




Scope of Services Approach

Responding to the City of Republic’s (the City)’s interest in AARC providing a scope of services for developing an Emergency Preparedness Assessment, an Emergency Operations Plan (EOP) Update, and training its staff to the plan, AARC has a team of highly experienced and motivated professionals who have worked cohesively and successfully together performing similar work throughout the country available to assist as needed. The project manager, David Siburg, will be present at every on-site meeting and facilitation. All of our work is facilitated by experienced senior subject matter experts.

 TEAM BY THE NUMBERS			
Years in Business	28	Combined Population Served	5M+
Emergency Response & Emergency Operations Plans	58	Risk & Resilience Assessments	150+
Trained Emergency Responders	120+	Vulnerability Assessments	60
Chemical Facility Anti-Terrorism Plans	50+	Resilience Assessments of Military bases	13
Evacuation Plans	18	Marine Port Security Plans	25
Wildfire Response Plans	6	Active Shooter Response Plans	4
Table-Top & Functional Exercises – Critical Infrastructure, Military, Police, Tactical	110	Sustainability Assessments & Plans	8
Business Continuity & Continuity of Operations Plans	22	Disaster Preparedness & Business Continuity Plans	80+

The AARC Team will provide the requested array of services that meet the City’s needs for enhancing the existing base EOP with the most current and innovative practices. Existing Appendices and Annexes of the plan will be updated, and new Annexes created which reflect evolving emergency and disruptive situations. Our Team, for example, has expertise in developing and implementing COVID-19 and other Infectious Disease prevention response and anticipation programs.

As shared, AARC has recently completed or is currently engaged in developing 33 EOPs. In addition, AARC is providing government review and recommendation letters on over 800 Emergency Operations Plans serving a combined nationwide population of over 20 million people. AARC has completed more than 40 Disaster Preparedness and Business Continuity Presentations.





AARC's overarching approach for the EOP will be to assure a **culture of preparedness at both an organizational and individual level**. A culture of preparedness for City staff is about maintaining a constant state of readiness, which involves a series of planning steps to ensure staff and associated emergency responders are ready for all types of emergencies and disasters that may impact the system and community.

An all-hazards emergency management approach, as illustrated in Figure 1, is an integrated approach to emergency preparedness planning that focuses on capacities and capabilities that are critical to preparedness for a full spectrum of emergencies or disasters, including internal emergencies, human-made emergencies and natural disasters.

