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Office of the Mayor
Gavin Buckley, Mayor
160 Duke of Gloucester Street
Annapolis, MD 21401-2517

August 29, 2023

AP-31-23

To: Alderpersons, City of Annapolis
From: Mayor Gavin Buckley
Re: Environmental Commission appointment

Pending your approval, I would like to appoint Ms. Catherine Welker to the Environmental Commission. Ms. Welker is a resident of Ward 5 and this appointment fills a vacancy on the commission.

Catherine Welker
15 Beacon Ct.
Annapolis MD 21403

A copy of her resume is attached.

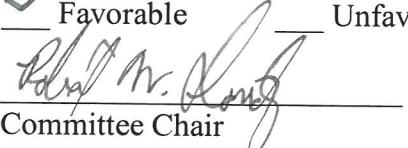
Thank You.

A handwritten signature in black ink, appearing to read "Gavin Buckley".

GB/hrr

Reviewed by: Environmental Matters Committee

Favorable Unfavorable

 Committee Chair

9/27/23
Date

C A T H E R I N E F. W E L K E R
15 Beacon Ct., Annapolis, MD 21403
PHONE 443-454-5208
cawelker@comcast.net

SUMMARY OF QUALIFICATIONS

- Seventeen years of experience leading collaborative teams developing and implementing federal programs, guidance, national level all-hazard and hazard-specific plans, and national preparedness doctrine; leading local level operational planning, community preparedness initiatives and NIMS implementation strategies; and planning, conducting and evaluating disaster exercises at the local/state and federal levels of government and non-governmental organizations.
- Currently assigned to FEMA's National Integration Center working with FEMA senior leadership, the National Security Council, and other federal interagency partners to develop a National Resilience Plan.
- Previously assigned as FEMA's National Exercise Division Interagency Section Chief managing the National Security Council/White House Senior Officials Exercise Program. Developed and revised the *Long-term Community Resilience Exercise Resource Guide: Designing Whole Community Exercises to Prepare for the Effects of a Changing Climate* and supported development of the 2022-2026 FEMA Strategic Plan Goal 2 *Lead Whole of Community in Climate Resilience*. Project lead for development of the whole community *Cyber Ready Community Game*; presented the game at the November 2020 International Association of Emergency Managers conference.
- National Level Exercise 2020 and 2022 Senior Officials Exercise lead developing concept and materials for multiple exercises and led 2020 international engagement with Canada and Great Britain. National Level Exercise 2018 Control and Simulation Workgroup lead responsible for control and simulation development for two-week exercise coordinating participation with FEMA Region 3 states and multiple federal level exercises.
- National Exercise Division Exercise Program Manager assigned a diverse portfolio of disaster exercises, spanning federal, state, private sector and non-governmental spheres, requiring a high-level of planning, research, coordination and team management, exercise and emergency management expertise, project management knowledge and excellent customer service and communication skills to successfully execute. Developed concepts to support mitigation, long-term recovery, and resilience planning through exercises.
- Five years of experience as Training, Exercise and Outreach Manager for Anne Arundel County Office of Emergency Management. Developed a multi-year county-wide exercise program and led teams in the development of tabletop, functional and full-scale exercises that included participation from multiple county agencies, private sector, state and federal agencies and voluntary organizations. Coordinated and fostered development of the Anne Arundel County/City of Annapolis Citizen Corps Council and Community Response Team Programs and supported business preparedness initiatives to include Ready Chesapeake.

- Assigned as team member with the FEMA Continuous Improvement Program coordinating development and review of Best Practices papers during COVID-19 (2020), Mass Care Task Force Leader during deployments for Hurricane Harvey (2017), Louisiana Severe Flooding (2016), Colorado Flooding (2013) and Hurricane Sandy (2012-13). Assigned as Mass Care Crew Lead during Hurricanes Harvey and Irma leading teams and coordination with partners to find housing solutions for survivors in shelters.
- Participated in multiple National Response Coordination Center (NRCC) activations as FEMA Mass Care/Emergency Assistance Unit Lead and Specialist and American Red Cross Liaison Officer and Mass Care Technical Specialist.
- Completed National Planner Course (February 2012), National Planning Team Leader Course (March 2013) and National Planner Course Train the trainer (April 2012).
- Certified Master Exercise Practitioner (MEP), November 2008.
- Completed the American Public University Course Climate Change Adaptation (Graduate level – Fall 2019); completed the Association of Climate Change Officers Certified Climate Change Professional training (Summer 2021); participated in the Harvard Extension School Course Sustainable Cities (Graduate level – Fall 2021).

