



INTEROFFICE MEMORANDUM  
**AGREEMENT DOCUMENT**

DATE: May 14, 2025

TO: Key Purchasing Personnel

FROM: Procurement and Contract Services

RE: Emergency Operations Plan

Agreement#: 2025-053

Vendor Name & Address	Emergency Management Partners, LLC 1318 Autumn Breeze Drive Oilville, VA 23129
Phone & Fax	Office: (804) 304-4822 Email: <a href="mailto:paul@em-partners.com">paul@em-partners.com</a>
Contact Person	Paul Manno
Ordering Instructions	<ul style="list-style-type: none"><li>○ Using Department to enter a requisition in the Lawson System for a Purchase Order to be issued.</li><li>○ Requisition must include each item as a separate line item.</li><li>○ Invoices will be paid against Lawson System Receiver and Purchase Order.</li><li>○ Reference Agreement Number in the comments section of the requisition as well as comments to print on the purchase order.</li></ul>
Terms/Discounts	Net 30
Delivery	Destination
Pricing	See Attached Pricing Sheet
Response Time	As specified
Effective Dates	May 13, 2025 through May 12, 2026

cc: Bid File- Original memo  
Intranet



# LEE'S SUMMIT MISSOURI

## NOTICE TO PROCEED

May 14, 2025

Mr. Paul Manno  
Emergency Management Partners, LLC  
1318 Autumn Breeze Drive  
Oilville, VA 23129

RE: Emergency Operations Plan  
RFP Agreement 2025-053

Dear Mr. Manno:

You are hereby notified to provide Emergency Operations Plan Services in accordance with the agreement dated May 13, 2025. The agreement term shall be for a one (1) year period from May 13, 2025 through May 12, 2026. The agreement will automatically renew for up to four (4) additional one (1) year terms provided all parties agree in writing to the renewal terms for the term specified.

A Purchase Order should be issued for requested work against this agreement. The Purchase Order number must be referenced on all invoices, delivery tickets, and all associated paperwork.

To ensure prompt payment, all invoices must be sent to Accounts Payable at [ap@cityofls.net](mailto:ap@cityofls.net), via fax at 816-969-1113, or by US Mail to Attention Accounts Payable, City of Lee's Summit, 220 SE Green Street, Lee's Summit, MO 64063. Payment will be made within 30 days after receipt of the invoice by the AP Department.

City staff looks forward to doing business with your company during this agreement period. Please do not hesitate to contact me at 816-969-1087 with any questions or concerns.

Thank you,

**DeeDee Tschirhart**  
DeeDee Tschirhart, CPPB  
Senior Procurement Officer

cc: Project File

**SERVICES AGREEMENT  
BETWEEN  
THE CITY OF LEE'S SUMMIT  
AND  
EMERGENCY MANAGEMENT PARTNERS, LLC**

THIS PROFESSIONAL SERVICES AGREEMENT (this "Agreement") is entered into as of the Effective Date set forth below between the City of Lee's Summit, a Missouri municipal corporation (the "City"), and Emergency Management Partners, LLC, a limited liability corporation (the "Contractor"). The City and the Contractor are sometimes referred to individually as the "Party" and collectively as the "Parties".

**RECITALS**

- A. The City issued a Request for Proposals, RFP #2025-053 "Emergency Operations Plan" (the "RFP"), a copy of which is on file with the Purchasing Division and incorporated herein by reference, seeking proposals from Contractors to update the City's Emergency Operations Plan (the "Services").
- B. The Contractor responded to the RFP by submitting a proposal (the "Proposal"), attached hereto as Exhibit A and incorporated herein by reference, and the City desires to enter into an Agreement with the Contractor for the Services.

**AGREEMENT**

NOW, THEREFORE, in consideration of the foregoing recitals, which are incorporated herein by reference, the following mutual covenants and conditions, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the City and the Contractor hereby agree as follows:

1. Recitals. The recitals set forth above and incorporated into this Agreement by reference and shall constitute a part of this Agreement.
2. Term of Agreement.
  - a. Initial Term. This Agreement shall be effective from the Effective Date, and remain in full force and effect for one year thereafter (the "Initial Term"), unless terminated as otherwise provided herein.
  - b. Renewal Terms. After the expiration of the Initial Term, this Agreement shall automatically renew for up to four (4) successive, one-year terms (each a "Renewal Term") if it is deemed in the best interests of the City, subject to availability and appropriation of funds for renewal in each subsequent year. The Initial Term and any Renewal Term(s) are collectively referred to herein as the "Term." Upon renewal, the terms and conditions of this Agreement shall remain in full force and effect.
  - c. Transition Term. Notwithstanding the expiration of the Initial Term or all available Renewal Terms, the City, at its sole discretion and upon thirty (30) days written notice to Contractor, may extend the Agreement for up to six (6) months from the date of expiration or until the City terminates the Agreement, whichever occurs earlier. Upon receipt of such written notice, Contractor shall continue to perform its obligations under this Agreement.
3. Scope of Work. Contractor shall provide the Services as set forth in the Scope of Work, attached hereto as Exhibit B and incorporated herein by reference.
4. Compensation. The City shall pay Contractor for the Initial Term and for each subsequent Renewal Term, if any, an amount not to exceed the line item costs (as described in the Scope of Work) at the rates for set forth in the Fee Proposal, attached hereto as Exhibit C and incorporated herein by reference.

The City's Procurement Officer will only review fully documented requests for price increases after the Initial Term. If the Contractor desires to increase its prices for any Renewal Term, the Contractor shall notify the Procurement Officer sixty (60) days or more prior to the end of the Initial Term or the then current Renewal Term and will be a factor in the renewal review process. The City's Procurement Officer will determine whether the requested price increase or an alternate option is in the best interest of the City. Any price adjustment will be effective upon the

effective date of the agreement Renewal Term.

5. Payments. The City shall pay the Contractor monthly, based upon work performed and completed to date, and upon submission and approval of invoices. All invoices shall document and itemize all work completed to date, and shall include the Purchase Order number authorizing the transaction, if applicable, and shall be delivered to the City Accounts Payable address indicated on the face of the Purchase Order or email to ap@cityofls.net, unless otherwise specified. Each invoice statement shall include a record of time expended and work performed in sufficient detail to justify payment. All transportation charges must be prepaid by the Contractor. If invoice is subject to a quick payment discount, the discount period will be calculated from the date of receipt of the claim Service or the/ Materials or the invoice, whichever is later. Invoice(s) must be submitted by July 31 for all work completed prior to June 30.

6. Safety Plan. Contractor shall provide the Services in accordance with a safety plan that is compliant with Occupational Safety and Health Administration ("OSHA"), American National Standards Institute and National Institute for Occupational Safety and Health standards. If, in the Contractor's sole determination, the Services to be provided do not require a safety plan, Contractor shall notify the City, in writing, describing the reasons a safety plan is unnecessary. The City reserves the right to request a safety plan following such notification.

7. Documents. All documents, including any intellectual property rights thereto, prepared and submitted to the City pursuant to this Agreement shall be the property of the City.

8. Contractor Personnel. Contractor shall provide adequate, experienced personnel, capable of and devoted to the successful performance of the Services under this Agreement. Contractor agrees to assign specific individuals to key positions. If deemed qualified, the Contractor is encouraged to hire City residents to fill vacant positions at all levels. Contractor agrees that, upon commencement of the Services to be performed under this Agreement, key personnel shall not be removed or replaced without prior written notice to the City. If key personnel are not available to perform the Services for a continuous period exceeding thirty (30) calendar days; or are expected to devote substantially less effort to the Services than initially anticipated, Contractor shall immediately notify the City of same and shall, subject to the concurrence of the City, replace such personnel with personnel possessing substantially equal ability and qualifications.

9. Inspection; Acceptance. All work and services shall be subject to inspection and acceptance by the City at reasonable times during Contractor's performance. The Contractor shall provide and maintain a self-inspection system that is acceptable to the City.

10. Licenses; Materials. Contractor shall maintain in current status all federal, state, and local licenses and permits required for the operation of the business conducted by the Contractor. The City has no obligation to provide Contractor, its employees, or subcontractors any business registrations or licenses required to perform the specific services set forth in this Agreement. The City has no obligation to provide tools, equipment or material to Contractor.

11. Performance Warranty. Contractor warrants that the Services rendered will conform to the requirements of this Agreement and with the care and skill ordinarily used by members of the same profession practicing under similar circumstances at the same time and in the same locality.

12. Indemnification. To the fullest extent permitted by law, the Contractor shall indemnify, defend and hold harmless the City and each council member, officer, director, employee and agent thereof (the City and any such person being herein called an "Indemnified Party"), for, from and against any and all losses, claims, damages, liabilities, fines, penalties, judgments, costs and expenses (including, but not limited to, reasonable attorneys' fees, court costs and the costs of appellate proceedings) to which any such Indemnified Party may become subject, under any theory of liability whatsoever (collectively "Claims"), insofar as such Claims (or actions in respect thereof) relate to, arise out of, or are caused by or based upon the intentional, reckless, or negligent acts, misconduct, errors, directives, mistakes or omissions, in connection with the work or services of the Contractor, its officers, employees, agents, or any tier of subcontractor or person for which Contractor may be legally liable in the performance of this Agreement.

The amount and type of insurance coverage requirements set forth below will in no way be construed as limiting the scope of the indemnity in this Section.

### 13. Insurance.

#### 13.1 General.

- A. Insurer Qualifications. Without limiting any obligations or liabilities of Contractor, Contractor shall purchase and maintain, at its own expense, hereinafter stipulated minimum insurance with insurance companies authorized to do business in the State of Missouri, with an AM Best, Inc. rating of A or above with policies and forms satisfactory to the City. Failure to maintain insurance as specified herein may result in termination of this Agreement at the City's option.
- B. No Representation of Coverage Adequacy. The City reserves the right to review any and all of the insurance policies and/or endorsements cited in this Agreement, but has no obligation to do so. Failure to demand such evidence of full compliance with the insurance requirements set forth in this Agreement or failure to identify any insurance deficiency shall not relieve Contractor from, nor be construed or deemed a waiver of, its obligation to maintain the required insurance at all times during the performance of this Agreement.
- C. Additional Insured. All insurance coverage and self-insured retention or deductible portions, except Workers' Compensation insurance and Professional Liability insurance, if applicable, shall name and endorse, to the fullest extent permitted by law for claims arising out of the performance of this Agreement, the City, its agents, representatives, officers, directors, officials and employees as Additional Insured as specified under the respective coverage sections of this Agreement.
- D. Coverage Term. All insurance required herein shall be maintained in full force and effect until all work or services required to be performed under the terms of this Agreement are satisfactorily performed, completed and formally accepted by the City, unless specified otherwise in this Agreement.
- E. Primary Insurance. Contractor's insurance shall be, or be endorsed to indicate, its primary, non-contributory insurance with respect to performance of this Agreement and in the protection of the City as an Additional Insured. Such coverage shall be at least as broad as ISO CG 20 01 04 13.
- F. Claims Made. In the event any insurance policies required by this Agreement are written on a "claims made" basis, coverage shall extend, either by keeping coverage in force or purchasing an extended reporting option, for six (6) years past completion and acceptance of the services. Such continuing coverage shall be evidenced by submission of annual Certificates of Insurance citing applicable coverage is in force and contains the provisions as required herein for the six-year period.
- G. Waiver. All policies, except for Professional Liability, including Workers' Compensation insurance, shall contain a waiver of rights of recovery (subrogation) against the City, its agents, representatives, officials, officers and employees for any claims arising out of the work or services of Contractor. Contractor shall arrange to have such subrogation waivers incorporated into each policy via formal written endorsement.
- H. Policy Deductibles and/or Self-Insured Retentions. The policies set forth in these requirements may provide coverage that contains deductibles or self-insured retention amounts. Such deductibles or self-insured retention shall not be applicable with respect to the policy limits provided to the City. Contractor shall be solely responsible for any such deductible or self-insured retention amount.
- I. Automatic Escalator. The limits of liability for each policy coverage amount stated below shall be automatically adjusted upward as necessary to remain at all times not less than the maximum amount of liability set forth in Chapter 537.610 RSMo. applicable to political subdivisions pursuant to 537.600; provided that nothing herein or in any such policy shall be deemed to waive the City's sovereign immunity. The statutory waiver of sovereign immunity for 2024 is \$3,370,137 for all claims arising out of a single accident or occurrence
- J. Use of Subcontractors. If any work under this Agreement is subcontracted in any way, Contractor shall either cover all sub-contractors in the Contractor's liability insurance policy or execute written agreements with its subcontractors containing the indemnification provisions set forth in this Section and insurance requirements set forth herein protecting the City and Contractor. Contractor shall be responsible for executing any agreements with its subcontractors and obtaining certificates of insurance verifying the insurance requirements.

- K. **Notice of Claim.** Contractor shall upon receipt of notice of any claim in connection with this Agreement promptly notify the City, providing full details thereof, including an estimate of the amount of loss or liability. Contractor shall also promptly notify the City of any reduction in limits of protection afforded under any policy listed in the certificate(s) of insurance in an amount such that the policy aggregate becomes less than the current statutory waiver of sovereign immunity, regardless of whether such impairment is a result of this Agreement. A breach of this provision is a material breach of the Agreement.

**Evidence of Insurance.** Prior to commencing any work or services under this Agreement, Contractor will provide the City with suitable evidence of insurance in the form of certificates of insurance and a copy of the declaration page(s) of the insurance policies as required by this Agreement, issued by Contractor's insurance insurer(s) as evidence that policies are placed with acceptable insurers as specified herein and provide the required coverages, conditions and limits of coverage specified in this Agreement and that such coverage and provisions are in full force and effect. The City may reasonably rely upon the certificates of insurance and declaration page(s) of the insurance policies as evidence of coverage but such acceptance and reliance shall not waive or alter in any way the insurance requirements or obligations of this Agreement. If any of the policies required by this Agreement expire during the life of this Agreement, Contractor shall forward renewal certificates and declaration page(s) to the City thirty (30) days prior to the expiration date. All certificates of insurance and declarations required by this Agreement shall be identified by referencing number and title of this Agreement. Additionally, certificates of insurance and declaration page(s) of the insurance policies submitted without a reference to this Agreement, as applicable, will be subject to rejection and may be returned or discarded.

Certificates of insurance and declaration page(s) shall specifically include the following provisions:

- (1) The City, its agents, representatives, officers, directors, officials and employees are Additional Insureds as follows:
  - (a) Commercial General Liability – Under Insurance Services Office, Inc., ("ISO") Form CG 20 10 03 97 and CG 20 37 07 04, or their equivalents.
  - (b) Auto Liability – Under ISO Form CA 20 48 or equivalent.
  - (c) Excess Liability – Follow Form to underlying insurance.
- (2) Contractor's insurance shall be primary, non-contributory insurance with respect to performance of the Agreement.
- (3) All policies, except for Professional Liability, including Workers' Compensation, waive rights of recovery (subrogation) against City, its agents, representatives, officers, officials and employees for any claims arising out of work or services performed by Contractor under this Agreement.
- (4) ACORD certificate of insurance form 25 (2014/01) is preferred. If ACORD certificate of insurance form 25 (2001/08) is used, the phrases in the cancellation provision "endeavor to" and "but failure to mail such notice shall impose no obligation or liability of any kind upon the company, its agents or representatives" shall be deleted. Certificate forms other than ACORD form shall have similar restrictive language deleted.

All Certificates of Insurance shall name the City of Lee's Summit as the certificate holder and send the certificate and any endorsements to:

City of Lee's Summit  
Attn: Procurement and Contract Services  
220 S.E. Green Street  
Lee's Summit, MO 64063 -2358

- M. **Endorsements.** Contractor shall provide the City with the necessary endorsements to ensure City is provided the insurance coverage set forth in this Subsection.