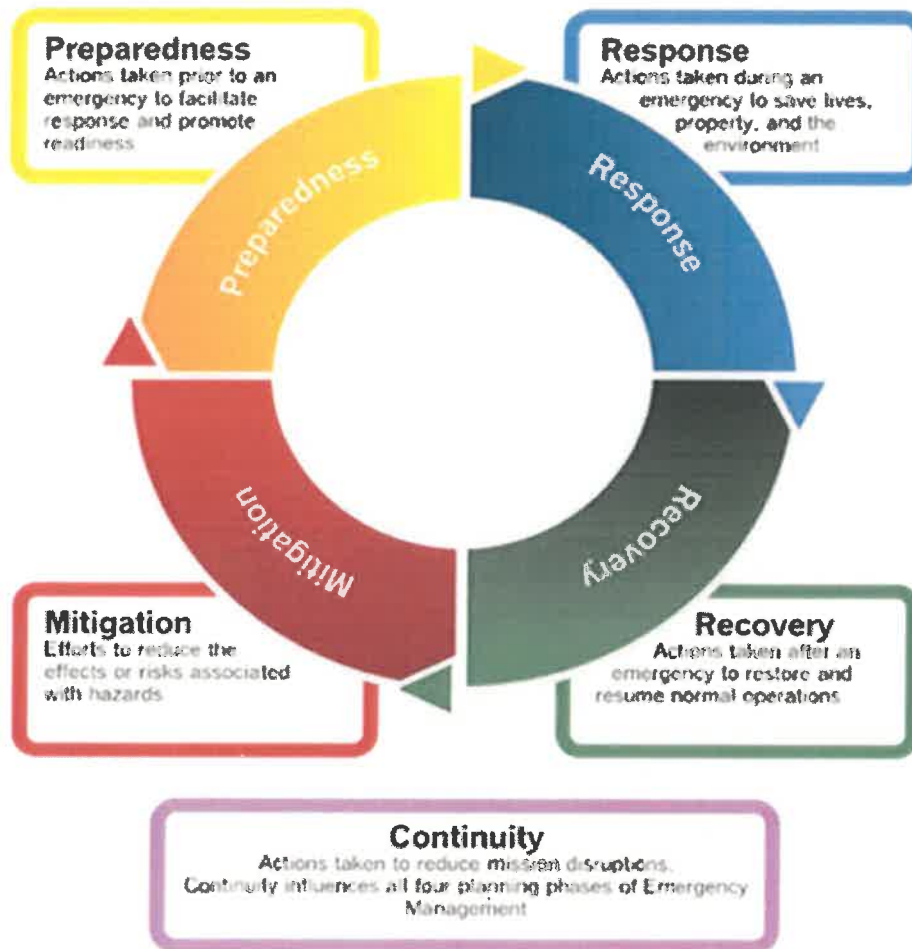


Figure 1 - All Hazards Emergency Management Planning Cycle

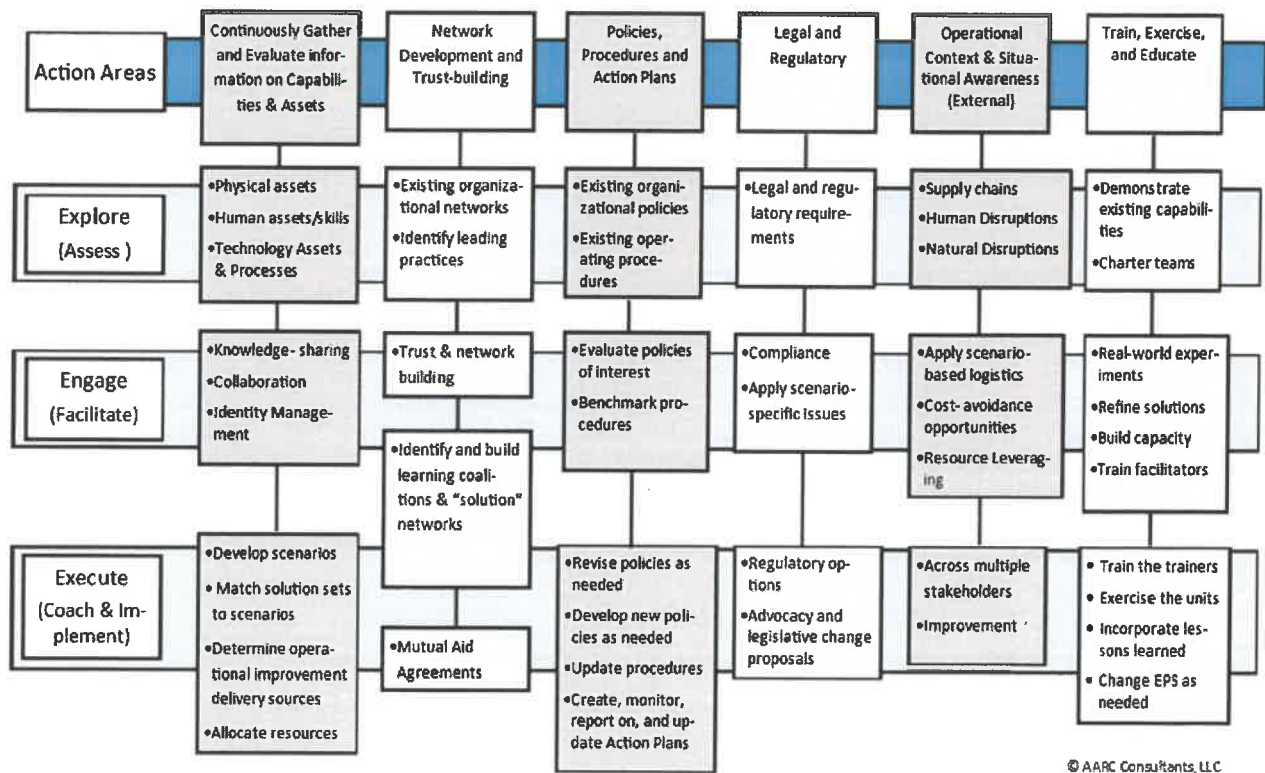


Scope of Services Framework

AARC's Triple E (Explore-Engage-Execute) system and framework for emergency preparedness (Figure 2) will guide:

- Task 1: A strategic assessment of the City's preparedness for emergencies with recommendations for continued improvement;
- Task 2: Facilitation of an evaluation and update of the City's comprehensive Emergency Operations Plan (EOP); and
- Task 3: Execution of a training program that includes implementation of a tabletop exercise and recommended field exercise for coordination with all City departments, agencies, and other stakeholders to test and strengthen preparedness.

Figure 2 - Emergency Preparedness Systems to Guide Strategic Responses and Actions



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Task 1 Overall assessment of City’s preparedness for emergencies as a city, with any recommended improvements.

Working with the City’s Leadership Team, AARC will conduct an integrated strategic and tactical assessment of the City’s preparedness for emergencies that will include all departments and City-determined relevant stakeholders. This will be accomplished through mutual “exploration” and the six sub-tasks that follow.

Level of Effort: Project manager and a senior subject matter expert on site for up to two (2) weeks conducting assessments; Two (2) meetings with the City’s Leadership Team; Document reviews; One (1) strategic assessment workshop for appropriate staff and stakeholders

Schedule: Completed within 45-90 days of contract execution depending on City staff availability.

Budget: \$30,250

Deliverables:

- Documentation from meetings and workshops
- Draft strategic assessment report
- Final strategic assessment report