EMPLOYMENT

Federal Emergency Management Agency (FEMA) National Integration Center
May 2022 – present

Planning Analysis Section Chief (Acting)

- Work with FEMA senior leadership, the National Security Council, and other federal interagency partners to develop a National Resilience Plan. Serve as FEMA project lead for the development of the National Resilience Plan Introduction, Vision and Resilience Principles content, management of project timelines, weekly status reporting, development of briefing materials and coordination with development partners and supporting contractor. Ensure appropriate stakeholder groups are engaged and inputs are adjudicated in accordance with prescribed timelines.
- Planning lead for the two-day September 2022 National Planning Frameworks Forum for 60 federal and whole community participants invited to explore concepts of risk management and national resilience, understand gaps and opportunities to develop or integrate resilience systems and gather feedback for better incorporating resilience concepts into the National Prevention, Protection and Mitigation Frameworks. Participants included city Chief Resilience Officers, emergency managers, local law enforcement, tribal representatives, and federal interagency partners.
- Supported development of and adjudication of national engagement comments for the *Local and Elected Officials Guide: Roles and Resources in Emergency Management*.

Federal Emergency Management Agency (FEMA) National Exercise Division

May 2016 – May 2022

Interagency Section Chief (August 2019 – May 2022) (TS/SCI clearance)

- Managed the Senior Officials Exercise Program in support of the National Security Council/White House. The program prepares federal government senior officials to anticipate and resolve challenges from threats and hazards that pose the greatest risk to the nation.
- Served as a technical authority in the planning, development, conduct, and evaluation for Senior Officials Exercises and managed a team of federal staff and contractors that developed and executed these policy-level exercises.
- Regularly prepared briefing memos for FEMA leadership and provided leadership briefings on a variety of topics including Senior Officials Exercises, National Exercise Program, climate adaptation exercise best practices and other topics as they arose.
- Led ongoing review of the Senior Officials Exercise Program to include identifying gaps and areas for improvement in the exercise planning and evaluation cycle and collaborating with the National Security Council to implement recommendations to increase the efficiency and effectiveness of the program.
- Led development of the 2019-2020 and 2021-2022 Senior Officials Exercise Program Concept paper, in coordination with federal interagency partners and the National Security Council, that identified two-year cycles of diverse exercises for Interagency Policy, Deputies and Principals Committees; produced corresponding cycle summary reports that inform future program exercises and activities; and provided data for the National Preparedness Report.
- Volunteered to lead challenging projects including the development and revision of the *Long-term Community Resilience Exercise Resource Guide* that provides guidance to state, local, tribal and territorial jurisdictions on using exercise to support climate adaptation planning; development of the DRRA 1206 Workshop, rare mitigation exercises in Louisiana and Massachusetts that educated participants on the DRRA policy, identified gaps in implementation and supported improved post-disaster recovery planning; and the creation of the *Cyber Ready Community Game* for state, local, tribal, territorial partners that emphasizes the importance of coordinated cyber preparedness by the cybersecurity and emergency management communities and delivered a presentation on the game at the IAEM 2020 virtual conference.
- Led the Federal Interagency Exercise Implementation Committee (EIC) and Restricted EIC which serve as standing committees of agency senior officials responsible for implementing the National Exercise Program at the federal, state, local, tribal and territorial levels.
- Coordinated FEMA interests in policy development for National Security Council Exercise and Evaluation sub-Interagency Policy Coordination Committee. Prioritized managing, developing, and expanding partnerships within FEMA and the federal interagency to support National Exercise Program implementation.
- Managed FEMA participation in the US-Canadian Emergency Management Consultative Group Training and Exercise Workgroup. Organized bi-lateral meetings; provided guidance to staff that develop workgroup objectives and priorities and draft workplans; and develops objectives for the DHS Northern Border Strategy Implementation plan.