### 13.2 Required Insurance Coverage.

- A. **Commercial General Liability.** Contractor shall maintain "occurrence" form Commercial General Liability insurance with an unimpaired limit of not less than \$1,000,000 for each occurrence, \$1,000,000 Products and Completed Operations Annual Aggregate and a \$1,000,000 General Aggregate Limit. The policy shall

cover liability arising from premises, operations, independent contractors, products-completed operations, bodily injury, personal injury and advertising injury. Coverage under the policy will be at least as broad as ISO policy form CG 00 01 93 or equivalent thereof, including but not limited to, separation of insured's clause. To the fullest extent allowed by law, for claims arising out of the performance of this Agreement, the City, its agents, representatives, officers, officials and employees shall be endorsed as an Additional Insured under ISO, Commercial General Liability Additional Insured Endorsement forms CG 20 10 03 97 and CG 20 37 07 04, or their equivalents, which shall read "Who is an Insured (Section II) is amended to include as an insured the person or organization shown in the Schedule, but only with respect to liability arising out of "your work" for that insured by or for you." The policy shall contain an endorsement waiving rights of recovery (subrogation) against the City, its agents, representatives, officials, officers and employees. If any Excess insurance is utilized to fulfill the requirements of this subsection, such Excess insurance shall be "follow form" equal or broader in coverage scope than underlying insurance.

- B. Vehicle Liability. Contractor shall maintain Business Automobile Liability insurance with an unimpaired limit of \$1,000,000 each occurrence on Contractor's owned, hired and non-owned vehicles assigned to or used in the performance of the Contractor's work or services under this Agreement. Coverage will be at least as broad as ISO coverage code "1" "any auto" policy form CA 00 01 12 93 or equivalent thereof. To the fullest extent allowed by law, for claims arising out of the performance of this Agreement, the City, its agents, representatives, officers, directors, officials and employees shall be endorsed as an Additional Insured under ISO Business Auto policy Designated Insured Endorsement form CA 20 48 or equivalent. The policy shall contain an endorsement waiving rights of recovery (subrogation) against the City, its agents, representatives, officials, officers and employees. If any Excess insurance is utilized to fulfill the requirements of this subsection, such Excess insurance shall be "follow form" equal or broader in coverage scope than underlying insurance.
- C. Workers' Compensation Insurance. Contractor shall maintain Workers' Compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction over Contractor's employees engaged in the performance of work or services under this Agreement and shall also maintain Employers Liability Insurance with an unimpaired limit of not less than \$500,000 for each accident, \$500,000 disease for each employee and \$1,000,000 disease policy limit. The policy shall contain an endorsement waiving rights of recovery (subrogation) against the City, its agents, representatives, officials, officers and employees.
- D. Professional Liability. If this Agreement is the subject of any professional services or work, or if the Contractor engages in any professional services or work in any way related to performing the work under this Agreement, the Contractor shall maintain Professional Liability insurance covering negligent errors and omissions arising out of the Services performed by the Contractor, or anyone employed by the Contractor, or anyone for whose negligent acts, mistakes, errors and omissions the Contractor is legally liable, with an liability insurance limit of \$1,000,000 each claim and \$1,000,000 annual aggregate.

The Policy shall include, or be endorsed to include, property damage liability coverage for damage to, alteration of, loss of, or destruction of electronic data and/or information "property" of the City in the care, custody, or control of Contractor.

13.3 Cancellation and Expiration Notice. Insurance required herein shall not expire, be canceled, or be materially changed without thirty (30) days' prior written notice to the City.

#### 14. Termination; Cancellation.

14.1 For City's Convenience. This Agreement is for the convenience of the City and, as such, may be terminated without cause after receipt by Contractor of written notice by the City. The Notice of Termination shall specify the effective date of termination, which shall be not less than five (5) calendar days from the date the notice is personally delivered or ten (10) days from the date the Notice of Termination is sent by another method. Upon termination for convenience, Contractor shall be paid, for all undisputed materials or services that were delivered prior to the termination date.

14.2 For Cause. If either Party fails to perform any obligation pursuant to this Agreement and such Party fails to cure its nonperformance within thirty (30) calendar days after notice of nonperformance is given by the non-defaulting Party, such Party will be in default. In the event of such default, the non-defaulting Party may terminate this Agreement immediately for cause and will have all remedies that are available to it at law or in equity including, without limitation, the remedy of specific performance. If the nature of the defaulting Party's nonperformance is such that it cannot reasonably be cured within thirty (30) calendar days, then the defaulting Party will have such additional periods of time as may be reasonably necessary under the circumstances, provided the defaulting Party immediately (1) provides written notice to the non-defaulting Party and (2) commences to cure its nonperformance and thereafter diligently continues to completion the cure of its nonperformance. In no event shall any such cure period exceed ninety (90) calendar days. In the event of such termination for cause, payment shall be made by the City to the Contractor for the undisputed portion of its fee due as of the termination date.

The City shall have the right to declare the Contractor in default for the following reasons, which set forth examples, but are not the only reasons the Contractor may be declared in default:

1. Upon a breach by the Contractor of a material term or condition of this Agreement, including unsatisfactory performance of the services;
2. Upon insolvency or the commencement of any proceeding by or against the Contractor, either voluntarily or involuntarily, under the Bankruptcy Code or relating to the insolvency, receivership, liquidation, or composition of the Contractor for the benefit of creditors;
3. If the Contractor refuses or fails to proceed with the services under the Agreement when and as directed by the City;
4. If the Contractor or any of its officers, directors, partners, five percent (5%) or greater shareholders, principals, or other employee or person substantially involved in its activities are indicted or convicted after execution of the Agreement under any state or federal law of any of the following:
  - a. a criminal offense incident to obtaining or attempting to obtain or performing a public or private Agreement;
  - b. fraud, embezzlement, theft, bribery, forgery, falsification, or destruction of records, or receiving stolen property;
  - c. a criminal violation of any state or federal antitrust law;
  - d. violation of the Racketeer Influence and Corrupt Organization Act, 18 U.S.C. § 1961 et seq., or the Mail Fraud Act, 18 U.S.C. § 1341 et seq., for acts in connection with the submission of proposals or proposals for a public or private Agreement;
  - e. conspiracy to commit any act or omission that would constitute grounds for conviction or liability under any statute described in subparagraph (d) above; or
  - f. an offense indicating a lack of business integrity that seriously and directly affects responsibility as a City contractor.
5. If the Contractor or any of its officers, directors, partners, five percent (5%) or greater shareholders, principals, or other employee or person substantially involved in its activities are subject to a judgment of civil liability under any state or federal antitrust law for acts or omissions in connection with the submission of bids or proposals for a public or private Agreement; or
6. If the Contractor or any of its officers, directors, partners, five percent (5%) or greater shareholders, principals, or other employee or person substantially involved in its activities makes or causes to be made any false, deceptive, or fraudulent material statement, or fail to make a required material statement in any bid, proposal, or application for City or other government work.

14.3 Gratuities. The City may, by written notice to the Contractor, cancel this Agreement if it is found by the City that gratuities, in the form of economic opportunity, future employment, entertainment, gifts or otherwise, were offered or given by the Contractor or any agent or representative of the Contractor to any officer, agent or employee of the City for the purpose of securing this Agreement. In the event this Agreement is canceled by the City pursuant to this provision, the City shall be entitled, in addition to any other rights and remedies, to recover and withhold from the Contractor an amount equal to 150% of the gratuity.



14.4 Agreement Subject to Appropriation. The City is obligated only to pay its obligations set forth in the Agreement as may lawfully be made from funds appropriated and budgeted for that purpose during the City's then current fiscal year. The City's obligations under this Agreement are current expenses subject to the "budget law" and the unfettered legislative discretion of the City concerning budgeted purposes and appropriation of funds. Should the City elect not to appropriate and budget funds to pay its Agreement obligations, this Agreement shall be deemed terminated at the end of the then-current fiscal year term for which such funds were appropriated and budgeted for such purpose and the City shall be relieved of any subsequent obligation under this Agreement. The Parties agree that the City has no obligation or duty of good faith to budget or appropriate the payment of the City's obligations set forth in this Agreement in any budget in any fiscal year other than the fiscal year in which the Agreement is executed and delivered. The City shall be the sole judge and authority in determining the availability of funds for its obligations under this Agreement. The City shall keep Contractor informed as to the availability of funds for this Agreement. The obligation of the City to make any payment pursuant to this Agreement is not a general obligation or indebtedness of the City. Contractor hereby waives any and all rights to bring any claim against the City from or relating in any way to the City's termination of this Agreement pursuant to this section.

14.5 Conflict of Interest. No salaried officer or employee of the City and no member of the City Council shall have a financial interest, direct or indirect, in this Agreement, and any violation of this provision renders the Agreement void. The parties shall comply with all federal conflict of interest statutes and regulations, and all applicable provisions of Sections 105.450, *et. seq.* RSMo. Contractor covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of Services to be performed under this Agreement. Contractor further covenants that in the performance of this Agreement no person having such interest shall be employed.

#### 15. Miscellaneous.

15.1 Independent Contractor. It is clearly understood that each party will act in its individual capacity and not as an agent, employee, partner, joint venture, or associate of the other. An employee or agent of one party shall not be deemed or construed to be the employee or agent of the other for any purpose whatsoever. Contractor acknowledges and agrees that all services provided under this Agreement are being provided as an independent contractor, not as an employee or agent of the City. Contractor, its employees and subcontractors are not entitled to workers' compensation benefits from the City. The City does not have the authority to supervise or control the actual work of Contractor, its employees or subcontractors. Contractor is neither prohibited from entering into other Agreements nor prohibited from practicing its profession elsewhere. City and Contractor do not intend to nor will they combine business operations under this Agreement.

15.2 Applicable Law; Venue. This Agreement shall be governed by the laws of the State of Missouri, and a suit pertaining to this Agreement may be brought only in courts in eastern Jackson County, Missouri. The Parties expressly and irrevocably consent to the exclusive jurisdiction and venue of such courts and expressly waive the right to transfer or remove any such action.

15.3 Laws and Regulations. Contractor shall comply with all federal, state, and local laws, regulations, and ordinances applicable to its performance under this Agreement. The Contractor shall include similar requirements of all subcontractors in Agreements entered for performance of Contractor's obligations under this Agreement. Contractor shall keep fully informed and shall at all times during the performance of its duties under this Agreement ensure that it and any person for whom the Contractor is responsible abides by, and remains in compliance with, all rules, regulations, ordinances, statutes or laws affecting the Services, including, but not limited to, the following: (1) existing and future City and County ordinances and regulations; (2) existing and future State and Federal laws and regulations; and (3) existing and future Occupational Safety and Health Administration standards.

15.4 Amendments. This Agreement may be modified only by a written amendment signed by persons duly authorized to enter into Agreements on behalf of the City and the Contractor.

- 15.5 Provisions Required by Law. Each and every provision of law and any clause required by law to be in the Agreement will be read and enforced as though it were included herein and, if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either Party, the Agreement will promptly be physically amended to make such insertion or correction.
- 15.6 Severability. The provisions of this Agreement are severable to the extent that any provision or application held to be invalid by a Court of competent jurisdiction shall not affect any other provision or application of the Agreement which may remain in effect without the invalid provision or application.
- 15.7 Entire Agreement; Interpretation; Parol Evidence. This Agreement represents the entire agreement of the Parties with respect to its subject matter, and all previous agreements, whether oral or written, entered into prior to this Agreement are hereby revoked and superseded by this Agreement. No representations, warranties, inducements or oral agreements have been made by any of the Parties except as expressly set forth herein, or in any other contemporaneous written agreement executed for the purposes of carrying out the provisions of this Agreement. This Agreement shall be construed and interpreted according to its plain meaning, and no presumption shall be deemed to apply in favor of, or against the Party drafting the Agreement. The Parties acknowledge and agree that each has had the opportunity to seek and utilize legal counsel in the drafting of, review of, and entry into this Agreement.
- 15.8 Assignment; Delegation. No right or interest in this Agreement shall be assigned or delegated by Contractor without prior, written permission of the City, signed by the City Manager. Any attempted assignment or delegation by Contractor in violation of this provision shall be a breach of this Agreement by Contractor. The requirements of this Agreement are binding upon the heirs, executors, administrators, successors, and assigns of both Parties.
- 15.9 Subcontracts. No subcontract shall be entered into by the Contractor with any other Party to furnish any of the material or services specified herein without the prior written and signed approval of the City. The Contractor is responsible for performance under this Agreement whether or not subcontractors are used. Failure to pay subcontractors in a timely manner pursuant to any subcontract shall be a material breach of this Agreement by Contractor.
- 15.10 Rights and Remedies. No provision in this Agreement shall be construed, expressly or by implication, as waiver by the City of any existing or future right and/or remedy available by law in the event of any claim of default or breach of this Agreement. The failure of the City to insist upon the strict performance of any term or condition of this Agreement or to exercise or delay the exercise of any right or remedy provided in this Agreement, or by law, or the City's acceptance of and payment for services, shall not release the Contractor from any responsibilities or obligations imposed by this Agreement or by law, and shall not be deemed a waiver of any right of the City to insist upon the strict performance of this Agreement.
- 15.11 Offset for Damages. In addition to all other remedies at law or equity, the City may offset from any money due to the Contractor any amounts Contractor owes to the City for damages resulting from breach or deficiencies in performance or breach of any obligation under this Agreement.
- 15.12 Notices and Requests. Any notice or other communication required or permitted to be given under this Agreement shall be in writing and shall be deemed to have been duly given if (1) delivered to the Party at the address set forth below, (2) deposited in the U.S. Mail, registered or certified, return receipt requested, to the address set forth below or (3) given to a recognized and reputable overnight delivery service, to the address set forth below:

If to the City: City of Lee's Summit  
220 SE Green St  
Lee's Summit, Missouri 64063  
Attn: Procurement and Contract Services

With copy to: City of Lee's Summit  
220 SE Green St  
Lee's Summit, Missouri 64063  
Attn: City Attorney's Office

If to Contractor: Emergency Management Partners, LLC  
1318 Autumn Breeze Drive  
Oilville, VA 23129  
Attn: Paul Manno

or at such other address, and to the attention of such other person or officer, as any Party may designate in writing by notice duly given pursuant to this subsection. Notices shall be deemed received (1) when delivered to the Party, (2) three (3) business days after being placed in the U.S. Mail, properly addressed, with sufficient postage, or (3) the following business day after being given to a recognized overnight delivery service, with the person giving the notice paying all required charges and instructing the delivery service to deliver on the following business day. If a copy of a notice is also given to a Party's counsel or other recipient, the provisions above governing the date on which a notice is deemed to have been received by a Party shall mean and refer to the date on which the Party, and not its counsel or other recipient to which a copy of the notice may be sent, is deemed to have received the notice.

15.13 Force Majeure. The Parties shall be excused from performance during the time and to the extent that they are prevented from obtaining, delivering, or performing for reasons beyond the Parties' reasonable control, including without limitation, by act of God, public health emergency, natural disaster fire, strike, loss or shortage of transportation facilities, lock-out, commandeering of materials, products, plants or facilities by the government, and any other events or circumstances beyond the reasonable control of the party, when satisfactory evidence is presented to the City, provided that it is satisfactorily established that the non-performance is not due to the fault or neglect of the Party not performing.

15.14 Confidentiality of Records. The Contractor shall establish and maintain procedures and controls that are acceptable to the City for the purpose of ensuring that information contained in its records or obtained from the City or from others in carrying out its obligations under this Agreement shall not be used or disclosed by it, its agents, officers, or employees, except as required to perform Contractor's duties under this Agreement. Persons requesting such information should be referred to the City. Contractor also agrees that any information pertaining to individual persons shall not be divulged other than to employees or officers of Contractor as needed for the performance of duties under this Agreement. Contractor shall ensure its subcontractors are aware of and comply with this provision.