- Sub-task assessment write-ups
- Short, medium, and long-term recommendations

Sub-Tasks:

1.1 Gather and Evaluate information on Capabilities & Assets

Capabilities will be assessed for all major physical, human, technological, and financial assets.

Focus

- Emergent risks and prioritization of critical assets, vulnerabilities and preparedness gaps, with particular attention to interdependencies.
- Assessments of potential and cascading impacts, including impediments to response and recovery.
- Level of regional collaboration, or willingness to collaborate, to craft resilient regional solutions including backup/redundant systems, and remote operations.
- Assessment of collaborative partnerships to improve operational efficiency, manage risk, and improve resiliency.

Outputs

- Improved awareness of dependencies and interdependency-related vulnerabilities and consequences—economic, health and safety, environmental, societal, and security.
- Understanding of interdependencies—related restoration needs in a regional disruption, e.g., mitigation strategies, priorities, sequencing, work-arounds, and time-lines.
- Raise awareness within the City of its dependency upon supply to maintain critical operations.
- Integration of emergency management, public health, physical security and cyber security interests and functions in interdependencies analysis.



- Identification of other public and private risk assessment capabilities that can be customized for the City and region.
- Improved ways to communicate risk information to multiple audiences (e.g., policy and decision makers, private sector stakeholders, and the general public).

1.2 Assess Network Development

Internal and external relationships critical to the City's operating environment and core mission and will be assessed in relation to operational efficiency, managing risk, and improving resiliency.

