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# JUSTIN H. SHOEMATE

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Emergency Management Professional with a 10-year track record of successful strategic and tactical leadership. Visionary with a positive attitude and steadfast commitment to excellence. Demonstrated ability to instill a common vision and develop dynamic teams for positive results. Highly effective planner, organizational manager, and communicator that ensures a solutions-oriented approach to problem-solving.

## Core Competencies

Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions, Political Savvy, Project Management, Federal Contracting & Procurement, Finance & Budgeting, and Program and Organizational Management.

## Selected Achievements

- ✓ Grew the Systems Integration and Reports Section budget from \$2M to \$8M, and expanded personnel from 5 to 21 federal employees and 14 to 35 contract staff members.
- ✓ Mentored and developed subordinates resulting in 5 personnel being selected for highly competitive leadership programs, between 2019 and 2020.
- ✓ Expanded the system from 3 modules to 7 modules, adding 2 new business lines, resulting in an increase in production by 50% and demand by 250% in two years through utilizing an iterative approach to innovation, grew
- ✓ Completed over 26 complex projects affecting and improving existing processes for 20,000 employees, between 2016 and 2021.
- ✓ Develop and or support implementation of agency policy up to 10 times annually.
- ✓ Managed the onboarding, training, development, and deployments of over 1,200 FEMA Corpsmembers per year, between 2012 to 2016.
- ✓ Deployed to over 25 presidentially declared disasters & declared emergencies. Extensive field experience in operations, planning, workforce management, and National Response Coordination Center (NRCC) or Regional Response Coordination Center (RRCC) in Resource Support.

## Work Experience

**Chief, Systems Integration & Reports Section**

**10/2016–Present**

Federal Emergency Management Agency  
500 C St. SW, Washington, DC 20472

Salary \$138,866/Grade: IC 14 Step 5, 40 hrs./wk.

## Duties, Accomplishments, and Related Skills

- **OPERATIONS MANAGEMENT, LEADING STAFF, AND STRATEGIC OVERSIGHT:** Develop and implement organizational strategies, plans, and objective that support agencies goals and outcomes. In conjunction, implement a culture of extreme ownership, while developing, mentoring, and coaching staff members. Oversee operations over four business lines, a \$8M budget, and 56 (21 federal employees and 35 contract employees) staff members. The Deployment Tracking System (DTS) is the FEMA's only repository for real-time disaster/non-disaster deployments, qualifications, training, and deployment performance evaluations. The team's portfolio includes, systems administration, training development to delivery, information security, software development, and business intelligence & reporting.

- **DISASTER RESPONSE & COORDINATION:** Coordinate and lead disaster operations for the DTS team supporting deployment operations between HQ and the regions, coordinate reports and analytics for workforce decision making, and coordinate deployments of teams to support DTS technical support to regions and or Joint Field Offices. Deploy as needed in Operations and or Field Support role. Most recently as an Operations Division Supervisor for Calcasieu Parish Louisiana and Puerto Rico for 6 municipalities. During deployments, coordinate the implementation of Stafford Act programs such as Individual Assistance (IA), Disaster Survivor Assistance (DSA), Public Assistance (PA), Direct Housing, Interagency Recovery Coordination (IRC). Served as the FCO's primary representative for response and recovery efforts and the point of coordination for local emergency managers and elected officials.
- **STRATEGIC VISION, STRATEGIC PLANNING, AND COMMUNICATION:** Establishes departmental strategic vision, aligning operations to overall Agency goals and objectives. Collaborates with senior leadership to develop strategic plans and communicate to the organization.
- **ADVISING AND SUBJECT MATTER EXPERT:** Serves as trusted advisor to senior leaders on DTS deployment operations, policy interpretation, and disaster/non-disaster information requirements. In the field, acts as trusted agent to senior agency, state, and local officials, in an incident management role, most recently as an Operations Division Supervisor during the 2017 in Puerto Rico & 2020 hurricane season in Louisiana.
- **PERFORMANCE ANALYSIS AND PROGRAM MONITORING:** Analyzes program performance data to provide improvement recommendations. Reviews monthly financials, DTS site performance, and budget execution.
- **ADMINISTERING EMERGENCY PREPAREDNESS EXERCISE PROGRAMS:** Supports 5 Agency annual emergency preparedness exercises, simulating deployments in DTS database to provide quantitative and qualitative after-action performance reviews. These reports facilitate data-driven decision-making by senior management.
- **PROJECT MANAGEMENT:** Providing direct project management to the Deployment Tracking System (DTS). At any given time, there are 20 – 30 projects within the development, operations, reporting, and maintenance of the system.
- **PROJECT MANAGEMENT:** Leads major transformative development, operations, and reporting system projects across Agency, simultaneously managing up to 30 efforts.
- **HIRING, ONBOARDING, and TRAINING:** Hires and onboards staff across all roles, providing coaching and training to increase departmental operational capabilities. Develop and execute training plans and development plans that support the team and members professional needs.
- **FUTURE RESOURCE ALLOCATION PLANS:** Directs and manages staffing levels. Advises leadership on future resource requirements, estimating short- and long-range personnel, budgetary, and equipment needs based on assessments of emerging risks and hazards.
- **BUDGET & CONTRACT MANAGEMENT:** Oversee the development, execution, and negotiations of contracts. In the past 5 years, executed over 5 new contracts and 15 modifications to existing contracts totally over \$20M. In 2021, executed a re-compete for \$36M over 5-years, 5 task orders, and currently in process of ceiling the ceiling on the contract to \$50M.