15.15 Information Technology

a. Limited Access. If necessary for the fulfillment of the Agreement, the City may provide the Contractor with non-exclusive, limited access to the City's information technology infrastructure. The Contractor understands and agrees to abide by all the City policies, standards, regulations and restrictions regarding access and usage of the City's information technology infrastructure. The Contractor shall enforce all such policies, standards, regulations and restrictions with all the Contractor's employees, agents or any tier of subcontractor granted access in the performance of this Agreement, and shall be granted and authorize only such access as may be necessary for the purpose of fulfilling the requirements of the Agreement.

b. Data Confidentiality: All data, regardless of form, including originals, images and reproductions, prepared by, obtained by or transmitted to the Contractor in connection with this Agreement is confidential, proprietary information owned by the City. Except as specifically provided in this Agreement, the Contractor shall not shall not, without the prior, written consent of the City Manager or authorized designee, (A) disclose data generated in the performance of the Services to any third party or (B) use City data and information.

c. Data Security. Personal identifying information, financial account information, or restricted City information, whether electronic format or hard copy, must be secured and protected at all times to avoid unauthorized access. At a minimum, the Contractor must encrypt and/or password-protect electronic files. This includes data saved to laptop computers, computerized devices or removable storage devices. When personal identifying

information, financial account information, or restricted City information, regardless of its format, is no longer necessary or this Agreement is terminated (whichever occurs first), the information must be redacted or destroyed through appropriate and secure methods that ensure the information cannot be viewed, accessed or reconstructed. Before the information discussed in this subsection is destroyed, the Contractor shall send a copy of such information to the City in a format specified by the City.

d. Compromised Security. In the event that data collected or obtained by the Contractor in connection with this Agreement is believed to have been compromised, the Contractor shall notify the City Manager, or authorized designee, immediately. The Contractor agrees to reimburse the City for any costs incurred by the City to investigate potential breaches of this data and, where applicable, the cost of notifying individuals who may be impacted by the breach.

e. Permitted Access. The Contractor's employees, agents and subcontractors must receive prior, written approval from the City before being granted access to the City's information technology infrastructure and data and the City, in its sole determination, shall determine accessibility and limitations thereto. The Contractor agrees that the requirements of this Section shall be incorporated into all subcontractor/subcontractor Agreements entered into by the Contractor. It is further agreed that a violation of this Section shall be deemed to cause irreparable harm that justifies injunctive relief in court. A violation of this Section may result in immediate termination of this Agreement without notice.

f. Cessation of Operation or Support. If Contractor ceases to operate, ends support of, or otherwise divests its interest in the software and materials for which it is contracted by the City and does not assign its service obligations according to these Terms and Conditions, the Contractor shall provide the City a copy of current source code. The City agrees it shall only use the source code to support its internal use of the software.

g. Disengagement. In the event the Agreement is terminated by either party, Contractor agrees to confer back to the City all of its data, in usable and normalized format, within 30 calendar days of notice of termination. There shall be no charge for the return of City data to the City.

h. Survival. The obligations of the Contractor under this Section shall survive the termination of this Agreement.

15.16 **Work Authorization Affidavit and E-Verify**. Any contract for services in excess of five thousand dollars (\$5,000), the bidder or business entity, as defined in § 285.530, RSMo, shall: 1. Provide; by sworn affidavit affirming that it does not knowingly employ any person who is an unauthorized alien and 2. Provide documentation affirming its enrollment and participation in a federal work authorization program with respect to the employees working in connection with this contract. The required documentation must be from the federal work authorization program provider (e.g. the electronic signature page from the E-Verify program's Memorandum of Understanding). Letter from Consultants reciting compliance is not sufficient. The Department of Homeland Security, U.S. Citizenship and Immigration Services, (USCIS) in partnership with the Social Security Administration (SSA) operate an FREE internet-based program called E-Verify, <http://www.dhs.gov/everify> that allows employers to verify the employment eligibility of their employees, regardless of citizenship. Based on information provided by employees on their Form I-9, E-Verify checks the information electronically against records contained in DHS and Social Security Administration databases. There are penalties for employing an unauthorized alien, including suspension of the Consultant's business license, termination of the contract, debarment from city and State work for a period of three years or permanently, and withholding 25% of the total amount due the Consultant. All submittals should include the signed and notarized Work Authorization Affidavit AND the electronic signature page from the E-Verify program.

**CITY OF LEE'S SUMMIT, MISSOURI**  
**WORK AUTHORIZATION AFFIDAVIT PURSUANT TO SECTION 285.530, RSMo**  
**(FOR ALL BIDS FOR SERVICES IN EXCESS OF \$5,000.00)**  
**Effective 1/1/2009**

County of \_\_\_\_\_ )

) ss.

State of \_\_\_\_\_ )

My name is \_\_\_\_\_. I am an authorized agent of \_\_\_\_\_ ("Bidder"). Bidder is enrolled and participates in a federal work authorization program for all employees working in connection with services provided to the City of Lee's Summit, Missouri. Bidder does not knowingly employ any person who is an unauthorized alien in connection with the services being provided.

Bidder shall not knowingly employ or contract with an illegal alien to perform work for the City of Lee's Summit, Missouri or enter into

a contract with a subbidder that knowingly employs or contracts with an illegal alien.

\_\_\_\_\_  
Affiant

\_\_\_\_\_  
Printed Name

Subscribed and sworn to before me this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Notary Public

SEAL

15.17 Conflicting Terms. In the event of any inconsistency, conflict or ambiguity among the terms of this Agreement, the Scope of Work, any City-approved Purchase Order or Work Order, the Fee Proposal, the RFP and the Contractor's Proposal, the documents shall govern in the order listed herein.

Notwithstanding the foregoing, unauthorized exceptions, conditions, limitations or provisions in conflict with the terms of this Agreement (collectively, the "Unauthorized Conditions"), other than the City's project-specific quantities, configurations or delivery dates, are expressly declared void and shall be of no force and effect. Acceptance by the City of any invoice containing any such Unauthorized Conditions or failure to demand full compliance with the terms and conditions set forth in this Agreement shall not alter or relieve Contractor from, nor be construed or deemed a waiver of, its requirements and obligations in the performance of this Agreement. If the Agreement is renewed pursuant to Section 1 above and such renewal includes any conflicting terms, other than price, those terms will be null and void unless amended as set forth in this Agreement.

15.18 Non-Exclusive Agreement. This Agreement is entered into with the understanding and agreement that it is for the sole convenience of the City. The City reserves the right to obtain like goods and services from another source when necessary.

15.19 Prevailing Wages. Pursuant to RSMo. § 290.230.5, if this Agreement exceeds seventy-five thousand dollars (\$75,000.00) and involves construction of public works, Contractor shall all its workers the prevailing hourly rate of wages for work of a similar character in Lee's Summit. If there is a dispute whether this Agreement is subject to prevailing wages as required by RSMo. § 290.210, et. seq., the City's determination shall control.

15.20 Cooperative Purchasing. Contractor, by submitting a proposal to the RFP, acknowledges that other specific eligible political subdivisions and nonprofit institutions ("Eligible Procurement Unit(s)") are permitted to utilize procurement agreements developed by the City, at their discretion and with the agreement of the awarded Contractor. Contractor may, at its sole discretion, accept orders from Eligible Procurement Unit(s) for the purchase of the materials and/or services at the prices and under the terms and conditions of this Agreement, in such quantities and configurations as may be agreed upon between the Parties. All cooperative procurements under this Agreement shall be transacted solely between the requesting Eligible Procurement Unit and Contractor. Payment for such purchases will be the sole responsibility of the Eligible Procurement Unit. The exercise of any rights, responsibilities or remedies by the Eligible Procurement Unit shall be the exclusive obligation of such unit. The City assumes no responsibility for payment, performance or any liability or obligation associated with any cooperative procurement under this Agreement. The City shall not be responsible for any disputes arising out of transactions made by others.

15.21 Time of the Essence. Time is of the essence in this Agreement. Unless otherwise specifically provided, any consent to delay in Contractor's performance of its obligation is applicable only to the particular transaction to which it relates, and is not applicable to any other obligation or transaction.

15.22 Signatory Authority. Each person signing this Agreement represents that such person has the requisite authority to execute this Agreement on behalf of the entity the person represents and that all necessary formalities have been met.

15.23 E-Signature and Counterparts. The Parties agree that this Agreement may be signed in two or more counterparts and/or signed electronically, and all such counterparts together shall constitute one and the same Agreement; such signatures shall bind the signing party in the same manner as if a handwritten signature had been delivered.

15.24 Anti-Discrimination Against Israel Act. If this Agreement has a total potential value of \$100,000 or more and Contractor has 10 or more employees, the following applies. Pursuant to Section 34.600, RSMo and to the fullest extent permitted by law, Contractor certifies that Contractor is not engaged in a boycott of Israel as of the Effective Date of this Agreement, and agrees for the duration of this Agreement to not engage in a boycott of Israel as defined in Section 34.600, RSMo.

15.25 Debarment. By submission of its response, the Service Provider certifies that neither it nor its principals are presently debarred or suspended by any Federal Department or agency, including listing in the U.S. General Services Administration's List of Parties Excluded from Federal Procurement or Non-Procurement programs; or if the amount of this response is equal to or in excess of \$100,000, that neither it nor its principals nor its subcontractors receiving sub-awards equal to or in excess of \$100,000 is presently disbarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal Department, agency or provision of law. If the Service Provider is unable to certify any of the statements in this certification, the responder must attach an explanation to its response.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the date the City Manager, or the City Manager's designee, executes the Agreement ("Effective Date").

CITY OF LEE'S SUMMIT

Mark Dunning 5/13/25  
Mark Dunning, City Manager Date

ATTEST:

Trisha Fowler Ancuri  
Trisha Fowler Ancuri, City Clerk

EMERGENCY MANAGEMENT PARTNERS, LLC

By Paul Manno

Print Name Paul Manno

Title President

APPROVED AS TO FORM:

Edward Rucker  
Edward Rucker, Chief Counsel of Management and Operations



EXHIBIT A  
TO  
SERVICES AGREEMENT  
BETWEEN  
THE CITY OF LEE'S SUMMIT  
AND  
EMERGENCY MANAGEMENT PARTNERS, LLC  
CONTRACTOR'S PROPOSAL  
See following pages.



**LEE'S SUMMIT**  
MISSOURI

# **EM PARTNERS RESPONSE: LEE'S SUMMIT, MO RFP NO. 2025-053 EMERGENCY OPERATIONS PLAN**



**MARCH 27, 2025**



**EM PARTNERS**



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## Cover Letter

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March 27, 2025

Dear City of Lee's Summit,

**Emergency Management Partners, LLC (EM Partners)** is delighted to provide this proposal to Lee's Summit, Missouri for the city's update of their Emergency Operations Plan (EOP) and development of an Emergency Operations Center (EOC) Operations Guide to support more effective and efficient response/recovery for the city and its stakeholders. These projects will be facilitated with a core goal at the forefront – ensuring life safety of the “Whole Community” in Lee's Summit. We will also focus our efforts to support the city's preparation for World Cup 2026, ensuring plans and procedures are prepared for use during this upcoming large-scale event.

EM Partners prides itself on developing lasting relationships with our clients. Our team members have served in various private sector, local, county, and state level emergency management positions, and offer a great deal of hands-on experience. We would be thrilled to support Lee's Summit and to contribute to the development and maintenance of your overall emergency management mission. Our unique experience and capabilities that position us as the best firm for your emergency management needs include the following:

- EM Partners is a **small business that focuses on developing a relationship with our clients to best understand and deliver superior customer service and providing our tailored approach** for each client. We do not use cookie-cutter approaches. This project with Lee's Summit will be a priority!
- EM Partners staff have extensive experience in **emergency management planning, response, and recovery in the private sector and at local, county, and state levels.**
- EM Partners incorporates “best practices” at every opportunity to include key elements of the Emergency Management Accreditation Program (EMAP) and other federal guidance into our planning, as standards are applicable to the jurisdiction's needs. We can do this because we have current **certified EMAP assessors and accreditation managers on staff.**
- EM Partners staff have **firsthand experience and knowledge in all areas of emergency management, and we feel confident in our ability to deliver your desired plans. Our leads for this project are outlined below.**
  - Our Program Manager, Ashleigh Makuch, has 10 years of direct experience writing plans and managing projects in Arizona and throughout the country at local, county, and state levels, **managed all EM Partners' planning work in Arizona, including developing the innovative approaches we will apply to the Lee's Summit project.** Relevant projects include the following:
    - **Authored the Arizona State Emergency Response and Recovery Plan (SERRP), including all Emergency Support Function (ESF) and Recovery Support Function (RSF) Annexes.**
    - **Served as the Project Manager and authored the Coconino County Emergency Operations Plan (EOP), CCEM Operations Procedures Manual, and Disaster Recovery Framework.**
    - **Served as the Project Manager and authored the Flagstaff, AZ EOP, and managed planning and exercise projects for the Flagstaff Airport.**
    - **Served as the Project Manager and authored the City of Sedona Evacuation/Re-Entry Plan and an EOC Ops Manual. Collaborated on development of the City of Sedona EOP.**

- Previously employed as the NAU Emergency Management Assistant authoring plans and procedures for the university.
- Previously employed as a CCEM Specialist responsible for the EOP and COOP plans for the county.
- Previously employed as a Planning Coordinator & Recovery Coordinator at AZ Dept. of Emergency and Military Affairs (DEMA) supporting all local and county emergency management agencies, including deploying to support the Museum Fire and Post-Fire Flooding events.
- Our Project Manager, Wes Dison, has over 40 years of experience in emergency management and law enforcement.
  - **Has extensive experience with planning and operations (command) for large-scale special events**, such as U.S. Air Force Air Shows (200,000 attendance), sports events, parades, civil disturbances, national security task force deployments, and U.S. State Department Dignitary Visits.
  - Served in leadership roles throughout the State of Arizona, including the Assistant Director of Preparedness and Operations at AZ DEMA. In these roles, he **oversaw and directed the rewrite of the AZ SERRP** and supported local emergencies.
  - As the former Coconino County Emergency Management Director, **oversaw and directed the Coconino County EOP, CCEM Ops Manual, County DRF, Page EOP, Sedona EOP, Sedona Evac Plan, Sedona Ops Manual; and served on the planning team for the Flagstaff EOP and Flagstaff Airport projects.**
  - Served on the AZ Governor's Dept. of Homeland Security North Regional Advisory Council, and served as the Tucson Urban Area Security Initiative (TUASI) Administrator, which encompassed 26 jurisdictions and 125 miles of the U.S./Mexico Border.
- EM Partners **maintains a cadre of over 160 staff resources with a wide array of capabilities and expertise.** This allows us to immediately surge resources based on the needs of our clients.

Our team's unmatched emergency management experience, as well as our passion for helping communities, will be invaluable in supporting this project for Lee's Summit. Thank you for considering EM Partners for this important work.

Please do not hesitate to contact me at 804-304-4822 or paul@em-partners.com if you have any questions.

Kind Regards,



Paul Manno  
President  
Emergency Management Partners, LLC

## Vendor Information Form



City of Lee's Summit  
Procurement and Contract Services  
RFP No. 2025-053

### VENDOR INFORMATION FORM

By submitting a Proposal, the submitting Firm certifies that it has reviewed the administrative information and draft of the Professional Services Agreement's terms and conditions and, if awarded the Agreement, agrees to be bound thereto.

Emergency Management Partners, LLC  
FIRM SUBMITTING PROPOSAL

47-2791506  
FEDERAL TAX ID NUMBER

Paul Manno - President  
PRINTED NAME AND TITLE

Paul Manno  
AUTHORIZED SIGNATURE

1318 Autumn Breeze Drive  
ADDRESS

804-304-4822  
TELEPHONE FAX #

Oilville, VA 23129  
CITY STATE ZIP

03/27/2025  
DATE

https://em-partners.com/  
WEB SITE

Paul@em-partners.com  
E-MAIL ADDRESS

SMALL, MINORITY, DISADVANTAGED AND WOMEN-OWNED BUSINESS ENTERPRISES (check appropriate item(s)):

- ☒ Small Business Enterprise (SBE)  
☐ Minority Business Enterprise (MBE)  
☐ Disadvantaged Business Enterprise (DBE)  
☐ Women-Owned Business Enterprise (WBE)  
☐ Missouri Service Disabled Veteran Business Enterprise pursuant to Section 34.074, RSMo

Has the Firm been certified by any jurisdiction in Missouri as a minority or woman-owned business enterprise?  
If yes, please provide details and documentation of the certification.