Focus

- Defining the magnitude of threats with stakeholders in an interdependent age (economic and environmental impacts, major loss of life, and impacts to public health, security and well-being).
- Level of key stakeholder understanding of multiple threats (natural and human-caused) and sector inter-dependencies.
- The City as a catalyst to create networks among community departments, organizations, and stakeholders in support of community resilience and sustainability improvements.
- Assessment of mutual assistance agreements among local jurisdictions to deal with prolonged services disruptions.

Outputs

- Better understanding by stakeholders of, and ability to rank in terms of significance, all-hazards threats.
- Better understanding of infrastructure interdependencies by stakeholders.

1.3 Assess Policies, Procedures and Action Plans

Relevant policies, procedures, and action plans will be assessed to identify gaps and strengths. This review could include benchmarking with sector and other organizations.

Focus

- Assess participatory culture where staff members are encouraged to share ideas and take measured risks.
- Assess planning for recovery and restoration.
- Assess restoration management structure; roles and missions—federal, state, local, private sector, and community.
- Assess prioritization of service restoration.
- Assess resource requirements and management.
- Assess damage assessment, inspection and certification, resources, and processes.

Outputs

- Strengthen the culture of innovation, collaborative development, and active employee engagement throughout the entire workforce.
- Ways to circumvent procedural, bureaucratic, and political issues to acquire critical resources, e.g., mobile communications and emergency power generators, emergency back-up equipment, and critical components; temporary housing, food, water, and medicines.



1.4 Legal and Regulatory Assessment

Review and assessment to address legal and regulatory issues under a number of scenarios.

Focus

- Workforce policy issues, e.g., compensation, prolonged absences, social isolation and removal of potentially contagious employees, safe workplace rules, flexible payroll issues, contractual issues, information from/coordination with regulators.
- Meeting regulatory requirements under adverse operating conditions.

Outputs

- A compendium of legal and liability issues associated with disaster preparedness, response, recovery, or mitigation.
- Identification of gaps in best practices and solutions to workplace issues that can be faced during an emergency.
- Incorporation of procedures to address legal and liability issues into emergency management and continuity of operations/business plans.
- Identification of necessary amendments to existing laws and regulations that would address challenges from significant incidents and events.

1.5 Assessing Operational Context & Situational Awareness

Review and assess ability to identify emergent risks to the City's operations and mission including its supply chains.

Focus

- Defining the magnitude of threats in an interdependent age (supply chains, vendor supporting services, etc.).
- Unanticipated significant events.
- Level of key stakeholder understanding of multiple threats (natural and human-caused) and sector inter-dependencies.

Outputs

- Means to better understand and analyze supply chain vulnerabilities and disruption impacts associated with interdependencies.
- Cost-effective security and mitigation measures to ensure supply chains and just-in-time deliveries.
- Identification of exercises and drills to test organizational continuity plans that involve key service providers and suppliers.
- Determination of need for involvement of businesses, such as retail, manufacturing, distribution, and service organizations in regional preparedness planning and exercises.

1.6 Assess Current Training and Frequency

Assess continual improvement culture and systems across all aspects of operations training.

Focus

- Assess emphasis placed on cultivating thought leaders among City staff to develop and harness intellectual capital (human assets).



- Assess training from an “organizational mission” perspective.
- Assess inclusion of key stakeholder organizations in full-scale exercises.
- Assess development and documentation of lessons learned from exercises, workshops, and other training events.

Outputs

- A multi-year program of mission-driven tabletop and field exercises that has a focus involving all key stakeholders and selected media, and does not overburden or “over-exercise” the City.

Task 2 Evaluate and Update the City's current Emergency Operations Plan.

Working alongside City of Republic Public Safety Personnel, AARC will facilitate the evaluation and comprehensive update of the City’s EOP. The EOP will align with FEMA’s recently updated Developing and Maintaining Emergency Operations Plans Comprehensive Preparedness Guide (CPG) 101-September 2021, Version 3.0. The updated content in Version 3.0 is based on practitioner feedback, identified lessons learned and successful practices from real-world events and exercises that can inform the planning process. Version 3 also shows how emergency operations plans connect to planning efforts in all five mission areas (Figure 1), emphasizes the importance of including the private and nonprofit sectors in planning activities and incorporates lessons learned as well as pertinent new doctrine, policy and laws.

