



# Kathryn A. McMullin

*Situation Unit Leader, Emergency Operations Planner III, Task Force 1 Planner*

Utah State Division of Emergency Management

Utah Department of Public Safety

C: 385.228.5297

C: 801.347.7806

[kathrynmcmullin@utah.gov](mailto:kathrynmcmullin@utah.gov)

[brandonandkath@gmail.com](mailto:brandonandkath@gmail.com)

As a respected emergency manager within the State of Utah Division of Emergency Management, I am a results-driven professional with a proven record of accomplishment for leading local jurisdictions, private partners and state agencies in the creation of new programs and processes that increase response capabilities, build relationships and encourages collaboration. I have experience with grant applications, scope-of-work submissions, disaster response and recovery as well as an extensive understanding of NIMS and ICS principles. I am a gifted instructor, engaging presenter and proven leader with the ability to capitalize on individual strengths, motivate teams and implement vision to build emergency management programs and deliver results.

## AREAS OF EXPERTISE

- **Leading Change**
- **Critical Thinking Analytic Methods**
- **EOC including:**
  - ✓ Situation Unit Leader
  - ✓ Infrastructure Branch Director
  - ✓ NIMS
- **Facilitation including:**
  - ✓ Workshop Discussions
  - ✓ Plan Updates
  - ✓ Advisory Boards
  - ✓ Council Meetings
- **Development including:**
  - ✓ Team Development
  - ✓ Program Development
  - ✓ Asset Development (UCIP)
  - ✓ Curriculum Development
  - ✓ Exercise Development
- **Critical Infrastructure including:**
  - ✓ Program development
  - ✓ Private Sector Collaboration
  - ✓ Identification
  - ✓ Prioritization
  - ✓ Response
- **Communication Skills including:**
  - ✓ Public Presentations
  - ✓ Experienced Key Note Speaker
  - ✓ Classroom Instruction
- **Collaboration including:**
  - ✓ Multi-State Collaboration
  - ✓ Community Collaboration
  - ✓ Advisory Boards
  - ✓ Recovery Workshops
  - ✓ Planning Workshops
  - ✓ NRCC Response Efforts
- **Exercise Practitioner including:**
  - ✓ Design
  - ✓ Master Scenarios Events List (MSEL)
  - ✓ Simulation Cell
  - ✓ Evaluation
- **Training Including:**
  - ✓ CERT Program Manager & Instructor
  - ✓ Utah State PODS Trainer
  - ✓ Terrorism Awareness Trainer
  - ✓ Preparedness Planning Trainer
  - ✓ Critical Infrastructure Trainer
- **Strategic Planning Including:**
  - ✓ Re-Entry/Access
  - ✓ THIRA
  - ✓ EOP & ESF Annexes
  - ✓ COOP & Devolution
  - ✓ Recovery

## SELECTED ACCOMPLISHMENTS

2020 Utah Emergency Management Association Conference Keynote Speaker - Re-Entry Access Process and Protocols

**2019 Derek Jensen Peer Nominated Award;**

In recognition of the kindness, positivity and enthusiasm while serving our partners throughout the state of Utah.

2019 Central Utah Water Symposium Keynote Speaker - Sanitation in a Disaster

**2018 Utah Division of Emergency Management Outstanding Team Award;** National Mass Care Exercise Team – MSEL

Development & Sim Cell Manager; In recognition of the hard work, preparation, and successful execution of the Full Scale Exercise.

2018 Water Disruption Functional Exercise – Scenario Development & Evaluator

2018 Utah RRAP Water/Wastewater Cybersecurity Tabletop Exercise – Scenario Development & Evaluator

2018 National Homeland Security Conference Speaker; New York City, NY – Infrastructure Resilience Program

2018 American Water/Wastewater Association Keynote Speaker - Sanitation in a Disaster

2018 Governor’s Public Safety Summit Speaker; St. George - Sanitation in a Disaster

2018 InfraGard Global Security Exchange Conference Speaker; Las Vegas, NV – Infrastructure Resilience Program

2018 Utah Conference on Safety & Industrial Hygiene Keynote Speaker - Sanitation in a Disaster

2018 Northern Region Homeland Security Coalition Keynote Speaker - Sanitation in a Disaster

**2017 Utah Department of Public Safety Medal of Excellence;**

In recognition of service on the Brian Head Fire, the development of the Utah Critical Infrastructure Prioritization (UCIP) Tool and the successful development and implementation of the Infrastructure Resilience Program.