CITY OF LEE'S SUMMIT, MISSOURI  
WORK AUTHORIZATION AFFIDAVIT PURSUANT TO SECTION 285.530, RSMo  
(FOR ALL SOLICITATIONS IN EXCESS OF \$5,000.00)  
Effective 1/1/2009


County of Goochland  
State of Virginia ) ss.


My name is Paul mano I am an authorized agent of Emergency management Partners, LLC ("Bidder"). Bidder is enrolled and participates in a federal work authorization program for all employees working in connection with services provided to the City of Lee's Summit, Missouri. Bidder does not knowingly employ any person who is an unauthorized alien in connection with the services being provided.

Bidder shall not knowingly employ or contract with an illegal alien to perform work for the City of Lee's Summit, Missouri or enter into a contract with a subcontractor that knowingly employs or contracts with an illegal alien.

  
Affiant  
Paul mano  
Printed Name

Subscribed and sworn to before me this 24 day of April, 2025

SEAL  
  
Amy K. Menke  
Commonwealth of Virginia  
Notary Public  
Commission No. 7962092  
My Commission Expires 10/31/2026

  
Notary Public

## Form No. 1: Proposer Profile



City of Lee's Summit  
Procurement and Contract Services  
RFP No. 2025-053

### FORM NO. 1: PROPOSER PROFILE

1. Lead Service Provider/Firm(s) (or Joint Venture) Name and Address: Emergency Management Partners, LLC  
1318 Autumn Breeze Dr.  
Oilville, VA 23129
- 1a. Provider /Firm is: ☒ National ☐ Regional ☐ Local
- 1b. Year Provider/Firm Established: 2015
- Years of Experience providing RFP identified services/project for municipalities: 5 years  
Year of Experience conducting requested services 5 years
- 1c. Licensed to do business in the State of Missouri: ☒ Yes ☐ No
- 1d. Principal contact information: Name, title, telephone number and email address: Paul Manno - President - 804-304-4822  
Paul@em-partners.com
- 1e. Address of office to perform work, if different from Item No. 1:
2. Please list the number of persons by discipline that your Firm/Joint Venture will commit to the City's project or the services to be provided:  
9 emergency management staff. Sub-disciplines include law enforcement (2), aviation (2), firefighting (1), transportation (1).
3. If submittal is by Joint Venture or utilizes subcontractors, list participating firms/providers and outline specific areas of responsibility (including administrative, technical, and financial) for each firm: N/A
- 3a. Has this Joint Venture previously worked together? ☐ Yes ☐ No N/A

## Form No. 2: Key Outside Consultants/Subcontractors



City of Lee's Summit  
Procurement and Contract Services  
RFP No. 2025-053

### FORM NO. 2: KEY OUTSIDE CONSULTANTS/SUBCONTRACTORS

Each respondent must complete this form for all proposed sub-consultants.

#### SUB-CONSULTANT #1

Name & Address

N/A – We will not be using any subcontractors on this project.

Specialty/Role with this Project:

Worked with Lead Firm Before: ☐ Yes ☐ No

Year Firm Established:

Years of Experience providing requested services

Complete Form 4 for all key personnel assigned to this project for this sub-consultant.

#### SUB-CONSULTANT #2

Name & Address

Specialty / Role with this Project:

Worked with Lead Firm Before: ☐ Yes ☐ No

Year Firm Established:

Years of Experience providing requested services

Complete Form 4 for all key personnel assigned to this project for this sub-consultant.

#### SUB-CONSULTANT #3

Name & Address

Specialty / Role with this Project:

Worked with Lead Firm Before: ☐ Yes ☐ No

Year Firm Established:

Years of Experience providing requested services

Complete Form 4 for all key personnel assigned to this project for this sub-consultant.

## Form No. 3: Experience/References



City of Lee's Summit  
Procurement and Contract Services  
RFP No. 2025-053

### FORM NO. 3: EXPERIENCE/REFERENCES

Work by Service Provider/Firm (including any subcontractors or Joint-Venture companies) that best illustrate current qualifications relevant to the City's project that has been/is being accomplished by personnel during the past five (5) years that shall be assigned to the City's project. List no more than ten (10) total projects:

Project Name & Location: See project list on following pages.

Completion Date (Actual or Estimated):

Project Owners Name & Address:

Project Owner's Contact Person, Title & Telephone Number:

Estimated Cost (in Thousands) for Entire Project: \$

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: \$

Scope of Entire Project: (Please give quantitative indications wherever possible).

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:



Project Name & Location:

**Coconino County Emergency Operations Plan Update; Coconino County, Arizona**

Completion Date (Actual or Estimated):

**June 2023**

Project Owners Name & Address:

**Coconino County Emergency Management  
2625 N. King St  
Flagstaff, AZ 86004**

Project Owner's Contact Person, Title & Telephone Number:

**Tim Carter  
Interim Director/Deputy Director, Emergency Management  
928-606-7751**

Estimated Cost (in Thousands) for Entire Project: **\$65,495**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$65,495**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**EM Partners supported the Coconino County Emergency Management Department with a major rewrite/update to their all-hazards, multi-jurisdictional emergency operations plan (EOP). Our team facilitated the planning process for this EOP update to include the existing EOP base plan, as well as the development of six (6) new, department-specific annexes, which capture key department roles and responsibilities during emergencies and disasters, and an emergency operations center checklist annex with eight (8) command and general staff checklists.**

**The published plan can be found at [coconino.az.gov/eop](http://coconino.az.gov/eop).**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge  
Ashleigh Makuch – served as Project Manager  
Wes Dison – was the client Director during this project**

Project Name & Location:

**Coconino County Emergency Management Operations Procedures Manual and Disaster Recovery Framework; Coconino County, Arizona**

Completion Date (Actual or Estimated):

**Estimated June 2025**

Project Owners Name & Address:

**Coconino County Emergency Management  
2625 N. King St  
Flagstaff, AZ 86004**

Project Owner's Contact Person, Title & Telephone Number:

**Tim Carter  
Interim Director/Deputy Director, Emergency Management  
928-606-7751**

Estimated Cost (in Thousands) for Entire Project: **\$70,000**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$70,000**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**The Coconino County Emergency Management Department contracted with EM Partners to develop a comprehensive Operations Procedures Manual that serves as a guide for both managing their department and operationalizing their EOP. This manual includes policies and procedures for department day-to-day administration and procedures, job aids, and checklists for the implementation of EOC section responsibilities, including EOC Management, Operations, Logistics, Finance, and Planning. In total, there are over 80 individual policies, procedures, job aids/checklists within this manual. EM Partners has successfully conducted "red-teaming" observation of these procedures in various exercises in order to evaluate and update procedures as needed for the most accurate documentation to guide operations.**

**The final procedure, for the county's new mobile EOC/Command trailer, will be conducted upon arrival of the trailer in April 2025.**

**As an extension of this project, EM Partners supported the development of Coconino County's first Disaster Recovery Framework to guide long-term recovery efforts with county departments and partners. Our team established the first draft framework and outlined a long-term meeting strategy for the county to use to further incorporate regional stakeholders.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge  
Ashleigh Makuch – served as Project Manager  
Wes Dison – was the client Director during this project  
Aaron Walker – served as Junior Planner**

Project Name & Location:

**City of Flagstaff Emergency Operations Plan Development; Flagstaff, Arizona**

Completion Date (Actual or Estimated):

**December 2023**

Project Owners Name & Address:

**Flagstaff Emergency Management**

**211 W. Aspen Ave.**

**Flagstaff, AZ 86001**

Project Owner's Contact Person, Title & Telephone Number:

**Daniel Kelly**

**Emergency Manager**

**928-522-4504**

Estimated Cost (in Thousands) for Entire Project: **\$71,348.50**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$71,348.50**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**The City of Flagstaff, Arizona, contracted with EM Partners for planning support to develop the city's first Emergency Operations Plan (EOP). Our team facilitated the planning process for this all-hazards EOP development to include a base plan and six (6) city division-specific annexes, which capture key city department roles and responsibilities during emergencies and disasters.**

**The published plan can be found at <https://www.flagstaff.az.gov/4746/Grants-Contracts-and-Emergency-Management>.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge**

**Ashleigh Makuch – served as Project Manager**

**Wes Dison – was a regional stakeholder on the planning team (as the county director)**

Project Name & Location:

**City of Flagstaff Airport Emergency Plan Update and Triennial Full-Scale Exercise; Flagstaff, Arizona**

Completion Date (Actual or Estimated):

**Estimated June 2025**

Project Owners Name & Address:

**Flagstaff Emergency Management**

**211 W. Aspen Ave.**

**Flagstaff, AZ 86001**

Project Owner's Contact Person, Title & Telephone Number:

**Daniel Kelly**

**Emergency Manager**

**928-522-4504**

Estimated Cost (in Thousands) for Entire Project: **\$208,052**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$208,052**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**EM Partners recently supported the Flagstaff Pulliam Airport (FLG) with the development and facilitation of their triennial full-scale exercise to test response to an aircraft accident. This HSEEP-compliant exercise was conducted as a "whole community" regional effort involving city, county, state, federal, private sector, and non-governmental partners, as well as volunteers from the community. There were three full exercise sites (airport, level 1 trauma center, and county EOC) for a total of over 240 participants, volunteers, support staff, observers, etc. This project includes a comprehensive AAR/IP.**

**Our team is also simultaneously supporting a major update to the Airport Emergency Plan (AEP) to reflect best practices, AAR findings, updated protocols, and increased mutual aid and regional relationships. This includes updates to all FAA-required functional and hazard-specific sections. Our work in support of FLG is being conducted according to all applicable FAA requirements to ensure maintained compliance with the CFR Part 139 Airport Certification requirements.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge**

**Ashleigh Makuch – served as Project Manager and Lead Evaluator**

**Gil Zavlodaver – served as a Subject-Matter Expert and Exercise Director**

**Chris Milburn – served as Subject-Matter Expert and Safety Officer**

**Aaron Walker – served as a Junior Planner**

**Wes Dison – was a regional stakeholder on the planning team (as the county director) and Lead Controller**

Project Name & Location:

**City of Flagstaff Continuity of Operations and Continuity of Government Plan Development; Flagstaff, Arizona**

Completion Date (Actual or Estimated):

**Estimated First Quarter 2026**

Project Owners Name & Address:

**Flagstaff Emergency Management**

**211 W. Aspen Ave.**

**Flagstaff, AZ 86001**

Project Owner's Contact Person, Title & Telephone Number:

**Daniel Kelly**

**Emergency Manager**

**928-522-4504**

Estimated Cost (in Thousands) for Entire Project: **\$92,119**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$92,119**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**The City of Flagstaff, Arizona, contracted with EM Partners for planning support to develop the city's first Continuity of Government (COG) and division Continuity of Operations (COOP) plans for 15 divisions. Our team will facilitate the planning process for these plans to include 15 division plans and a COG for all three branches of government, which capture key city roles and responsibilities during emergencies and disruptions, ensuring the continuation of essential functions.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge**

**Ashleigh Makuch – Program Manager**

**Kristin Conville – Senior Planner**

**Aaron Walker – Junior Planner**

Project Name & Location:

**Town of Payson Emergency Operations Plan Update; Payson, Arizona**

Completion Date (Actual or Estimated):

**September 2024**

Project Owners Name & Address:

**Payson Fire Department**

**400 W. Main St.**

**Payson, AZ 85541**

Project Owner's Contact Person, Title & Telephone Number:

**David Staub**

**Fire Chief / Emergency Manager**

**928-970-1428**

Estimated Cost (in Thousands) for Entire Project: **\$39,774**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$39,774**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**The Town of Payson, Arizona, contracted with EM Partners to conduct a major update to the town's Emergency Operations Plan (EOP). Our team facilitated the planning process for this all-hazards EOP development to address a hybrid Incident Command System (ICS)/functional operations structure. This update included a base plan and four (4) new town department-specific annexes, which capture key town department roles and responsibilities during emergencies and disasters.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge**

**Ashleigh Makuch – served as Project Manager**

**Wes Dison – served as Senior Planner**

**Kristin Carr – served as Mid Planner**

**Aaron Walker – served as Junior Planner**

Project Name & Location:

**City of Globe Emergency Operations Plan Update; Globe, Arizona**

Completion Date (Actual or Estimated):

**Estimated December 2025**

Project Owners Name & Address:

**Globe Fire Department**

**131 W. Cedar St.**

**Globe, AZ 85501**

Project Owner's Contact Person, Title & Telephone Number:

**Gary Robinson**

**Fire Chief**

**928-200-5156**

Estimated Cost (in Thousands) for Entire Project: **\$44,076**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$44,076**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**The City of Globe, Arizona, has contracted with EM Partners to update the town's Emergency Operations Plan (EOP). Our team will facilitate the planning process for this all-hazards EOP update to include the development of a base plan and town department-specific annexes, which capture key city department roles and responsibilities during emergencies and disasters.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge**

**Ashleigh Makuch – Project Manager**

**Wes Dison – Senior Planner**

**Kristin Conville – Senior Planner**

**Aaron Walker – Junior Planner**

Project Name & Location:

**City of Sedona Evacuation/Re-Entry Plan & Traffic Study and EOC Operations Procedures Manual;  
Sedona, Arizona**

Completion Date (Actual or Estimated):

**June 2024**

Project Owners Name & Address:

**Sedona Police Department  
100 Roadrunner Dr.  
Sedona, AZ 86336**

Project Owner's Contact Person, Title & Telephone Number:

**Stephanie Foley  
Police Chief  
928-592-8025**

Estimated Cost (in Thousands) for Entire Project: **\$303,247.10**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$140,994.10**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**The City of Sedona, Arizona, hired EM Partners, along with our Arizona-based subcontractor Greenlight Traffic Engineering, to develop a citywide all-hazards evacuation/re-entry plan and conduct a supporting traffic study. The City of Sedona is frequently threatened by wildfire and flash flooding events, which necessitate evacuation and re-entry operations for the life safety of their residents and significant tourist/visitor population. This project included a comprehensive traffic analysis to inform the development of community evacuation "best route" maps and an evacuation/re-entry plan that addresses the roles and responsibilities of the city and external stakeholders, as well as guidance for the community during emergencies. This planning project provided the City of Sedona with actionable ground-truth traffic study data and maps along with an operational plan to guide effective evacuation and re-entry operations for all threats and hazards.**

The published plan can be found at [sedonaaz.gov/evacuation](http://sedonaaz.gov/evacuation).