Level of Effort: Project manager and relevant senior subject matter experts available for two (2) on-site visits/workshops as needed and up to six (6) virtual meetings; Document reviews; Gap analysis; One (1) facilitated workshop for appropriate staff and stakeholders to work through the draft EOP, Annexes, and Appendices and collect comments before final adoption; Document QA/QC and formatting.

Schedule: Completed within 120 days of Task 1 completion.

Budget: \$49,500

Deliverables:

- Documentation from meetings and workshops
- Draft EOP including annexes and appendices
- Documentation of comments
- Final EOP

Response to emergency or disaster conditions to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is understood that the goal of the City of Republic is to respond to such conditions in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City has adopted the principles of the National Incident Management System (NIMS), the National Response Framework (NRF), and the Incident Command System (ICS). AARC also understands that the purpose of the EOP is to provide guidance for the City’s response to extraordinary emergency and disaster situations associated with natural disasters,



technological incidents, and national security emergencies, pandemics, regional or localized terrorism and other catastrophic events in or affecting the City. It seeks to mitigate the effects of hazards, prepare for measures to be taken that will preserve life and minimize damage, enhance response during emergencies, provide necessary assistance, and establish a recovery system in order to return the city to its normal state of affairs. It will also identify components of the City Emergency Management Services and describe the overall responsibilities of County, Operational Area, State, and Federal cooperating agencies and entities.

The EOP will not address ordinary day-to-day emergencies or the established departmental procedures used to cope with such incidents. Rather, the updated EOP concentrates on management, concepts, and response procedures relative to multiple hazards and large-scale emergencies or disasters. Such events pose major threats to life, the environment and property, and can impact the well-being of a large number of people.

AARC will stress that the updated EOP be designed to be read, understood, and exercised prior to an emergency, thereby functioning as a training reference. While it will assist any individual in understanding the City's emergency management procedures, it is written primarily for (1) City Management Staff, (2) City Employees, (3) County, State and Federal Agencies and Governments, (4) Special Districts who serve City residents, and (5) Private and volunteer organizations involved in emergencies.

By using the EOP appropriately, City departments and external representatives supporting the City's Emergency Operations Center (EOC) will:

1. Collect and disseminate information from and to the various EOC representatives and, as appropriate, to County, State, military, and federal agencies.
2. Prepare intelligence/information summaries, situation reports, operation reports, and other reports as required. Maintain general and specific maps, information display boards, and other data pertaining to emergency operations
3. Continue analysis and evaluation of all data pertaining to emergency operations.
4. Control and coordinate, within established policy, the operations and logistical support of the departmental resources committed to the emergency operations.
5. Provide emergency information and instructions to the public. Make official releases to the media and schedule press conferences as necessary.



Task 3 Training Program

Working with City of Republic Public Safety Personnel and Leadership Team, AARC will provide expert facilitators and trainers from key emergency response planning disciplines to assist and guide with the appropriate training and support needed to effectively carry out all of the key functions of the EOP. Additionally, AARC Consultants will provide CPG 101 training which incorporates concepts that come from disaster research and day-to-day experience to ensure appropriate staff have the tools and resources needed to:

- Effectively plan for emergency responses and the intended actions needed in a successful response.
- Successfully respond so that staff know their roles, accept them, and understand how they fit into the overall plan.
- Demonstrate the process of planning which is more important than the document that results from it.
- Ensure that all staff and first responders understand fully that plans are not scripts followed to the letter but are flexible and adaptable to the actual situation.

Level of Effort: Project manager and relevant senior subject matter training experts available for on-site TTX and field exercise development and execution.

Schedule: Completed within 90 days of Task 2 completion.