2017 Extreme Weather Adaptation Workshop - Development & Facilitation

2016 Utah Prepare Conference & Expo Keynote Speaker – 8 Signs of Terrorism

2016 **Published in the Guide to U.S. Critical Infrastructure; GOV LOOP** – Infrastructure Resilience Program

---

## EDUCATION, ROLES & CERTIFICATIONS

### **Currently Enrolled; Bachelor of Arts – Emergency & Disaster Management**

American Military University; Charles Town, WV

### **2018 Associate of Applied Science Degree**

SLCC; Taylorsville, UT

*State Emergency Operation Center*; Planning Section Situation Leader (SITL), 2019-Current

*Urban Search and Rescue Utah Task Force 1 (UT-TF1)* Planning Technical Specialist, 2019-Current

*Crisis Event Response and Recovery Advisory Board* – Chair, 2018-Current

*State Division of Emergency Management Incident Support Team (IST)* - Planning Lead, 2017-Current

*State Emergency Response Commission Advisory (SERCA) Committee* - Critical Infrastructure Advisor, 2017-Current

*Utah State Disaster Recovery Framework; RSF#5 Critical Infrastructure* - Lead, 2017-Current

*Lifeline Infrastructure Resiliency Council* – Co-Lead, 2015 - 2019

*Utah Statewide Information & Analysis Center (Fusion Center)* - Intelligence Liaison Officer, 2015-2019

*Utah State Agro-Security Working Group* – Chair, 2016-2019

*Water/Wastewater Regional Resiliency Assessment Program* – Co-Lead, 2015 - 2018

*Disaster Discovery Center Advisory Board* - Vice President, 2016-2017

*DHS PCII Protected Critical Infrastructure Information* - Authorized User number: PCII-McM-394-5039

*DHS Chemical-terrorism Vulnerability Information* – Authorized User number: CVI-20150618-1121904

*DHS CTAM ITA Intelligence Training Branch* - Critical Thinking Analytic Methods Certified

*American Board for Certification in Homeland Security (ABCBS) WMD Level V Certification*; CHS-V

*Utah State Community Emergency Response Team (CERT)* Program Manager, Train-the-Trainer, Instructor, 2016-Current

*Utah State Point of Distribution* Trainer, 2019-Current

*Utah State Terrorism Awareness* Trainer, 2016-Current

*Utah State Critical Infrastructure* Trainer, 2016-Current

*Utah State Preparedness Planning* Trainer, 2015-Current

**FEMA ICS 100, 200, 300, 400, 700, 800**

---

## EXPERIENCE

### **Situation Unit Leader**

#### **State Emergency Response Team**

#### **State Emergency Operations Center DEM (current)**

I currently serve on the Utah State Emergency Response Team as the Situation Unit Leader (SITL) of the State Emergency Operation Center Planning Section. In this role, I support operations by collecting, processing and organizing ongoing incident situation information, gathering and disseminating intelligence for the Incident Action Plan and participating in Emergency Operation meetings to provide situational awareness and incident status. I have successfully created and distributed hundreds of Daily Situation Reports, Executive Summaries and Weekly Briefings to emergency managers, law enforcement, fire officials and government representatives throughout the state. I have demonstrated superior collaboration capabilities, consistent accuracy and exceptional communication skills through the written word and presentations to responders.

In March of 2020, our state experienced a 5.7 earthquake during the COVID-19 pandemic. This created a dynamic incident during which I managed the Situation Unit Team. My team consisted of an Intelligence Analyst, a Department of Health Analyst, a Recovery Analyst, a Technical Specialist and a variety of Subject Matter Experts. I successfully led this team by utilizing clear objectives, providing consistent support and establishing effective follow through in order to produce Situation Reports which included:

- Summaries of incident information
- Intelligence regarding U.S. and Global response and impacts
- Graphical and numerical data
- ArcGIS data and mapping
- Emergency Support Function movement, growth and mission assignments
- Projections and forecasts to provide and maintain a common operating picture

Prior to my position as the SITL, I served as the Infrastructure Branch Director in the Emergency Operation Center. In this role, I worked to support critical infrastructure ESFs and develop the Business Emergency Coordinating Center (BECC) in order to assist private sector stakeholders during a major event. While serving in incident command at the Brian Head Fire in 2017, I was able to provide essential intelligence, establish best practices and gain insight into creating a Critical Infrastructure Liaison position within the BECC. This has assisted my State in further developing response guidelines and protocols currently utilized in state incidents with critical infrastructure implications.