**As an amendment to the evac plan contract, EM Partners developed a comprehensive EOC Operations Procedures Manual for the City of Sedona that serves as a guide for operationalizing their EOP. This manual includes procedures, job aids, and checklists for the implementation of EOC section responsibilities, including EOC Management, Operations, Logistics, Finance, and Planning.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**EM Partners was the prime contractor and executed all work except the engineering traffic study.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge**

**Ashleigh Makuch – served as Project Manager**

**Greg Godish – served as Senior Planner**

**Aaron Walker – served as Junior Planner**

**Wes Dison – was a client lead/planning team member as the county director during this project**



Project Name & Location:

**City of Fairfax, VA Emergency Management Program Support; Fairfax, VA**

Completion Date (Actual or Estimated):

**Ongoing, multiple project tasks**

Project Owners Name & Address:

**Fairfax Office of Emergency Management**

**10455 Armstrong St.**

**Fairfax, VA 22030**

Project Owner's Contact Person, Title & Telephone Number:

**Walter English**

**Emergency Management Coordinator**

**703-935-3776**

Estimated Cost (in Thousands) for Entire Project: **Approx \$30-50k a year**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **Approx \$30-50k a year**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**Over the past fifteen years, staff have been supporting the City of Fairfax to help build the city's Emergency Management Program. Over the past four years, staff have been supporting projects across the entire spectrum of emergency management, from updating the city's EOP, to revising and updating the Debris Plan, to facilitating preparedness workshops for the city, to updating plans to be compliant with the Emergency Management Accreditation Program (EMAP) Standard. EM Partners is also recently developed the city's Disaster Recovery Framework, as well as updated the Damage Assessment Guide and Recovery Checklists. We are currently supporting the development of a Mass Care Framework for the city.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge**

**Ashleigh Makuch – served as Project Manager**

**Aaron Walker – served as Junior Planner**

Project Name & Location:

**New Kent County Active Threat and Continuity Planning; New Kent County, VA**

Completion Date (Actual or Estimated):

**December 2025**

Project Owners Name & Address:

**New Kent County Fire-Rescue**

**7911 Courthouse Way**

**New Kent, VA 23124**

Project Owner's Contact Person, Title & Telephone Number:

**Rick Opett**

**Fire Chief**

**804-966-9618**

Estimated Cost (in Thousands) for Entire Project: **\$159,475**

Estimated Cost (in Thousands) for work performed by responsible Service Provider/Firm: **\$159,475**

Scope of Entire Project: (Please give quantitative indications wherever possible).

**EM Partners is currently supporting New Kent County with multiple emergency management projects. We are supporting their schools and first response agencies with the development of an active threat plan for county schools, which will be followed by customized training on the plan. We are also facilitating the continuity planning process, to include department COOP plans and a county COG plan. This will be followed by COOP and COG trainings, and a comprehensive tabletop exercise to validate the plans.**

Nature of Service Provider's/Firm's responsibility in project: (Please give quantitative indications wherever possible).

**Same as above; EM Partners was the sole firm for this project.**

Service Provider's/Firm's Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project:

**Paul Manno – Principal-in-Charge**

**Ashleigh Makuch – served as Project Manager II**

**Kristin Conville – served as Project Manager I**

**Wes Dison – served as Senior Planner**

**Aaron Walker – served as Junior Planner**

## Form No. 4: Resumes of Key Personnel



City of Lee's Summit  
Procurement and Contract Services  
RFP No. 2025-053

### FORM NO. 4: RESUMES OF KEY PERSONNEL

Brief resume of key persons, specialists, and individual service providers that shall be assigned to the City project:

- a. Name and Title: See resumes list on following pages.
- b. Project Assignment:
- c. Name of Service Provider/Firm with which associated:
- d. Years' Experience:  
With this service provider/firm \_\_\_\_ other service providers/firms \_\_\_\_
- e. Education: Degree(s)/Year/Specialization:
- f. Current Registration(s):
- g. Other Experience & Qualifications relevant to the proposed project:

- a. Name and Title: **Paul Manno, President**
- b. Project Assignment: **Principal-in-Charge**
- c. Name of Service Provider/Firm with which associated: **EM Partners**
- d. Years' Experience: **25**  
With this service provider/firm **10** other service providers/firms **15**
- e. Education: Degree(s)/Year/Specialization: **BS/1992/Environmental Science**
- f. Current Registration(s): **N/A**
- g. Other Experience & Qualifications relevant to the proposed project:

**Paul Manno is a respected and proven industry leader with over 25 years of progressive experience in planning, project management, and program management, specializing in emergency management planning, response, and recovery. He has over 10 years of experience managing federal task orders under a technical assistance contract with FEMA. He has led teams of multi-disciplined professionals in planning for and responding to disasters across the country and in U.S. territories for more than two decades. Paul has managed and directly supervised more than \$5B in FEMA Public Assistance grants written by FEMA or contractor staff encompassing hazards including floods, hurricanes, tornadoes, ice storms, and terrorist attacks. Mr. Manno has deployed on more than 40 disaster assignments, serving as a Program Advisor, Deputy Public Assistance Officer, PAC, Project Specialist, Debris Specialist, and Closeout Specialist. His assignments have included Hurricanes Ike, Katrina, Charley, Jeanne, Frances, Ivan, Isabel, Lili, Georges, and the terrorist attack on the World Trade Center. Mr. Manno will serve in a minimal role as program manager and ensure all resources needed for this project are in place.**

- a. Name and Title: **Ashleigh Makuch, Preparedness Director**
- b. Project Assignment: **Program Manager**
- c. Name of Service Provider/Firm with which associated: **EM Partners**
- d. Years' Experience: **10**  
With this service provider/firm **3** other service providers/firms **0**
- e. Education: Degree(s)/Year/Specialization: **MA/2022/Security Studies, BS/2017/Political Science and Criminal Justice**
- f. Current Registration(s): **Certified Emergency Manager (CEM) - IAEM**
- g. Other Experience & Qualifications relevant to the proposed project:

**Ashleigh Makuch is a Certified Emergency Manager (CEM) with over 10 years of experience in emergency management and program coordination, having held positions in the state, higher education, and county agencies. Her background includes emergency operations planning, continuity planning, training and exercise development, and EOC activations. She is also experienced in human services/mass care, community recovery and Individual Assistance, and voluntary agency/private sector coordination. Ashleigh's significant achievements include rewriting the Arizona State Emergency Response and Recovery Plan, Arizona's COVID-19 response and recovery, technical review of federal and gubernatorial declaration documents, and supporting wildfires, flooding, and other disasters in AZ. She is also an Emergency Management Accreditation Program (EMAP) assessor. Ashleigh has supported EOP development, updates, and review for many local, county, tribal, and state agencies. She recently managed emergency plan and procedure development projects for all AZ clients, as well as other planning projects with clients in Virginia.**

a. Name and Title: **Wes Dison, Senior Emergency Management Consultant**

b. Project Assignment: **Project Manager**

c. Name of Service Provider/Firm with which associated: **EM Partners**

d. Years' Experience: **42**

With this service provider/firm **2** other service providers/firms **0**

e. Education: Degree(s)/Year/Specialization: **N/A**

f. Current Registration(s): **N/A**

g. Other Experience & Qualifications relevant to the proposed project:

**Wes Dison is a results-driven, highly motivated Emergency Management Professional and Law Enforcement Commander (retired) with over 40 years of progressively responsible, mission-focused experience in public service. Dison has strong leadership and ethical principles; demonstrated ability to motivate, develop and lead diverse teams of colleagues to new levels of success in high-pressure, fast-paced, and competitive environments; and exceptional emergency management operational experience, qualifications, and in-depth training & exercise knowledge. Dison has extensive experience with planning and operations (command) for large-scale special events, such as U.S. Air Force Air Shows (200,000 attendance), sports events, parades, civil disturbances, national security task force deployments, and U.S. State Department Dignitary Visits. Dison recently served as the Director of the Coconino County Emergency Management Department, and prior to that, he served in several leadership roles at the Arizona Department of Emergency and Military Affairs overseeing operations, recovery, planning, training, exercises, situation unit, technological hazards, GIS/IT, and other key elements of the agency. Wes is currently a key resource supporting several planning projects in Arizona and Virginia. He also was the client lead for the Coconino County EOP and Operations Manual projects.**

a. Name and Title: **Kristin Conville, Senior Emergency Management Consultant**

b. Project Assignment: **Senior Planner**

c. Name of Service Provider/Firm with which associated: **EM Partners**

d. Years' Experience: **20**

With this service provider/firm **1** other service providers/firms **0**

e. Education: Degree(s)/Year/Specialization: **MS/2017/Homeland Security Organizational Leadership, BS/2004/Business Administration**

f. Current Registration(s): **N/A**

g. Other Experience & Qualifications relevant to the proposed project:

**Kristin Conville is an accomplished Emergency Management professional with extensive experience in leading and enhancing emergency response programs for national transportation organizations. Kristin worked for Amtrak since 2014 and was responsible for managing comprehensive emergency management programs that comply with regulatory standards, including 49 CFR 239 and the Rail Passenger Disaster Family Assistance Act. With expertise in strategic planning, budget management, and grant funding, Kristin ensured the development, validation, and implementation of emergency preparedness and business continuity plans, increasing readiness among employees and first responders. A key achievement includes leading Amtrak's successful pursuit of Emergency Management Accreditation Program (EMAP) accreditation. Kristin also served as a Watch Officer and Operational Planner at FEMA, where they led the development of medical countermeasures response plans for Washington, D.C., and Philadelphia, enhancing local preparedness for public health incidents. Kristin is known for strong leadership in high-pressure environments and a proven ability to manage complex, multifaceted projects while reducing operational downtime and minimizing impact during crises.**

- a. Name and Title: **Greg Godish, Senior Emergency Management Consultant**
- b. Project Assignment: **Senior Planner**
- c. Name of Service Provider/Firm with which associated: **EM Partners**
- d. Years' Experience: **32**  
With this service provider/firm **2** other service providers/firms **0**
- e. Education: Degree(s)/Year/Specialization: **MA/2009/Business Administration, BS/1999/Computer Science**
- f. Current Registration(s): **Certified Emergency Manager (CEM) - IAEM**
- g. Other Experience & Qualifications relevant to the proposed project:

**Greg is a Certified Emergency Manager (CEM) with a career spanning over two decades in public service and emergency management. Greg is a seasoned professional known for exemplary leadership and dedication to crisis response and mitigation. Currently serving as the Assistant Bureau Chief of the State of New Jersey Emergency Response Bureau, he oversees all operational and administrative functions for multiple units, ensuring compliance with state regulations and strategic objectives. Greg's journey in emergency management began in 2012 when they joined the NJ Emergency Response Bureau's South Regional Unit. Throughout their tenure, they demonstrated expertise in coordinating emergency activities across seven counties, responding to numerous disasters, and providing critical leadership during high-profile events such as the response to Superstorm Sandy and the Puerto Rico disaster relief efforts. Greg has recently supported the City of Sedona Operations Procedures Manual development project.**



- a. Name and Title: **Gil Zavlodaver, Senior Emergency Management Consultant**
- b. Project Assignment: **Senior Planner**
- c. Name of Service Provider/Firm with which associated: **EM Partners**
- d. Years' Experience: **18**  
With this service provider/firm **\_1\_** other service providers/firms **\_3\_**
- e. Education: Degree(s)/Year/Specialization: **MS/2013/Emergency Services Administration, BA/2007/Political Science**
- f. Current Registration(s): **Master Exercise Practitioner (MEP) - FEMA**
- g. Other Experience & Qualifications relevant to the proposed project:

**Gil Zavlodaver is a Master Exercise Practitioner (MEP) and currently serves as a Senior Emergency Management Specialist at the Broward County Aviation Department, Fort Lauderdale-Hollywood International Airport (FLL). Gil also has experience with emergency management in Ventura County, including all phases of emergency management. As the Airport Emergency Operations Center Director, he oversees activations, develops situation reports, and formulates the AEOC Incident Action Plan. He is responsible for FLL's Airport Emergency Plan, Hurricane Preparedness Plan, Continuity of Operations Plan, Distressed Passenger Program, and Terminal Evacuation Plan. Gil played a crucial role as the EOC Director during the 2023 April Flood Incident, which led to significant damage and a Presidential Major Disaster Declaration. He also directed the 2023 Operation Convergent FLL FAA Part 139 triennial full-scale exercise, focusing on a runway incursion and Mass Casualty Incident. Gil is currently supporting the Flagstaff Airport projects.**

a. Name and Title: **Chris Milburn, Senior Emergency Management Consultant**

b. Project Assignment: **Senior Planner**

c. Name of Service Provider/Firm with which associated: **EM Partners**

d. Years' Experience: **25**

With this service provider/firm **1** other service providers/firms **0**

e. Education: Degree(s)/Year/Specialization: **MA/2015/Security Studies, BA/1999/Communications, AS/2000/Fire Technology**

f. Current Registration(s): **N/A**

g. Other Experience & Qualifications relevant to the proposed project:

**Chris Milburn has extensive experience in airport exercises and planning, primarily through his role as Aircraft Rescue Fire Fighting (ARFF) Fire Captain at Long Beach Airport. His responsibilities include ensuring the readiness and compliance of fire department personnel, apparatus, and equipment with FAA standards. He plays a pivotal role in evaluating and revising the Airport Emergency Plan (AEP) to align with FAA guidelines, coordinating closely with various stakeholders for effective implementation. Additionally, he has been the Planning Section Chief for Long Beach Airport Triennial Exercises in 2018, 2021, and 2023. In this capacity, he has led the development of comprehensive emergency scenarios, managed resource allocation efficiently, and orchestrated multi-agency coordination, ensuring the effectiveness of these large-scale emergency response exercises. Chris is currently supporting the Flagstaff Airport projects.**

a. Name and Title: **Kristin Carr, Emergency Management Consultant**

b. Project Assignment: **Mid Planner**

c. Name of Service Provider/Firm with which associated: **EM Partners**

d. Years' Experience: **10**

With this service provider/firm   2   other service providers/firms   0  

e. Education: Degree(s)/Year/Specialization: **MA/2016/Emergency Management and Homeland Security, BA/2015/Sports and Recreation Management, AA/2013/Business**

f. Current Registration(s): **N/A**

g. Other Experience & Qualifications relevant to the proposed project:

**Ms. Carr is the Deputy Emergency Management Coordinator for Burlington County, New Jersey, where they play a vital role in developing and implementing the County Emergency Operations Plan. With a strong focus on coordination and communication, Kristen works closely with local jurisdictions, assisting them in enhancing their emergency management programs and ensuring compliance with FEMA and state requirements. In their capacity, Kristen provides critical situational awareness during emergencies and severe weather events, delivering timely information to county leadership and municipalities. They are responsible for managing logistics related to emergency supplies, leading training exercises, and overseeing the day-to-day operations of the Emergency Operations Center. An active member of the New Jersey Emergency Preparedness Association and the Community Emergency Response Team, Kristen is dedicated to promoting best practices in emergency management. Their extensive training, including certifications from FEMA and the New Jersey Office of Emergency Management, underscores their commitment to preparedness and effective incident response.**

a. Name and Title: **Aaron Walker, Emergency Management Consultant**

b. Project Assignment: **Junior Planner**

c. Name of Service Provider/Firm with which associated: **EM Partners**

d. Years' Experience: **3**

With this service provider/firm **1** other service providers/firms **0**

e. Education: Degree(s)/Year/Specialization: **BA/ /Homeland Security and Emergency Preparedness**

f. Current Registration(s): **N/A**

g. Other Experience & Qualifications relevant to the proposed project:

**Aaron is a dedicated emergency management professional with experience in higher education, county agencies as well as business continuity. With his passion for ensuring the safety and the resilience of communities, he has gained valuable experience through various roles in emergency management and business resilience. He has played a pivotal role in enhancing campus-wide preparedness at the University of Richmond by leading the update of Continuity of Operations Plans for over 40 campus departments. He ensures seamless operations during unforeseen disruptions through effective communication and outreach efforts. During his time with a county agency, Aaron contributed significantly to the enhancement of community-wide emergency response plans by strategically revising protocols and conducting comprehensive research. His experience in business continuity showcased his ability to orchestrate comprehensive health and safety programs. Aaron has supported the Coconino County and City of Sedona Operations Procedures Manual development project, the Flagstaff Airport projects, and Virginia planning projects.**

## Form No. 5 Project Approach Narrative



City of Lee's Summit  
Procurement and Contract Services  
RFP No. 2025-053

### FORM NO. 5: PROJECT APPROACH NARRATIVE

Use this space to provide a detailed project approach including but not limited to:

- Project schedule and detailed approach is reasonable/responsive to City's needs
- Roles of all involved parties clearly identified
- Identify/recognize critical or unique issues specific to the project and successful critical or unique approaches used elsewhere
- Proposed communication process
- Proposed Payment Schedule

See project approach narrative on following pages.