Budget: \$24,050

Deliverables:

- Documentation from meetings, trainings, and exercises
- Draft training program outline
- One (1) table-top exercise designed and to-be-determined with City staff input
- One field exercise for coordination with all City departments, agencies, and other stakeholders
- Hotwash and AAR of TTX and field exercise

Sub-Tasks:

3.1 Table Top Exercise

One (1) table-top exercise (TTX) will be designed and implemented in collaboration with City of Republic Public Safety Personnel. The TTX will be designed to exercise significant elements of the EOP in order for staff to become familiar with it and to build staff competence, confidence and capacity. See below for more training program detail.

3.2 Recommended field exercise for coordination with all City departments, agencies, and other stakeholders to test and strengthen preparedness

In collaboration with City of Republic Safety Personnel and the Leadership Team, a field exercise will be recommended and executed to familiarize, test, and improve the EOP as well as strengthen the City's culture of preparedness.



Public officials, departments, employees, and volunteers that perform emergency and/or first response functions should be properly prepared. Department heads and elected officials should, to the extent possible, ensure that necessary training is provided to themselves and their employees to further prepare them to successfully carry out assigned emergency response roles.

AARC Consultants highly qualified staff have conducted and facilitated numerous trainings for county and city leaders nationwide leveraging table top and functional exercises to test and validate policies, plans, procedures, equipment and communications. These exercises successfully clarify roles and responsibilities to ensure interdepartmental and interagency coordination and improve communication.



An essential function of developing a culture of preparedness is conducting regular EOP drills and exercises. The plan should not be tested during an actual emergency. By doing so, the City will be able to:

- Test the plan for ease-of-use. Is it accessible and can the proper response to an emergency be quickly identified?
- Simulate contact with internal departments and external agencies that will require coordination and cooperation in an emergency or disaster event.
- Begin training City staff in the Incident Command System (ICS) and the NIMS. These are state and nationally accepted protocols for setting up the emergency response chain of command for any event.

The proposed exercises shall:

- Be as realistic as possible.
- Stress the application of effective and clear emergency management.
- Be based on risk assessments (credible threats, vulnerabilities and consequences).
- Include non-governmental organizations and the private sector, when appropriate.
- Incorporate the concepts and principles of ICS and NIMS.
- Demonstrate continuity of operations issues.
- Incorporate issues related to access and functional needs populations.

The assurance that emergency management policies and plans are meeting their stated objectives is gained through a program of regularly scheduled tests and exercises. Testing and evaluation of emergency operations plans and procedures, training response personnel in carrying out assigned responsibilities, and demonstrating the operational capabilities of the jurisdiction are ongoing goals. Local preparedness to assure that emergency forces “do the right things at the right time” is built by a repetitive cycle of planning, training, and exercising.



Scope of Services Schedule

	TASK	APPROACH	COMPLETE BY
Task 1	Overall assessment of City's preparedness for emergencies as a city, with any recommended improvements	Working with the City's Leadership Team, AARC will conduct an integrated strategic and tactical assessment of the City's preparedness for emergencies that will include all departments and City-determined relevant stakeholders. This will be accomplished through mutual "exploration" and six sub-tasks.	45 to 90 days after contract execution. Duration contingent on City staff availability and notice to proceed.
Task 2	Evaluate and Update the City's current Emergency Operations Plan	Working alongside City of Republic Public Safety Personnel, AARC will facilitate the evaluation and comprehensive update of the City's EOP	120 days after completion of Task 1
Task 3	Training Program	Working with City of Republic Public Safety Personnel, AARC will provide expert facilitators and trainers from key emergency response planning disciplines to assist and guide a Tabletop Exercise	90 days after completion of Task 2
		Working with City of Republic Public Safety Personnel and Leadership Team, AARC will provide expert facilitators and trainers from key emergency response planning disciplines to assist and guide recommendation and execution of a Field Exercise	