### **Emergency Operations Planner III**

#### **Utah Division of Emergency Management** (*current*)

As a Level III Planner in the Operations Bureau for the Utah Division of Emergency Management, I am responsible for the update and promulgation of the Utah State Emergency Operations Plan as well as all the ESF Annexes housed within it. This process requires collaborative relationships in order to make sure all parties involved have input into the planning assumptions and responsibilities. I have successfully facilitated dozens of seminars, workshops and tabletops in order to ensure our State plans are concise and reflect the actual vulnerabilities and capabilities of our State. My team also manages the Continuity of Operations Plans for every agency within the State, including the Government Continuity of Operations Plans. This involves verifying and promulgating the plans regularly. Additionally, I am personally responsible for the State Counter-Terrorism Plan, the Counter-Terrorism Preventative Measures Annex, the State Energy Plan, the State Emergency Fuel Supply Program as well as the Cyber Incident Response Plan.

Based on my success with the private sector relationships and planning, I was tasked by the Department of Public Safety to develop a re-entry protocol for the state of Utah. In order to accomplish this, I established an advisory group consisting of decision makers from the lifeline sectors, emergency managers, law enforcement and transportation subject matter experts to determine re-entry needs during an event as well as assumptions regarding access issues. Doing this enabled me to establish program development needs for the re-entry protocol for our State. I also worked collaboratively with other states to understand their process and researched federal guidelines to determine what was best for Utah. Based on the quality of my research and the collaborative response from my public and private partnerships, I received approval to implement the Crisis Event Response & Recovery Access (CERRA) Program from the Commissioner of Public Safety. In continued collaboration with responders and private sector partners, I have established a timeline for the State of Utah and continue to lead the CERRA Advisory Board to determine the program protocols.

Additionally, my team is responsible for the impact analysis and federal submission of the State Threat and Hazard Identification and Risk Assessment (THIRA). In 2019, I was tasked with establishing new scenarios for the THIRA Assessment. In order to accomplish this, I leveraged my relationships within the Office of Energy Infrastructure Security, the CISA Cybersecurity Advisor to Region VIII as well as the Statewide Information and Analysis Center to create a new Cyber Scenario which would have impacts to our Energy Lifeline Sector. Completed assignments such as this have given me a reputation for being reliable and results driven.

### **Planning Section; Technical Specialist**

#### **FEMA Urban Search and Rescue Utah Task Force 1 (UT-TF1)** (*current*)

In October 2019, the Battalion Chief of Utah Task Force 1 approached the Utah Division of Emergency Management for a State-level planner that could deploy as a member of Utah's Task Force 1. The Task Force needed an individual with strong analytic skills in strategic planning and incident command principles who could also integrate well with a complex team of heavy rescue fire fighters and readily deploy to large-scale incidents. This was the first effort of its kind in our State to formally integrate emergency management with a Search and Rescue deployable asset. Based on my proven capabilities in strategic planning, communication, collaboration and previous incident response, the Director of the Division of Emergency Management asked me personally to accept this mission. As a result, I have undergone hundreds of hours of additional training and am honored to currently serve as a technical specialist in the planning section of Utah's Task Force 1.

### **Community Emergency Response Team (CERT) Program Manager, Train-the-Trainer, Instructor,** **Utah Division of Emergency Management** (*2016-current*)

As a nationally trained Community Emergency Response Team (CERT) Program Manager, I am certified to manage a large CERT program, train additional trainers and provide instruction for a comprehensive course and final exercise or simulation. Managing an extensive CERT program requires detailed planning and interaction with a broad range of stakeholders while managing program resources. I have demonstrated success in this position by developing effective program goals, policies and procedures for operating a CERT program, implementing a strategic plan, creatively promoting the program while delivering effective trainings and exercises. Additionally, sustaining this program requires the ability to recruit, fund, manage, and retain CERT trainers. In this position, I used my experience as a master exercise facilitator to reevaluate the standard simulation and developed an interactive, reality-based exercise that gives my students and trainers an opportunity to practice their skills in a realistic simulation of events.