## Project Schedule

EM Partners has outlined a proposed timeline below for updating the City of Lee's Summit Emergency Operations Plan and developing an EOC Operations Guide by May 2026 in order to set the city up for success with World Cup 2026 operations. (RFP required element: *Identify/recognize critical or unique issues specific to the project and successful critical or unique approaches used elsewhere.*)

This proposed timeline allows for the update of the EOP to be finalized first to then build the Guide off of the approved EOP.

The proposed timeline for each phase can be adjusted in coordination with the city based on operational demands and/or city priorities and funding. These phases can be further broken up and/or conducted in separate fiscal years if needed. The duration allows flexibility due to significant partner engagement.

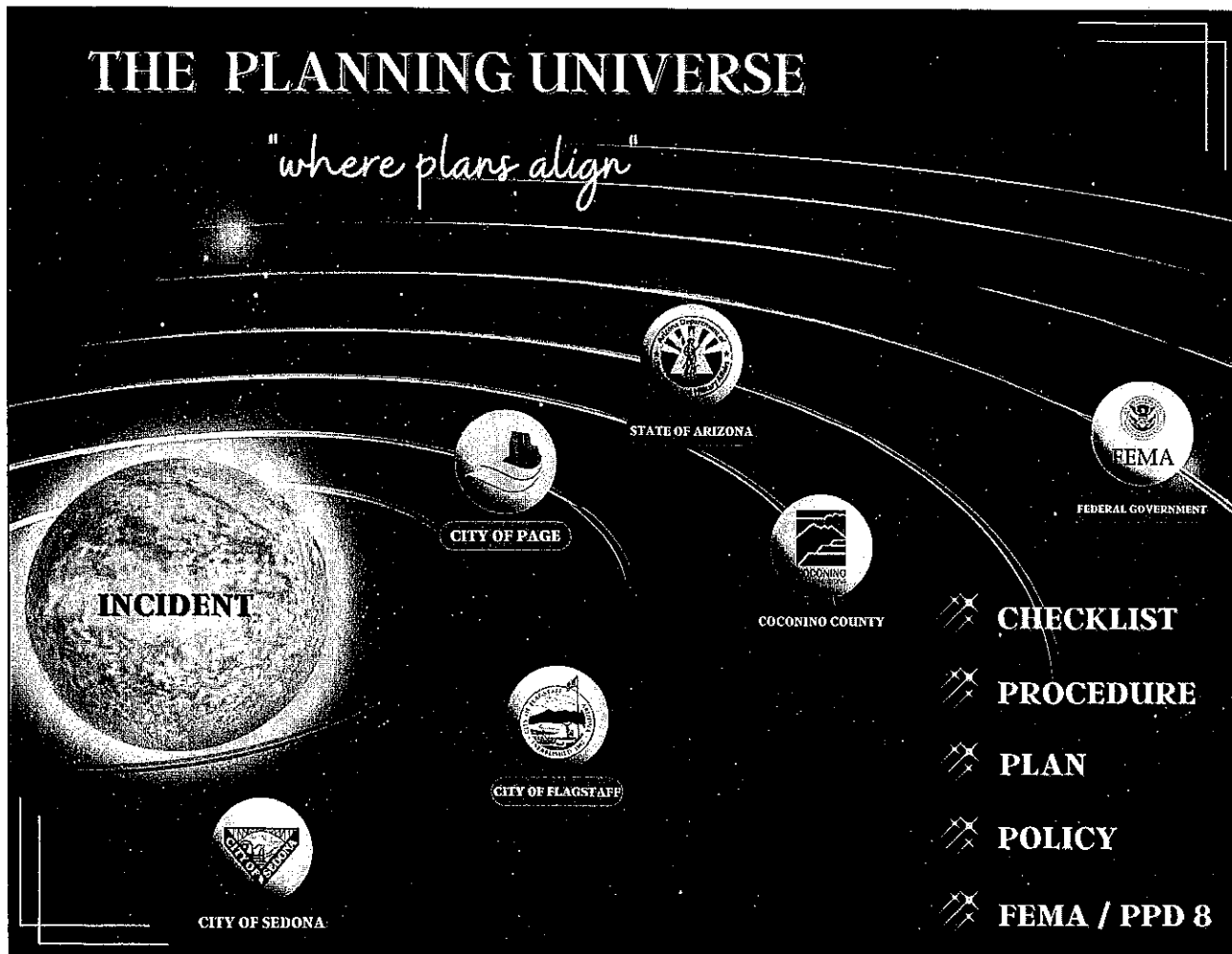
Phase	Estimated Start Date	Estimated Completion Date (max duration)	Estimated Duration
1. Lee's Summit EOP Update	April 2025	December 2025	6-9 months
Project Management	Kickoff within 2 weeks of EOP award; Ongoing for the duration of the project		
Data Collection and Analysis	May 2025	June 2025	2 months
Initial Planning Team Meeting	May 2025 - scheduled with stakeholders subject to availability		
Base Plan Update	May 2025	September 2025	4 months
ESF Planning Workshops	June 2025	September 2025	4 months
ESF Annex Updates	June 2025	October 2025	6 months
Final Draft for Team Review and Draft Review Meeting	November 2025 - traditionally provide 2-week stakeholders review period, ending with a draft review meeting scheduled with stakeholders subject to availability		
Final Plan	December 2025 – finalizing based on final draft review period and meeting		
Council Presentation	As scheduled by the client.		
2. Lee's Summit EOC Operations Guide Development	January 2026	May 2026	4-5 months
Project Management	Kickoff within 2 weeks of EOC guide award; Ongoing for the duration of the project		
Workshops	January 2026	February 2026	2 months
Procedures Development	January 2026	April 2026	4 months
Final Draft for Review	April/May 2026 - traditionally provide 2-week stakeholders review period		
Final Guide	May 2026 – finalizing based on final draft review period		

## Detailed Project Approach

### PHASE 1 – Emergency Operations Plan (EOP) Update

Our team will utilize the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101 – Developing and Maintaining Emergency Operations Plans to guide our update of the Lee's Summit EOP. We will ensure the plan aligns with Missouri State Emergency Management Agency (SEMA) planning guidance, regional partner plans (neighboring/similar jurisdictions such as Olathe, KS), and applicable federal guidance/doctrine to accurately reflect operational relationships.

Our team will apply innovative approaches from our planning work in Arizona, as described with the following graphics, to **establish a comprehensive emergency planning structure for Lee's Summit that includes plans that are truly useful and operational, rather than collecting dust on a shelf – in our words, plans should be operational, not ornamental.** "The Planning Universe" graphic is currently widely used across Arizona to depict the relationship between both the governmental partners supporting incidents, as well as the operational documents that guide the actions of these partners. The Planning Universe portrays how incidents begin and end locally, expanding out from local incidents as operations ramp up to include more levels of support and scaling back as operations ramp down. (RFP required element: *Identify/recognize critical or unique issues specific to the project and successful critical or unique approaches used elsewhere.*)

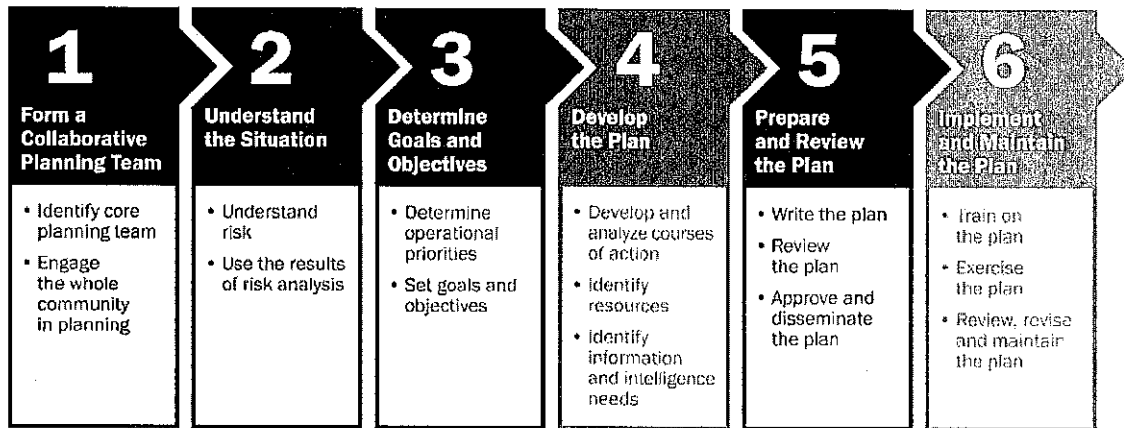


In addition, the "Planning Realized" graphic for Coconino County, AZ included on the following page depicts alignment with the structure of the Planning Universe. Members of the EM Partners team proposed for the Lee's Summit project have been Project Managers and/or primary authors of all documents depicted at the local, county, and state levels of the Planning Realized Graphic.





As part of CPG 101, FEMA outlines the following six-step planning process which is flexible and adaptable to the specific needs of jurisdictions. Our team will follow this planning process, applying national standards for planning in our approach, while updating the EOP to be both aligned with these standards and unique to Lee's Summit. These six steps are reflected in the activities table below and inform approach.



The specific activities we will perform to complete Phase 1 - EOP Update are detailed below.

Activity		EM Partners Approach for PHASE 1 - EOP
<i>Project Scoping and Management—Provide outstanding customer service through clear communication, systematic project management, and effective budget oversight.</i>		
<b>Project Kickoff Meeting</b>		<p>Our proposed Program Manager, Ashleigh Makuch, and Project Manager, Wes Dison, will conduct a Project Kickoff Meeting with the City of Lee's Summit Project Lead and key stakeholders to validate the expectations and requirements for this EOP update project. During this meeting we will:</p> <ul style="list-style-type: none"> <li>Introduce the project team.</li> <li>Establish roles and responsibilities and overall project goals and objectives.</li> <li>Identify the Planning Team and the engagement strategy.</li> <li>Identify and request key documentation for review.</li> <li>Review the proposed communications plan and project plan.</li> </ul> <p>Prior to the meeting, we will confirm meeting objectives with the City Project Lead and disseminate an agenda to all participants at least one day before the meeting.</p>
<b>Project Communications</b>		<p>Our Program Manager, Ashleigh Makuch, will serve as the primary point of contact for Lee's Summit and overseeing the project, in coordination with our Project Manager, Wes Dison, leading the project team and execution of project deliverables. Ashleigh will be available to Lee's Summit for consultation for the project's duration to ensure they receive the desired project support. Our team will utilize email, telephone, in-person meetings, and video call methods of communication as appropriate to engage with project stakeholders.</p>
<b>Project Reporting</b>		<p>Our team will schedule re-occurring meetings with the City Project Lead and submit a regular status report outlining the following:</p> <ul style="list-style-type: none"> <li>Percentage of budget expended</li> <li>Action items accomplished</li> <li>Items that need resolution or assistance</li> <li>Anticipated action items</li> </ul> <p>This reporting process has proven highly successful on projects of similar size and scope.</p>

Activity	EM Partners Approach for PHASE 1 - EOP
<b>Quality Assurance / Quality Control</b>	Our Program Manager, Ashleigh Makuch will serve as the lead for QA/QC efforts for this project. She will oversee key project deliverables for quality and accuracy, oversee budget management, and coordinate with the Project Manager on QA/QC of all project tasks.
<b>Data Collection and Analysis</b> —Employ diverse information-gathering strategies to capture timely and accurate information related to the city's operations and EOP.	
<b>Data Collection and Analysis</b>	<p>We will work with the Planning Team to identify and collect policies, plans, and response documents that are applicable to the EOP objectives for review and assessment. All efficient planning processes begin with an evaluation of the existing hazard environment.</p> <p>The Regional Multi-Hazard Mitigation Plan and any additional Threat and Hazard Identification and Risk Assessment (THIRA) and/or other threat/hazard data for the locality/region will be reviewed and analyzed to understand the situation and risks as they apply to Lee's Summit. The understanding of this risk analysis information, as step 2 in the FEMA planning process, informs all-hazards plan development.</p>
<b>One-on-One and Small Group Interviews</b>	<p>In addition to reviewing collected documents and data, our staff will coordinate with the City Project Lead and Planning Team to understand how the city currently operates in response to emergencies and disasters. This process may include up to ten (10) virtual semi-structured interviews (either one-on-one or small group) with key stakeholders to collect information on their roles, responsibilities, capabilities, authorities, and/or resources as they relate to the EOP to inform plan development.</p> <p>These interviews will focus on foundational operating information necessary for base plan development outside of annex-specific roles and responsibilities which will be addressed in annex planning workshops.</p>
<b>Data Analysis</b>	<p>Our team will conduct a thorough review and assessment of the city's current operating environment and structure as they relate to the EOP and based on local, state, and federal legal authorities, standards and guidance documents, lessons learned, and best practices.</p> <p>We will analyze collected documents and data gathered from interviews against these standards and guidance. This will support the identification of organizational and response structures, as well as planning assumptions. We will work with the Planning Team to obtain any after-action reports for exercises and incidents and ensure applicable recommendations are incorporated in the plan.</p>
<b>EMAP Assessment</b>	<p>The Emergency Management Accreditation Program (EMAP) assessment is voluntary for local governments, and its purpose is to provide a mechanism for continuous improvement in emergency management and homeland security efforts. The assessment looks at local government emergency management programs and compares them against peer developed standards. An assessment identifies gaps in existing programs, policies, and procedures and provides a road map for areas of improvement. This is a key data element that will guide plan development.</p> <p>EM Partners will use the most current EMAP standards and utilize Ashleigh Makuch and Kristin Conville, a certified EMAP Assessors, for this assessment. EM Partners will analyze data collected against the EMAP Standard and ensure that applicable Standard elements are addressed in the EOP for alignment with international best practices for emergency management.</p>

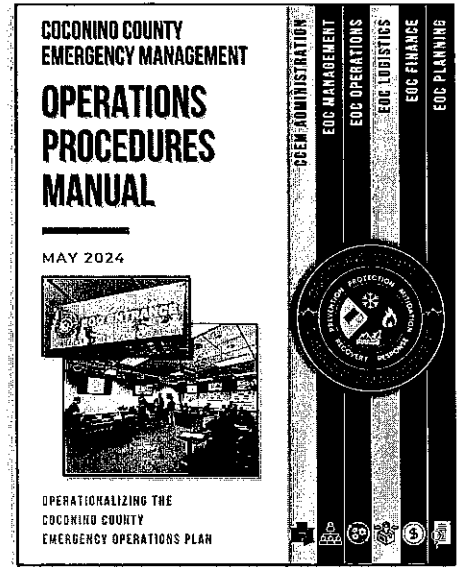
Activity	EM Partners Approach for PHASE 1 - EOP
<b>Plan Development</b> —Develop an emergency operations plan in alignment with national planning standards and unique to the operations and needs of the city.	
<b>Facilitated Planning Meetings</b>	<p>Our team will facilitate up to seventeen (17) in-person or virtual planning meetings with the City Planning Team:</p> <ul style="list-style-type: none"> <li>• Initial planning meeting – We will facilitate an initial in-person planning meeting to kick off the plan update and gain the Planning Team’s input on goals and objectives for the project and the plan outline.</li> <li>• Annex Planning Workshops – We will facilitate up to fifteen (15) planning workshops (in-person or virtual) focused on the development of the annexes in alignment with the selected CPG 101 format (such as ESF annexes in alignment with regional plans and state guidance). These meetings will be conducted with the City Project Lead and appropriate stakeholder representation for each respective ESF annex, i.e., ESF lead and supports. We will work with the City Project Lead to combine planning meetings with similar stakeholder groups in order to maximize participants’ time where possible. During these meetings, we will gain necessary operational information, roles and responsibilities, and feedback which will be incorporated into the draft annexes prior to the final draft review.</li> <li>• Draft review meeting – We will facilitate a final in-person or virtual planning meeting once the draft update, including the base plan update and annex development, is nearly finalized to gain planning team feedback and revisions necessary for the final draft. We will work to incorporate needed revisions prior to submitting the finalized plan to the City Project Lead for review and approval.</li> </ul> <p>We will facilitate and document each meeting. We will also prepare meeting materials such as an agenda, sign-in sheet, and PowerPoint presentation, as necessary.</p>
<b>Draft Revised Plan</b>	<p>EM Partners will develop a proposed outline and format for the revised EOP based on the existing plan, FEMA’s CPG-101, NIMS/ICS, Lifeline integration, EMAP standards, SEMA guidance, the current Lee’s Summit EOP, the Olathe, KS EOP, and the information identified during the data collection and analysis. This outline will be reviewed/approved by the City Project Lead.</p> <p>In addition to the base plan review and update, we will develop all necessary annexes as determined with the City Project Lead and in alignment with the selected CPG 101 format that will assist the stakeholders in developing and maintaining their own plans and procedures to prepare them for their roles and responsibilities in the EOP.</p> <p>Upon approval of the outline, EM Partners will create an initial draft of the base plan and annexes by populating the proposed EOP with validated information from our data collection efforts. EM Partners will coordinate with the appropriate stakeholders and city subject-matter experts during the update and development of the plan.</p>
<b>Draft Review and Stakeholder Feedback</b>	<p>Upon completion of the initial EOP draft, EM Partners will provide the Planning Team with the document for review and comment. A review period, consistent with the project schedule, will be established to gather feedback from stakeholders, including the draft plan review meeting, which we will use to facilitate a thorough review process.</p> <p>EM Partners will consolidate, incorporate, and/or address all the comments received. Following the initial revisions to the draft, EM Partners will conduct additional coordination with city departments and partner organizations as necessary to clarify and expand upon feedback received.</p>