- Supervised and coordinated all section work with contract staff to include developing scopes of work, monitoring work quality and costs and negotiating task modifications.
- Supervised section staff of five Emergency Management Specialists ranging from GS-9 to GS-13.

Acting Federal Activities Section Chief (August 2018 – August 2019) performing the same duties as above.

Exercise Management Specialist (May 2016 – August 2018)

- Assigned a diverse portfolio of disaster exercises spanning federal, state, private sector and non-governmental spheres. Led teams composed of National Exercise Division and contract support staff, tasked with planning, conducting, and evaluating emergency preparedness exercises with an emphasis on teamwork and cooperation throughout each project.
- Oversaw all aspects of the development and socialization of the Long-term Hazard Mitigation and Community Resilience Exercise Training Program.
- Translated exercise sponsor requests for support into project actions plans, builds exercise budgets and identifies staffing and exercise design and development, conduct and evaluation requirements. Directed contract support teams' work to meet deadlines and produce specialized, high-quality products for each exercise. Provided clear, defined work assignments for support staff that adhere to the relevant scope of work.
- National Level Exercise 2018 Control and Simulation Workgroup lead and Master Control Cell director responsible for development of team to manage control and simulation for two-week exercise coordinating participation with FEMA Region 3 states and multiple federal level exercises.

Federal Emergency Management Agency (FEMA) Individual Assistance/Mass Care
May 2012 – May 2016

Emergency Management Specialist

- Led research, development and implementation of national reunification capabilities, guidance, and operational procedures to include family reunification and unaccompanied minors and fatality management services for state, local, tribal and territorial partners. Led national working groups consisting of federal, state/local, and voluntary and private sector partners in a collaborative process resulting in the State Multi-Agency Reunification Services Plan template.
- Developed and delivered senior level briefings, talking points and recommendations for initiatives such as reunification services and WebEOC for the Individual Assistance Division of FEMA's Recovery Directorate, FEMA's National Advisory Council and U.S. Government Accountability Office investigations. Performed as Acting Section Chief when assigned.
- Led FEMA's Mass Care Section participation on the PPD8 Integration Team providing input and recommendations for national policy and refinement of support functions throughout the National Preparedness Goal, National Response Framework and Federal Interagency Operational Plan (Response).
- Delivered presentations to multi-agency audiences on ESF 6 and components of mass care at venues such as FEMA's Interagency Logistics Course, Florida's

Governors Hurricane Conference, Texas Emergency Management Association Conference and the National VOAD conference.

- Represented the Mass Care/Emergency Assistance Section on interagency workgroups writing disaster response plans such as the Power Outage Incident, Biological Incident, and the Nuclear/Radiological Incident Annexes. Reviews regional All Hazards and incident specific plans. Contributed to future plan development for emerging incidents.
- During activations performed as part of the National Response Coordination Center (NRCC) team as Unit Leader, Specialist and/or as part of a Joint Field Office/Advance Field Office coordinating among FEMA components, Federal agencies, and non-governmental partners to ensure timely provision of mass care services to affected communities.

American Red Cross July 2011 – May 2012

Special Representative to FEMA Headquarters, Government Operations (Secret Clearance)

- Red Cross Liaison Officer to the FEMA Headquarters.
- Red Cross lead and spokesperson for FEMA workgroups such as PPD-8 National Preparedness, the National Response Framework review and update, National Incident Management System Focus Group, National Level Exercise 2012, and Eagle Horizon 2012. Coordinated organizational input from Red Cross for workgroup products.
- Contributed to the development of mass care capabilities at the national, state, and local levels as part of the FEMA Whole Community Initiative and to the creation of the National Mass Care Strategy.
- Developed senior level briefings, recommendations and advised leadership on planning initiatives and exercise programs and activities.
- Served as Red Cross Liaison Officer and Technical Specialist in the NRCC during activations. Provided briefings and technical expertise to high-ranking officials.