### **Critical Infrastructure Resilience Program Manager**

#### **Utah Division of Emergency Management** (*2015-2019*)

As the Manager of the Infrastructure Resilience Program and the primary Critical Infrastructure Specialist for the state of Utah, I worked with private sector, state, local, tribal and federal partners to protect facilities, systems and assets that are vital to Utah's Infrastructure. My work to integrate provisions of the National Infrastructure Protection Plan (NIPP) into Utah's public and private sector resilience capabilities has been recognized nationally. A primary objective of this position has been the identification, prioritization and mapping of the Critical Infrastructure within the state of Utah. To accomplish this, I drove the

development of the Utah Critical Infrastructure Prioritization (UCIP) tool, which asks impact, risk and consequence questions in order to assign a score to each asset identified. I also designed the process for data management regarding the information received from Critical Infrastructure Operators. I defined system requirements, selected ideal technologies and delivered complex solutions. My work in this area created a streamlined process for the prioritization efforts and exceeded expectations for utilization of data, mapping, private sector involvement and the restoration of services during State responses. I wrote the manual on the UCIP tool in order to provide needed guidance to any who are looking to implement this process in their jurisdiction. My work with this program has been published in the national publication, *Your Guide to U.S. Critical Infrastructure*, published by GovLoop. Additionally, my success in this area has created the opportunity to speak on multiple national platforms including the National Homeland Security Conference and the InfraGard Global Security Exchange Conference. I have also received numerous requests to share our methods and tools with other states, which are working to develop their own CIP programs including, but not limited to:

- North Carolina Division of Emergency Management
- New Jersey Office of Homeland Security and Preparedness
- New York State Division of Homeland Security & Emergency Services
- Washington State Fusion Center

During my time in this position, I achieved meaningful relationships with the stakeholders of critical infrastructure throughout our state. I have established working relationships throughout DHS, FBI, SIAC, SBI, DEM, DPS as well as city, county, state and federal entities. I leveraged those relationships to lead multiple working groups within the lifeline sectors of communications, transportation, energy and water/wastewater such as the *Lifeline Infrastructure Resiliency Council* and the *Agro-Security Working Group*, a partnership including the FBI and the Utah Department of Agriculture and Food to provide security outreach and support to the Agriculture Sector in Utah.

A key focus of my position was to develop plans and protocols for supply chain disruptions. I collaborated with both private sectors and other states to develop re-entry plans and protocols during disaster events. I participated heavily on our state's Water/Wastewater Regional Resiliency Assessment Program (RRAP) and resolved a variety of key findings and tasks. In addition, I collaborated on the Debris Management plan as well as a multitude of other forthcoming plans that directly impact our State's preparedness stance.

For a time, my position was based at the Statewide Information and Analysis Center. While stationed there, I worked alongside our State Protective Security Advisor conducting Vulnerability Assessments and Rapid Surveys, which included on-site inspections. This effort required an in depth understanding of threat and hazard analysis. Specialty training that I completed while serving in this position included the Joint Terrorism Task Force Terrorism Indicators and Prevention, the Statewide Information Analysis Center Liaison Officer Certification and the State Bureau of Investigation Terrorism Awareness including cybersecurity issues and impacts to our state. These certifications included specialized training regarding Homegrown Violent Extremists, Domestic Terrorism as well as International Terrorism active throughout Utah. This specialized training, as well as my demand as an instructor, led to hundreds of hours planning for and training these topics to first responders, emergency management, law enforcement entities and the public throughout our state.

In addition to this, I served as the Lead for the Recovery Support Function (RSF) #5 Critical Infrastructure on the Utah Disaster Recovery Framework. This was a planning effort to facilitate a full recovery of the state of Utah in a catastrophic event such as the anticipated Wasatch Fault Earthquake. I led this team of public officials, private sector stakeholders and state agency decision-makers in disclosing vulnerabilities, refining assumptions and collaborating on potential response efforts.

---

## REFERENCES

Angelia Crowther  
Emergency Management Liaison  
Castle County/Four Corners  
Utah Division of Emergency Management  
1110 State Office Building  
Salt Lake City, Utah 84114  
801.664.5861  
[acrowther@utah.gov](mailto:acrowther@utah.gov)

John Crofts  
Program Manager  
State Emergency Operation Center  
Utah Division of Emergency Management  
1110 State Office Building  
Salt Lake City, Utah 84114  
801.560.2637  
[jcrofts@utah.gov](mailto:jcrofts@utah.gov)

Natalie Hall  
Emergency Manager  
Bluffdale City  
Utah Division of Emergency Management  
2222 West 14400 South  
Bluffdale, UT 84065  
801.633.6833  
[nhall@bluffdale.com](mailto:nhall@bluffdale.com)