**Program Coordinator, FEMA Corps**

Federal Emergency Management Agency  
500 C St. SW, Washington, DC 20472.

**07/2015–10/2016**

Salary \$90,000/Grade: IC 13, Step 2, 40 hrs./wk.

**Duties, Accomplishments, and Related Skills**

- **PROJECT MANAGEMENT:** Managing up to 1,000 members per year from onboarding to off-boarding in 18-month cycles. This including equipment, training, and field deployments.
- **STRATEGIC LEADERSHIP:** Provided clear direction and guidance to effectively structure work activities, maximize productivity, and fulfill incident objectives.
- **BUDGET MANAGEMENT:** Planned, built, and coordinated \$34M annual operations budget.
- **PROGRAM ANALYSIS and FINANCIAL ANALYSIS:** Using metrics and statistics, research and evaluate program effectiveness. Analyzed financial proposals to prepare for acquisition process, ensuring compliance with current laws and regulations.
- **INTERAGENCY COLLABORATION and OPERATIONS MANAGEMENT:** Negotiated with inter- and intra-agency partners to apply teams to appropriate Stafford Act, preparedness, and/or FEMA readiness work.
- **POLICY and PROCEDURE DEVELOPMENT:** Interpreted, recommended, and developed administrative policies and procedures, aligning program functions with program procedures.
- **MENTORING:** Formally mentor colleagues on communication, disaster response, and other related matters, improving daily operations.
- **DISASTER RESPONSE COORDINATION:** Deployed and managed intergovernmental disaster teams of 1,000 associates for over 14 disaster operations.
- **POLICY DEVELOPMENT and HUMAN CAPITAL MANAGEMENT STRATEGIES:** Established program-specific requirements for qualification, training, and certification of each Corps member.

**Program Liaison, FEMA Corps**

Federal Emergency Management Agency 500  
C St. SW, Washington, DC 20472

**11/2012–07/2015**

Salary \$85,000/Grade: 12 Step 3, 40 hrs./wk.

**Duties, Accomplishments, and Related Skills**

- **TEAM MANAGEMENT:** Directed up to 400 FEMA Corps members on 2 work sites.
- **EMERGENCY RESPONSE MANAGEMENT:** Coordinated with cross-agency personnel to determine the appropriate deployment staff, team composition, and locations to fulfill incident requirements.
- **ASSESSING AND ANALYZING PROGRAM PERFORMANCE:** Coordinated end-of-service surveys to determine lessons learned and best practices, delivering findings to analysts.
- **STAKEHOLDER COLLABORATION:** Collaborated and coordinated with inter- and intra-agency partners on disaster and non-disaster assignments, policy and operations management, and disaster operations.
- **PROGRAM ANALYSIS and PROCESS IMPROVEMENT:** Analyzed program data and provided recommendations for process improvements to unit senior analyst.

**Disaster Assistance Employee (DAE), Planning Cadre****11/2010–11/2012**Federal Emergency Management Agency  
500 C St. SW, Washington, DC 20472

Salary/Grade: C1, \$21 Hourly, 40 hrs./wk.

**Duties, Accomplishments, and Related Skills**

- **TEAM LEADERSHIP:** Supervised and oversaw all duties performed by planning and resources staff.
- **HUMAN CAPITAL MANAGEMENT STRATEGIES, COLLABORATIVE PROBLEM SOLVING, and OVERSEEING THE IMPLEMENTATION OF EFFECTIVE SOLUTIONS TO SYSTEMIC PROBLEMS:** Managed and oversaw staff in developing, integrating, and implementing solutions to diverse, highly complex problems.
- **OPERATIONAL PLANNING:** Developed and published emergency management communications, including the Occupant Evacuation Plan, Incident Action Plan, Continuity of Operation Plans, and Situation Report.
- **EMERGENCY MANAGEMENT:** Coordinated with federal, state, and local officials to implement emergency management best practice programs and policies.
- **DISASTER PLANNING:** Directed management status of resources and commodities during all phases of disasters.
- **MANAGEMENT SYSTEMS:** Directed use of all Incident Command System (ICS) guidelines, provided ICS technical assistance, and ensured proper usage and maintenance of incident objectives.
- **DISASTER PLANNING:** Directed management status of resources and commodities during all phases of disasters.
- **INTERNAL COMMUNICATIONS:** Developed and circulated internal correspondence during all disaster and emergency incident phases.
- **BRIEFINGS:** Created and presented disaster briefing packages and other presentation materials to detail all program plans, status updates, and areas for improvement.

**Education**

- **National Preparedness Leadership Initiative (NPLI),** 2016-2017 Harvard University, Cambridge MA
- **Master of Science in Emergency Administration,** 2011–2015 California State University Long Beach, Long Beach, CA
- **Bachelor of Science in Public Safety, Emergency Management,** 2009–2011 Capella University, Minneapolis, MN

**Job-Related Training and Certifications**

- FEMA Mentor Program, 2020 - 2021
- FEMA Fellows Leadership Program, 03/2019 – 10/2019
- FEMA Emerging Leaders Program, 11/2014–09/2015

### **Honors/Awards**

- FEMA Administrator's Award: Unaccompanied Minors Mission - 2014
- Woodrow Wilson Award, California State University Long Beach – 2015

### **Publications**

- Shoemate, Justin. *Creating a National Mitigation Evaluation Tool: Foresight and Resilience*. California State University, Long Beach, 2015.

### **Professional Organizations**

- International Association of Emergency Managers USA
- International Association of Emergency Managers, Capella University Chapter, President 2010–2011 Epsilon Pi Phi Honor Society

### **References**

- Available upon request