American Red Cross June 2010 – July 2011

Disaster Services Planning and Evaluation Unit

- Evaluated large scale, nationally accounted disaster relief operations through surveys and interviews with constituent groups including Red Cross disaster leadership, clients, workers, and partners (government and non-governmental). Provided analysis of issues and recommendations for corrective actions, continuous improvement plans and presentations of the summary data to senior leadership to gauge progress in meeting business plan goals; to Group/Activity leads to develop improvement plans; to disaster operation and chapter senior leadership to facilitate disaster planning for future responses.
- Developed and revised national level plans such as the American Red Cross All Hazards Plan, the Tropical Storm, Typhoon and Hurricane Annex and the Catastrophic Incident Annex that guide disaster planning at all levels of the organization and outline key elements of response to a disaster event. Reviewed and approved all Red Cross State disaster plans to ensure appropriate integration between these plans and national level plans. Made recommendations to leadership for revisions in content and format.

Anne Arundel County Office of Emergency Management May 2006 - June 2010

Exercise, Training and Community Outreach Manager

- Assigned as lead to develop a county exercise plan and to plan, conduct and evaluate individual tabletop, functional and full-scale preparedness and continuity exercises including writing after action/improvement/corrective action plans. Exercises included county, state, and federal partners, voluntary organizations, and private sector as well as county volunteers. Participated in regional and state level exercise planning teams for exercise of all types, including FEMA evaluated radiological exercises. Managed the process for integrating improvement/corrective actions into the future preparedness/exercise plans, policies, and procedures.
- Developed and implemented training and qualification standards related to the Incident Command System (ICS) and NIMS for county personnel. Monitored NIMS implementation within county agencies per Homeland Security Presidential Directive 5 to include advising county agencies, voluntary organizations, and private sector partners. County lead for implementation strategies, tracking and reporting NIMS compliance to MEMA and Department of Homeland Security. Coordinated county-wide ICS training.
- Developed and facilitated monthly Emergency Operations Center training programs; instructor for WebEOC and HSEEP; coordinated other training as required or as interests suggest; provided community preparedness presentations for audiences of 20 to 100.
- Managed Anne Arundel County/City of Annapolis Citizen Corps Program. Actively worked to recruit new members from the civic, voluntary, and private sector organizations. Coordinated monthly meetings and managed projects such as the CERT training program for county volunteers.
- Assigned to planning team that wrote and/or reviews the county's Emergency Operations Plan, Continuity of Operations Plan, Calvert Cliffs Radiological Incident Plan, All-Hazards Mitigation Plan, Pandemic Flu Plan, Debris Management Plans (one for major events and another for small, localized events), Commodity Points of Distribution Plan and the Anne Arundel County Traffic Emergency Plan.
- Assigned to the Emergency Operations Center during activations. Operated in the positions of deputy to EOC Chief, Liaison and Planning Section Chief. Assigned to the Crisis Communications Team that responds during large emergencies and disasters. Member of the Type III Regional IMT.
- 2008 Vice President of the Maryland Emergency Management Association. Member of the Education Committee for the 2009 and 2010 Maryland Emergency Management Association Annual Conference. Member IAEM.

National League of Cities, Washington DC, July 2008 - June 2009

Curriculum Designer/Instructor

- Contractual part time position working with a team to develop and teach a 12-hour workshop for local officials focusing on the four phases of emergency management and the roles and responsibilities of local leaders in each phase. Designed and facilitated a tabletop exercise for the final module of the course. Wrote and/or edited several modules.

- Course has been evaluated and approved by FEMA and has been taught in 40 regional workshops.

Anne Arundel County Office of Emergency Management August 2005 - May 2006

Served as a VISTA for AmeriCorps.

- Project focused on all phases of emergency planning for access and functional needs populations including people with disabilities, non-English speaking, and low-income individuals and senior citizens.
- Accomplishments include launching a working group that addressed emergency preparedness for people with disabilities and others with access and functional needs; researching and revising evacuation plans and updating plans for sheltering and mass care and transportation.
- Worked to expand networks with the faith community and volunteer organizations including Voluntary Organizations Active in Disaster (VOAD) and Maryland Interfaith Recovery Team (MIRT) as well as local organizations.

EDUCATION

Georgetown University

- Graduate course work in Social Justice and Public Policy

University of Maryland

- Graduate coursework in Community Planning

University of Maryland, College Park, MD

- B.S. Journalism

Completed the American Public University Course Climate Change Adaptation (Graduate level – Fall 2019); completed the Association of Climate Change Officers Certified Climate Change Professional training (Summer 2021); participated in the Harvard Extension School Course Sustainable Cities (Graduate level – Fall 2021).