Activity	EM Partners Approach for PHASE 1 - EOP
	If conflicting recommendations are identified, EM Partners will facilitate consensus building with the stakeholders to ensure the plan content is agreeable to all involved stakeholders. The EOP and its components will be compiled into a revised draft plan, and an additional review period will be scheduled to gather final feedback from stakeholders in alignment with the final draft review meeting.
<b>Final Plan Development</b>	Upon completion of the review period, incorporation of the recommended changes, and consensus of the plan contents by the stakeholders, EM Partners will prepare the document for publication. The final plan will be submitted for approval and promulgation by appropriate city officials. Final documents will be delivered in Word and PDF formats.
<b>City Council Presentation (optional)</b>	As an optional item, EM Partners may support the City Project Lead with the presentation of the updated EOP to the City Council for formal approval and adoption by resolution. We may support the development of materials for and the delivery (in-person or virtual at the direction of the city) of a formal presentation of the EOP. Our team has supported similar presentations to town/city councils and county boards of supervisors for our clients.

## **PHASE 2 – Emergency Operations Center (EOC) Operations Guide Development**

To develop the Lee's Summit EOC Operations Guide to guide the implementation of the EOP through EOC operations, our team will focus our approach on the unique needs of the city emergency management function, while aligning with appropriate county, state, and federal guidance. We will ensure the procedures developed build off the Lee's Summit EOP and align with SEMA guidance, NIMS and ICS, FEMA Lifelines, other federal guidance and operational doctrine, and the EMAP Standard elements as applicable.

We will utilize the EOC Operations Procedures Manual outlines that we recently completed for Coconino County and the City of Sedona, AZ as comprehensive examples of similar size and scope to inform the development of the Lee's Summit guide. Our team will apply national standards for planning and operations in our approach while developing a guide that is aligned with these standards and unique to Lee's Summit.



The following table outlines the specific activities we will take to complete Phase 2 of the Project if the city procures this additional phase following the EOP update.

Activity	EM Partners Approach for PHASE 2 – EOC Operations Guide
<b><i>Project Scoping and Management—Provide outstanding customer service through clear communication, systematic project management, and effective budget oversight.</i></b>	
<b>Project Kickoff Meeting</b>	<p>Our proposed Program Manager, Ashleigh Makuch, and Project Manager, Wes Dison, will conduct a Project Kickoff Meeting with the City of Lee's Summit Project Lead and key stakeholders to validate the expectations and requirements for this project. During this meeting we will:</p> <ul style="list-style-type: none"> <li>• Introduce the project team.</li> <li>• Establish roles and responsibilities and overall project goals and objectives.</li> <li>• Identify the Planning Team and the engagement strategy.</li> <li>• Identify and request key documentation for review.</li> <li>• Review the proposed communications plan and project plan.</li> </ul> <p>Prior to the meeting, we will confirm meeting objectives with the City Project Lead and disseminate an agenda to all participants at least one day before the meeting.</p>
<b>Project Communications</b>	<p>Our Program Manager, Ashleigh Makuch, will serve as the primary point of contact for Lee's Summit and overseeing the project, in coordination with our Project Manager, Wes Dison, leading the project team and execution of project deliverables. Ashleigh will be available to Lee's Summit for consultation for the project's duration to ensure they receive the desired project support. Our team will utilize email, telephone, in-person meetings, and video call methods of communication as appropriate to engage with project stakeholders.</p>
<b>Project Reporting</b>	<p>Our team will schedule re-occurring meetings with the City Project Lead and submit a regular status report outlining the following:</p> <ul style="list-style-type: none"> <li>• Percentage of budget expended</li> <li>• Action items accomplished</li> <li>• Items that need resolution or assistance</li> <li>• Anticipated action items</li> </ul> <p>This reporting process has proven highly successful on projects of similar size and scope.</p>

Activity	<b>EM Partners Approach for PHASE 2 – EOC Operations Guide</b>
<b>Quality Assurance / Quality Control</b>	Our Program Manager, Ashleigh Makuch will serve as the lead for QA/QC efforts for this project. She will oversee key project deliverables for quality and accuracy, oversee budget management, and coordinate with the Project Manager on QA/QC of all project tasks.
<b>Workshops and Observation—Facilitate procedure development workshops and observe Lee's Summit's real-world operations and/or exercises to gather data for procedure development.</b>	
<b>Section Workshops</b>	Our team will facilitate approximately five (5) in-person workshops with the City Project Lead and applicable stakeholders to gather data necessary to develop procedures. This may include active development of procedures during workshops (consistent with the EOP annex development workshops). Suggested workshop topics aligned with the proposed structure of the manual include: <i>EOC Manager/Command, Operations, Logistics, Finance, and Planning.</i>
<b>Real-World and/or Exercise Observation (optional)</b>	<p>EM Partners will coordinate with Lee's Summit to deploy to the city's EOC for formal activations and/or exercises, as requested. Deployments may be up to two (2) three-day visits (or another variation of the same or lesser budgeted amount based on the operational periods and needs).</p> <p>The purpose of these deployments will be to immerse EM Partners into the EOC activation to observe operations with the overall goal of verifying the EOP and developing/updating the supporting procedures to most accurately represent the EOC operations. To achieve this during deployments, we will:</p> <ol style="list-style-type: none"> <li>1. Validate the accuracy and applicability of the EOP update, department annexes, and any procedures being developed.</li> <li>2. Gather information on the gaps between the plan and the actual operations (i.e., areas where procedures are needed).</li> <li>3. Actively develop procedures in real-time during the EOC operations.</li> </ol> <p>This additional evaluation and update/development process will provide the city with a ground-truth-tested, "red-teamed" EOP and Ops Manual that are uniquely tailored to actual operations. This process has proven very effective with other clients on projects of similar size and scope.</p>
<b>EOC Operations Guide Development—Develop an EOC Operations Guide in alignment with state and national standards and unique to the operations and needs of the city.</b>	
<b>Existing Procedures Review/Incorporation</b>	Our team will collect any existing policy or procedure documents that the city currently maintains for review and incorporation into the procedures manual as appropriate, including any necessary updates for alignment into the guide. Our team will ensure alignment with the city's policy manual and other department policies and procedures that are applicable to emergency operations.
<b>EMAP Assessment</b>	As with the EOP approach, EM Partners will use the most current EMAP standards and utilize Ashleigh Makuch and Kristin Conville, certified EMAP Assessors, for this assessment. EM Partners will ensure that applicable Standard elements are addressed in the guide for alignment with international best practices.
<b>Procedures Manual Development</b>	EM Partners will develop a proposed outline and format for the EOC Operations Guide based on the updated Lee's Summit EOP, the City of Sedona and Coconino County Operations Procedures Manuals, SEMA guidance, the National Incident Management System (NIMS)/Incident Command System (ICS) requirements, FEMA Lifelines integration, EMAP Standard elements, and any other applicable guidance considered part of the Planning Universe. Proposed manual sections as aligned with the city EOP include: <i>EOC Manager/Command, Operations, Logistics, Finance, and Planning.</i>

Activity	EM Partners Approach for PHASE 2 – EOC Operations Guide
	<p>This will incorporate ESFs as they are seated throughout the city's EOC sections.</p> <p>This outline will be reviewed and approved by the City Project Lead. Upon approval of the outline, EM Partners will create an initial draft of the procedures guide by populating the outlined sections with validated information from existing documentation, workshops, real-world and exercise observation, and other information collected during these efforts. EM Partners will coordinate with the appropriate stakeholders and city subject-matter experts during the development of the guide.</p>
<b>Draft Review</b>	<p>Upon completion of the full EOC Operations Guide draft, EM Partners will provide the City Project Lead and applicable stakeholders with the document for review and comment. A review period, consistent with the project schedule, will be established to gather feedback, and may include a virtual or in-person Draft Review Meeting, which we will use to facilitate a thorough review process.</p>
<b>Final Guide Development</b>	<p>Upon completion of the review period, incorporation of the recommended changes, and consensus of the guide contents by the stakeholders, EM Partners will prepare the final document for approval. Final documents will be delivered in Word and PDF formats.</p>

### **Training and Exercise**

Should the city require support with training and exercise following the EOP update and EOC Operations Guide development, our team is positioned perfectly to develop and facilitate customized training and exercise that build upon each step and validate the plans and procedures we develop with you. We follow all exercises with a comprehensive after-action report/improvement plan (AAR/IP) and can use lessons learned to update plans and procedures to keep them as current as possible. **Our team includes certified instructors, MEPs, and all staff are HSEEP-trained and ready to support any training and exercise needs, including discussion-based and operational/functional exercises.**

### ***Roles of Key Personnel/Involved Parties***

EM Partners has brought a highly qualified and passionate team of industry leaders from across the country together to support Lee's Summit with your comprehensive emergency preparedness needs. Our proposed team consists of qualified professionals who have worked in emergency management and first response for over 100 years combined. Our team's subject-matter expertise covers all phases of emergency management and includes, but is not limited to, experience in the following:

- Executive leadership
- Strategic planning
- Project/program management
- Operational response and planning
- Continuity planning
- Standard operating procedure development
- Training and exercise design and delivery
- K-12 and higher education preparedness
- Special event planning and response
- Law enforcement
- Firefighting
- Emergency/disaster recovery
- Debris management
- Financial/grant management
- Public-private partnerships
- Mass care and human services
- Threat/hazard vulnerability assessment
- Emergency Management Accreditation Program (EMAP) assessments
- National Incident Management System (NIMS) and Incident Command System (ICS)
- Master Exercise Practitioners (MEPs) and Homeland Security Exercise and Evaluation Program (HSEEP) trained staff
- Railroad industry emergency management
- Aviation emergency management

**With subject-matter experts from across the country, our team will ensure that project support for Lee's Summit is aligned with state and national standards, brings lessons learned and best practices from across the country, and, most importantly, is tailored to the city's unique needs.**

The following table highlights our highly qualified staff proposed for this project. In addition to these key staff, our company also has a cadre of subject-matter experts across the country that we can tap into to cover any other area of expertise needed.

Staff	Qualifications
<b>Paul Manno Principal-in-Charge</b>	Paul Manno is a respected and proven industry leader with over 25 years of progressive experience in planning, project management, and program management, specializing in emergency management planning, response, and recovery. He has over 10 years of experience managing federal task orders under a technical assistance contract with FEMA. He has led teams of multi-disciplined professionals in planning for and responding to disasters across the country and in U.S. territories for more than two decades. Paul has managed and directly supervised more than \$5B in FEMA Public Assistance grants written by FEMA or contractor staff encompassing hazards including floods, hurricanes, tornadoes, ice storms, and terrorist attacks. Mr. Manno has deployed on more than 40 disaster assignments, serving as a Program Advisor, Deputy Public Assistance Officer, PAC, Project Specialist, Debris Specialist, and Closeout Specialist. His assignments have included Hurricanes Ike, Katrina, Charley, Jeanne, Frances, Ivan, Isabel, Lili, Georges, and the terrorist attack on the World Trade Center. Mr. Manno will serve in a minimal role as program manager and ensure all resources needed for this project are in place.
<b>Ashleigh Makuch Program Manager</b>	Ashleigh Makuch is a Certified Emergency Manager (CEM) with over 10 years of experience in emergency management and program coordination, having held positions in the state, higher education, and county agencies. Her background includes emergency operations planning, continuity planning, training and exercise development, and EOC activations. She is also experienced in human services/mass care, community recovery and Individual Assistance, and voluntary agency/private sector coordination. Ashleigh's significant achievements include rewriting the Arizona State Emergency Response and Recovery Plan, Arizona's COVID-19 response and recovery, technical review of federal and gubernatorial declaration documents, and supporting wildfires, flooding, and other disasters in AZ. She is also an Emergency Management Accreditation Program (EMAP) assessor. <b>Ashleigh has supported EOP development, updates, and review for many local, county, tribal, and state agencies. She recently managed emergency plan and procedure development projects for all AZ clients, as well as other planning projects with clients in Virginia.</b>
<b>Wes Dison Project Manager</b>	Wes Dison is a results-driven, highly motivated Emergency Management Professional and Law Enforcement Commander (retired) with over 40 years of progressively responsible, mission-focused experience in public service. Dison has strong leadership and ethical principles; demonstrated ability to motivate, develop and lead diverse teams of colleagues to new levels of success in high-pressure, fast-paced, and competitive environments; and exceptional emergency management operational experience, qualifications, and in-depth training & exercise knowledge. <b>Dison has extensive experience with planning and operations (command) for large-scale special events, such as U.S. Air Force Air Shows (200,000 attendance), sports events, parades, civil disturbances, national security task force deployments, and U.S. State Department Dignitary Visits. Dison recently served as the Director of the Coconino County Emergency Management Department, and prior to that, he served in several leadership roles at the Arizona Department of Emergency and Military Affairs overseeing operations, recovery, planning, training, exercises, situation unit, technological hazards, GIS/IT, and other key elements of the agency. Wes is currently a key resource supporting several planning projects in Arizona and Virginia. He also was the client lead for the Coconino County EOP and Operations Manual projects.</b>



