non-profit's early and long-term recovery programs in Texas. As a Managing Associate with Hagerty, she supports research and stakeholder engagement to improve access to technology and forward-thinking strategies in transit and alternative housing. Her support extends these and other approaches to developing continuity and co-response approaches for clients seeking innovative strategies to address disruptions. **Ms. Saulcy has become involved in multiple planning efforts since joining Hagerty in January, and lives in Laramie, WY.**

Ms. Brittany Giles-Jones, Planner, is an emergency and disaster management professional offering experience in team leadership, contract and budget management, scheduling, and organization. Since joining Hagerty, Ms. Giles-Jones has participated in various contracts, consulting on emergency management and preparedness initiatives, and performing quality assurance duties. Ms. Giles-Jones holds a Master of Public Administration in Emergency and Disaster Management from the Metropolitan College of New York. **Ms. Giles-Jones is currently working on the Salt Lake County including COVID-19 Response and Recovery, and the Salt Lake County CEMP Project. She is based out of New Jersey.**

Timeline

Hagerty has developed a timeline for the Tooele County CEMP Project that incorporates best practices in plan development while ensuring that the momentum of the project is manageable for participating stakeholders. The table below provides an overview of the expected timeline of plan development activities. Hagerty is flexible in the timing of activities to meet the needs of Tooele County Emergency Management:

Proposed Timeline for the Tooele County Comprehensive Emergency Management Planning Project

	Date	Activity
PM	10/16/20	Project Kick-Off
PM	10/16/20	Completion of Draft PMP
PM	10/23/20	Submission of Finalized PMP
Assessment	10/16/20	Upload of Emergency Plans
Assessment	10/30/20	Submission of Emergency Plans Assessment Summary
	11/9/20	Planning Meeting 1 (Vision Development)
CEMP	11/9/20	COOP Initial Planning Meeting
	11/19/20	COOP Mid Planning Meeting
CEMP	11/20/20	Planning Meeting 2 (Base Plan Outline Meeting) / Pandemic Annex to CEMP Meeting 1
	12/18/20	COOP Final Planning Meeting
CEMP	12/11/20	Planning Meeting 3 (Base Plan Review Meeting) / Pandemic Annex to CEMP Meeting 2
CEMP	01/12/20	Planning Meeting 4 (Base Plan Finalization Meeting) / Pandemic Annex to CEMP Meeting 3
	1/18-20/21	COOP Workshops (Virtual)
CEMP	01/29/21	Planning Meeting 5 (Base Plan Submission)
	02/05/21	Transfer of COOPs
PM	02/05/21	Project Closeout
PM	As Needed	Bi-Weekly Coordination Calls

Pricing

The following provides an overview of the pricing proposed by Hagerty, along with assumptions associated with our pricing. Firm-Fixed Pricing has been developed in alignment with the scope of services outlined in the request for proposals from the Tooele County Emergency Management on August 7, 2020 and a follow-up conversation on August 27, 2020. It is our understanding that the scope of services includes an assessment of existing emergency plans in Tooele County and the development of a CEMP. Pricing is based off of Houston Galveston Area Council (HGAC) rates. **Should any of the assumptions developed by Hagerty not hold true, we respectfully request the opportunity to revise our assumptions to align with any requirements outlined by the Tooele County Emergency Management.**

Breakdown of Proposed Tooele County Emergency Management Planning Activities

Activity	Cost
Plans Assessment	\$7,095.00
Base Plan Development	\$17,155.00
Base Plan Finalization	\$7,095.00
Pandemic Annex to Base Plan	\$32,650.00
COOP + Pandemic COOP Planning	\$32,670.00
Total	\$96,665.00

ASSUMPTIONS

The following assumptions have been incorporated into our approach. These assumptions are reflected both in our overall technical approach to support Tooele County as well as our budget to execute these services.

- » To maximize budget effectiveness, all meetings related to the CEMP will be conducted virtually. Hagerty will make every effort to ensure that a team member is present in Tooele County when possible.
- » This proposal has been designed around the presumption of use of the Houston Galveston Area Council (HGAC) contract vehicle.
- » Hagerty will leverage the existing EOP to realign current content to the EMAP standard and ensure consistency with relevant federal guidance. There will be limited revisions to the CEMP based on identified planning gaps.
- » All documentation that is deemed pertinent to the assessment and development of the CEMP should be made available to the project team for review in electronic format. These materials may include but are not limited to existing plans (including hazard mitigation planning), including all annexes and appendices; standard operating procedures; after-action reports from exercises or incidents; operating policies/procedures; system documentation; contracts; purchasing-related documents; and network diagrams.
- » Tooele County Emergency Management will be responsible for supporting Hagerty in the compartmentalization of documents as well as the uploading of documents to their WebEOC boards.
- » Availability of the representatives of Tooele County stakeholders is critical to obtaining the information required for the overall success of this project. Information presented by specialists will be accepted as factual and no confirmation will be made.

- » Hagerty assumes that each draft deliverable will build upon the previous approved version. We will receive authorization to proceed from the Tooele County Emergency Management or based upon decisions made during the planning meetings. Once we have received authorization, Hagerty will begin developing the next iteration. Once a version with recommend changes has been approved, Hagerty assumes that each version will not differ by more than 10 percent of the approved and authorized request for changes.
- » A COOP and COOP Pandemic Annex will be created in template form. Hagerty will host up to three virtual workshops to support major organizations of Tooele County to complete their COOP. Following submission of the final draft, each major organization will be responsible to maintain their COOP.
- » Services will be provided in a virtual setting due to COVID-19.

Incorporation of Federal and State Standards

Compliance with applicable federal and state standards is critical to any planning initiative, including maintaining consistency with federal and state emergency plans. Our planning approach is consistent with CPG 101 with modifications that increase efficiencies for Tooele County by maximizing planning meetings and staff time. Additional relevant state and federal standards and guidance specific to the CEMP and COOP include, but are not limited to:

- » Homeland Security Presidential Directive 5;
- » FEMA Incident Management and Support Keystone;
- » National Response Framework;
- » National Disaster Recovery Framework;
- » EMAP Chapter 3: Emergency Management Program and Chapter 4: Emergency Management Program Elements.
- » Homeland Security Exercise and Evaluation Program (HSEEP)
- » Federal Regulations on Continuity of Business
- » Pandemic Planning

Hagerty will ensure compliance with these standards by:

- » Validating relevant state and local standards with Tooele County Emergency Management project staff at the kick-off meeting;
- » Incorporating state and federal standards, as necessary, into the approach documented in our PMP;
- » Developing and conducting an assessment of current plans against the standards matrix. This matrix will be leveraged throughout the planning engagement and serve as a checklist for Hagerty and Tooele County to demonstrate that requirements are being addressed in the revised CEMP.
- » Providing Tooele County Emergency Management with a final completed matrix as evidence of compliance as a part of our closeout documentation.

Signature

Based on the proposal outlined in this document, in alignment with the Scope of Services outlined on August 14, 2020 by the Tooele County Emergency Management titled "Scope of Services: Comprehensive Emergency Management Planning + Pandemic Preparedness Project", Tooele County Emergency Management agrees to proceed with the procurement of or issue of task/purchase order for CEMP consultant services with Hagerty Consulting:

Bucky Whitehouse
Emergency Services Director
Tooele County Emergency Management

10/ /2020