Staff	Qualifications
<b>Kristin Conville Senior Planner</b>	Kristin Conville is an accomplished Emergency Management professional with extensive experience in leading and enhancing emergency response programs for national transportation organizations. Kristin worked for Amtrak since 2014 and was responsible for managing comprehensive emergency management programs that comply with regulatory standards, including 49 CFR 239 and the Rail Passenger Disaster Family Assistance Act. With expertise in strategic planning, budget management, and grant funding, Kristin ensured the development, validation, and implementation of emergency preparedness and business continuity plans, increasing readiness among employees and first responders. <b>A key achievement includes leading Amtrak's successful pursuit of Emergency Management Accreditation Program (EMAP) accreditation.</b> Kristin also served as a Watch Officer and Operational Planner at FEMA, where they led the development of medical countermeasures response plans for Washington, D.C., and Philadelphia, enhancing local preparedness for public health incidents. Kristin is known for strong leadership in high-pressure environments and a proven ability to manage complex, multifaceted projects while reducing operational downtime and minimizing impact during crises.
<b>Greg Godish Senior Planner</b>	Greg is a Certified Emergency Manager (CEM) with a career spanning over two decades in public service and emergency management. Greg is a seasoned professional known for exemplary leadership and dedication to crisis response and mitigation. Currently serving as the Assistant Bureau Chief of the State of New Jersey Emergency Response Bureau, he oversees all operational and administrative functions for multiple units, ensuring compliance with state regulations and strategic objectives. Greg's journey in emergency management began in 2012 when they joined the NJ Emergency Response Bureau's South Regional Unit. Throughout their tenure, they demonstrated expertise in coordinating emergency activities across seven counties, responding to numerous disasters, and providing critical leadership during high-profile events such as the response to Superstorm Sandy and the Puerto Rico disaster relief efforts. <b>Greg has recently supported the City of Sedona Operations Procedures Manual development project.</b>
<b>Chris Milburn Senior Planner</b>	Chris Milburn has extensive experience in airport exercises and planning, primarily through his role as Aircraft Rescue Fire Fighting (ARFF) Fire Captain at Long Beach Airport. His responsibilities include ensuring the readiness and compliance of fire department personnel, apparatus, and equipment with FAA standards. He plays a pivotal role in evaluating and revising the Airport Emergency Plan (AEP) to align with FAA guidelines, coordinating closely with various stakeholders for effective implementation. Additionally, he has been the Planning Section Chief for Long Beach Airport Triennial Exercises in 2018, 2021, and 2023. In this capacity, he has led the development of comprehensive emergency scenarios, managed resource allocation efficiently, and orchestrated multi-agency coordination, ensuring the effectiveness of these large-scale emergency response exercises. <b>Chris is currently supporting the Flagstaff Airport projects.</b>
<b>Gil Zavlodaver Senior Planner</b>	Gil Zavlodaver is a Master Exercise Practitioner (MEP) and currently serves as a Senior Emergency Management Specialist at the Broward County Aviation Department, Fort Lauderdale-Hollywood International Airport (FLL). Gil also has experience with emergency management in Ventura County, including all phases of emergency management. As the Airport Emergency Operations Center Director, he oversees activations, develops situation reports, and formulates the AEOC Incident Action Plan. He is responsible for FLL's Airport Emergency Plan, Hurricane Preparedness Plan, Continuity of Operations Plan, Distressed Passenger Program, and Terminal Evacuation Plan. Gil played a crucial role as the EOC Director during the 2023 April Flood Incident, which led to significant damage and a Presidential Major Disaster Declaration. He also directed the 2023 Operation Convergent FLL FAA Part 139 triennial full-scale exercise, focusing on a runway incursion and Mass Casualty Incident. <b>Gil is currently supporting the Flagstaff Airport projects.</b>

Staff	Qualifications
<b>Kristen Carr Mid. Planner</b>	Ms. Carr is the Deputy Emergency Management Coordinator for Burlington County, New Jersey, where they play a vital role in developing and implementing the County Emergency Operations Plan. With a strong focus on coordination and communication, Kristen works closely with local jurisdictions, assisting them in enhancing their emergency management programs and ensuring compliance with FEMA and state requirements. In their capacity, Kristen provides critical situational awareness during emergencies and severe weather events, delivering timely information to county leadership and municipalities. They are responsible for managing logistics related to emergency supplies, leading training exercises, and overseeing the day-to-day operations of the Emergency Operations Center. An active member of the New Jersey Emergency Preparedness Association and the Community Emergency Response Team, Kristen is dedicated to promoting best practices in emergency management. Their extensive training, including certifications from FEMA and the New Jersey Office of Emergency Management, underscores their commitment to preparedness and effective incident response.
<b>Aaron Walker Junior Planner</b>	Aaron is a dedicated emergency management professional with experience in higher education, county agencies as well as business continuity. With his passion for ensuring the safety and the resilience of communities, he has gained valuable experience through various roles in emergency management and business resilience. He has played a pivotal role in enhancing campus-wide preparedness at the University of Richmond by leading the update of Continuity of Operations Plans for over 40 campus departments. He ensures seamless operations during unforeseen disruptions through effective communication and outreach efforts. During his time with a county agency, Aaron contributed significantly to the enhancement of community-wide emergency response plans by strategically revising protocols and conducting comprehensive research. His experience in business continuity showcased his ability to orchestrate comprehensive health and safety programs. <b>Aaron has supported the Coconino County and City of Sedona Operations Procedures Manual development project, the Flagstaff Airport projects, and Virginia planning projects.</b>

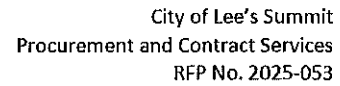
### ***Proposed Communication Process***

Our Program Manager, Ashleigh Makuch, will serve as the primary point of contact for Lee's Summit and oversee the project, in coordination with our Project Manager, Wes Dison, leading the project team and execution of project deliverables. Ashleigh will be available to Lee's Summit for consultation for the project's duration to ensure they receive the desired project support. Our team will utilize email, telephone, in-person meetings, and video call methods of communication as appropriate to engage with project stakeholders. Project reporting and status meetings will be conducted as outlined in the detailed project approach section.

### ***Proposed Payment Schedule***

We believe providing a true up-front estimate helps establish trust with our clients and minimizes the need for change orders. EM Partners will invoice the city monthly, including all labor and direct costs/travel per month. All travel will be billed using current GSA rates. We will not exceed the contracted NTE cost without prior authorization from the city.

EM Partners is confident in its project cost control processes and procedures. We have successfully managed and completed similar projects in size and scope, with a track record of completing projects on time and under budget, and are confident we will do the same for Lee's Summit. Our process includes diligent tracking and assignment of hours for each team member. We establish expectations on the level of effort and track costs to ensure we are on track and on budget. This information is communicated to the client through our regular status reports to ensure full transparency. Our assigned Program Manager and Project Manager will be responsible for cost controls with the support of our accountant.

[illegible]

Authorized Person (Print)  
*Paul Manno*  
Signature  
President  
Title  
March 27, 2026  
Date  
LLC  
Entity Type:

EXHIBIT B  
TO  
SERVICES AGREEMENT  
BETWEEN  
THE CITY OF LEE'S SUMMIT  
AND  
EMERGENCY MANAGEMENT PARTNERS, LLC  
  
SCOPE OF WORK

Phase 1: Emergency Operations Plan

The City of Lee's Summit Emergency Operations Plan (EOP) is a comprehensive, all-hazards document designed to guide City staff, public safety, and public service personnel in delivering critical services during emergencies. Since last updated, the EOP requires updates to material as well as refinement to better accommodate staff emergency management practices. The EOP serves as the cornerstone of Lee's Summits emergency planning, organization, and response policies and procedures for incidents and disasters. It outlines the roles and responsibilities of City departments and personnel during emergencies and establishes strategies and operating guidelines aligned with the National Incident Management System (NIMS), the Standardized Emergency Management System (SEMS), and the principles of the Incident Command System (ICS).

Adopting an "all-hazards" approach, the EOP details how the City of Lee's Summit will organize and respond to various emergencies and incidents. It is built upon, and fully compatible with federal, Missouri state, and local laws, regulations, plans, and policies, including the National Response Framework, Missouri State Emergency Management Agency plans, and plans from the Mid America Regional Council. Additionally regional partner plans (neighboring/similar jurisdictions such as Olathe, KS) will be used to accurately reflect operational relationships.

The City is requesting written proposals from qualified professional emergency management consultants to update the City's Emergency Operations Plan in, including the Basic Plan, Appendices and Annex. This plan development will be in conjunction with the Lee's Summit Director of Emergency Management, and Assistant Chief of Emergency Management. In general, this part of the project will develop a framework to guide the City in its ongoing emergency management efforts. Specifically, it will address Emergency Support Functions and their relation to City departments, community lifelines, education, and training. The selected consultant is expected to ensure compliance with federal and state requirements for a comprehensive incident management plan.

Phase II: Emergency Operations Center Operations Guide

In addition to updating the Emergency Operations Plan, a potential follow up Emergency Operations Center (EOC) operations guide could be requested. The guide will work in conjunction with the EOP to guide ESF's in facilitation of the Emergency Operations Center. The selected consultant is required to have the ability to potentially coordinate and facilitate staff skill-building trainings, as well as tabletop and simulated exercises as request with EOC operations guide.

These objectives are outlined in below, which detail the key elements of work to be included in the proposal.

- Provide Emergency Operations Plan (EOP) per agreement with City Departments operations with a 6-9 month estimated duration for completion.
- Summary of the staff with day-to-day roles that most closely align with positions on the Emergency Support Functions (ESF) organization chart and make recommendations on placement of staff.

- Support lead agencies and support agencies in the revisions to Emergency Support Functions (ESF) including meeting with stakeholder, standardizing the format and content of each ESF, and gather attachment and other supporting documents.
- Utilize neighboring, peer Cities such as Olathe KS., as a template for Lee's Summit Emergency Operations.
- Facilitate planning meetings with designated City Planning Team members and stakeholder groups.
- Provide optional presentation plan for City Council presentation for formal approval and adoption by resolution.
- Build EOP so that it will align with a potential Emergency Operations Centers guidebook.
- Analyze data collected against the Emergency Management Accreditation Program (EMAP) standard and ensure that applicable Standard elements are addressed in the EOP for alignment with international best practices for emergency management.
- If further EOC guidebook is produced, provide exercise observation with overall goal of verifying EOP and developing/updating the supporting procedures to most accurately represent the EOC operations. Evaluation of EOP and OPS manual will verify they are tailored to actual operation.
- Estimated timeline for benchmarks included until completion date.

EXHIBIT C  
TO  
SERVICES AGREEMENT  
BETWEEN  
THE CITY OF LEE'S SUMMIT  
AND  
EMERGENCY MANAGEMENT PARTNERS, LLC

PROPOSAL FEES / COSTS

See following page(s).

**Form No. 6B: Total Cost**



City of Lee's Summit  
Procurement and Contract Services  
RFP No. 2025-053

**FORM NO. 6B: TOTAL COST**

Overall total project cost to include all related cost associated with the proposed project or scope of services, to include but not limited to: Personnel, total hours and service related expenses.

**PHASE I: EMERGENCY OPERATIONS PLAN**

TOTAL COST \$ 67,270.00  
Numeric

Sixty seven thousand two hundred seventy dollars  
Use words, Dollars/Cents

**PHASE II: EMERGENCY OPERATIONS CENTER OPERATIONS GUIDE**

TOTAL COST \$ 48,095.00  
Numeric

Forty eight thousand ninety five dollars  
Use words, Dollars/Cents

YEAR 2 Plan and Operations Guide Updates	\$ <u>10,000</u>
YEAR 3 Plan and Operations Guide Updates	\$ <u>10,000</u>
YEAR 4 Plan and Operations Guide Updates	\$ <u>25,000 (assuming a 3 year formal revision schedule)</u>
YEAR 5 Plan and Operations Guide Updates	\$ <u>10,000</u>

EM Partners  
Company Name  
1318 Autumn Breeze Drive  
Address  
Oliville, VA 23129  
City/State/Zip  
804-304-4822  
Telephone #  
47-2791506  
Tax ID No.

Paul Manno  
Authorized Person (Print)  
Paul Manno  
Signature  
President  
Title  
March 27, 2025  
Date  
LLC  
Entity Type:

EXHIBIT D  
TO  
SERVICES AGREEMENT  
BETWEEN  
THE CITY OF LEE'S SUMMIT  
AND  
EMERGENCY MANAGEMENT PARTNERS, LLC  
SIGNED ACKNOWLEDGEMENT OF ADDENDUM(S)

See following page(s).



## Acknowledgement Page for Addendum



**RFP NUMBER 2025-053**  
**ADDENDUM NO. 1**

The original Request for Proposal for Emergency Operations Plan remains in effect except as revised by the following changes, which shall take precedence over anything to the contrary in the specifications.

Please Note: The format of this addendum document will detail questions asked, answers provided, clarifications and statements made and will be denoted as follows: Q = Question, A = Answer, C = Clarification and S = Statement

Q1 How many plans (annexes and appendices) in addition to the Base Plan are part of the EOP which the contractor would need to be updated? Are all 15 ESFs part of the update from the contractor?

A1 The majority of the annexes will be each ESF broken down with scope and roles and responsibilities.

Q2 Are there requirements for in-person meetings versus virtual meetings?

A2 There is no requirement, unless submitting to City Council.

Q3 What is the budget for Phase 1 and Phase 2 of the project?

A3 This project and submittals are being used to build a budget off of.

Q4 You mention analyzing the plan against EMAP standards and ensuring applicable Standard elements are addressed. Is the plan currently aligned with EMAP standards? If not, is it your intention that this update will bring it into compliance with EMAP?

A4 Current EOP is not aligned with EMAP. The new plan will need to be in alignment.

Q5 Is the due date for all work completion June 30, 2025?

A5 After award of the bid, completion time is estimated to be 6-9 months once awarded.

Q6 Does this project have a not-to-exceed budget?

A6 There is no not-to-exceed budget. This project and submittals are being used to build a budget off of.

Q7 Does the page count include staff resumes?

A7 Resumes do not count for page count.

Q8 When was the EOP last written/updated?

A8 Last EOP was written in March 2023, however not comprehensive enough for current City operations.

Q9 Questions:

1. When was the last time the EOP was used?

A. The EOP has been used numerous times in the month of February for severe weather operations.

2. How many updates have been performed on the EOP and date of the last update?

A. Last updated March 2023.

3. Can you share an org chart of the EOC Staff Positions (ESF's) for each section?

a. How deep has personnel been assigned and trained for each EOC Section?

A. Currently only two per ESF. The City is using this EOP update to better transition from department based EOC to ESF EOC.

4. Is the guide to be priced as a part of this RFP response, or after EOP review and update?

A. After EOP is updated, a second bid for EOC guide will be needed. Current price is for EOP only.

5. Does Lee's Summit have mass communications capabilities?

A. Lee's Summit does have mass communications capabilities.

6. Is Olathe, KS amenable to modifications of their EOP should the work done by Lee's Summit's update indicate that improvements to current ESF's and EOP's is warranted to keep both city's plans in harmony?

A. Olathe is in a different county and state so will not be utilizing work from this process. Only utilizing there EOP as a reference for organization of Lee's Summit

7. What other cities does Lee's Summit consider "peer" cities for this project?

A. Olathe KS, Overland Park KS, Lenexa KS., Independence MO.

Addendum Number 1

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8. Does Lee's Summit have a mutual assistance/aid agreement with Olathe, KS or any other city in KS or MO?  
A. Lee's Summit has Mutual Aid agreements throughout the state of Missouri, and well as different regional committees.
9. Is this project part of ESF positions annual workplans for the project year(s), or is it "other duties unassigned"? This question goes to time and commitment of needed staff.  
A. Other duties assigned. As we move from a department based EOC to ESF's looking for more specific guidance for ESF's roles and responsibilities.
10. Does the City seek to be accredited through EMAP, or just comply with standards?  
A. At this time, only to comply with standards for possible future accreditation.
11. How many hours will be allotted for the project for EOC Staff; for each EOC Section in individual annual work plans for EOP development, training and exercise?  
A. Currently members of EOC staff are part of the Emergency Management Committee. Members are anxious for an update to plan and will allow enough time for completion.
12. Does Lee's Summit have GIS capabilities and has the city mapped flood prone areas?  
A. The city does have GIS Capabilities and flood zones are mapped through a flood plain manager.
13. Does Lee's Summit have Railroad accident as part of its current EOP?  
A. The city does not currently have Railroad accidents in the current EOP. However, Railroad emergencies are a hazard for the community.
14. Up to what level of exercise is Lee's Summit looking to perform
  - a. Table Top?
  - b. Functional?
  - c. Full Scale?  
A. If requested a functional exercise with all members of EOC to test both EOP and EOC guide.
15. The submittal deadline is very tight, can it be extended a week or two?  
A. Submittal deadline will remain the same in order to meet completion goals.

#### ACKNOWLEDGEMENT

Each proposer shall acknowledge receipt of this Addendum No. 1 of RFP No. 2025-053, titled Emergency Operations Plan by his/her signature affixed hereto, and shall include this Addendum with their original proposal submittal.

CERTIFICATION BY BIDDER:

SIGNATURE Paul Manno

TITLE President

COMPANY Emergency Management Partners, LLC

DATE March 26, 2025

Addendum Number 1

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Procurement and Contract Services  
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