

REQUEST FOR PROPOSALS

Multi-Jurisdictional Hazard Mitigation Plan Annexes

MAY 24, 2024 | RFP No. 24-30

Prepared for: Lake County Sheriff's Office
Prepared by: Navigating Preparedness, LLC.



Navigating Preparedness Associates
"Charting a Clear Course"

Multi-Jurisdictional Hazard Mitigation Plan Annexes
RFP No. 24-30
Response to Request for Proposal





COVER LETTER

To: Lake County Sheriff's Office of Emergency Services
c/o Rob Howe, Sheriff/Coroner
1220 Martin Street, Post Office 489, Lakeport, CA 95453

Subject: Request for Proposal (No. 24-30)
Multi-Jurisdictional Hazard Mitigation Plan Annexes

Dear Mr. Howe,

Navigating Preparedness Associates (NPA) is pleased to provide this proposal to the County of Lake, Sheriff's Office of Emergency Services (OES) to update and develop the Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) and annexes with its participating cities, City of Clearlake and City of Lakeport. NPA is a Limited Liability Corporation (LLC) established in March 2014.

We are a California Certified Service-Disabled Veteran-Owned Small Business Enterprise (SDVBE), CA Department of General Services (DGS) #1770371.

Key corporate information for NPA:

Address:	Navigating Preparedness Associates, LLC 3245 Driftwood Dr. Lafayette, CA 94549
Telephone:	(925) 381-0583
E-mail address:	lee.rosenberg@navigatingpreparedness.com
Contact:	Lee Rosenberg, CEM, Managing Director

Additional information about NPA can be found at: <https://www.navigatingpreparedness.com/>.

Over the past 10 years, NPA has supported development of and updates to Local Hazard Mitigation Plans (LHMPs) for counties, cities, special districts, and tribes. Our clients have developed a deep sense of trust in our ability to provide them with exceptional value and have rewarded us with multiple subsequent projects. NPA provides a focused approach to LHMP projects. We assign senior, experienced consultants at extremely competitive billing rates. We can produce a superior product in less time, with a smaller budget and better results than many larger firms. Our planners thoroughly understand DMA 2000, and the latest 2023 Federal





Emergency Management Agency (FEMA) Local Mitigation Planning Handbook and approval process.

NPA recommends that the update to the LHMP be organized into seven phases to meet the planning requirements of the Local Hazard Mitigation Plan Review Guide. We will work with the assigned OES Project Manager and the Hazard Mitigation Planning Team to make sure the phases are accomplished with little disruption to staff's day to day duties, while accommodating the needs of OES.

NPA will create a MJHMP that will exceed all elements required by FEMA. To that end, we offer the following advantages:

- A California-based project team with unsurpassed experience in mitigation program development. We have developed, reviewed, and revised dozens of LHMPs throughout California, including developing original LHMPs for rural counties. Our staff has completed MJLHMP projects for Tulare County, Contra Costa County, Mendocino County and Mariposa County as well as numerous cities and special districts.
- Mr. Lee Rosenberg, Certified Emergency Manager (CEM), Managing Director of NPA, will serve as the project manager. He possesses over 30 years of complex project management experience. Mr. Rosenberg recently attended a full day, by invitation only, LHMP review workshop sponsored by The California Governor's Office of Emergency Services. The purpose of the workshop was to provide leading LHMP consultants with a better understanding of the LHMP review and approval process.

This proposal is valid for 180 days.

Sincerely,



Lee Rosenberg, CEM, Managing Director
Navigating Preparedness Associates





TABLE OF CONTENTS

COVER LETTER	11
COMPANY PROFILE	5
Previous Performance	6
Present Workload.....	6
Ability to Perform Scope of Services	6
Stability of Firm	6
PROJECT UNDERSTANDING & APPROACH	7
Project Understanding	7
Project Approach.....	7
NPA LHMPs Approved Under the New FEMA Guidance.....	10
WORK PLAN	11
Project Schedule	18
PRICING	19
CONTRACT	21
DEVIATIONS	22
REFERENCES	23
STAFFING QUALIFICATIONS AND QUALIFICATION	27
Team Organization Chart	28
APPENDIX A - RESUMES	29





COMPANY PROFILE

Navigating Preparedness Associates, LLC. (NPA) was established in 2014 and has been in business continuously for 10 years. Our first client was the Port of Oakland, followed by the San Francisco Bay Ferry. From a boutique firm providing maritime homeland security and disaster response operational planning, NPA has diversified to deliver a broad range of emergency preparedness solutions.

We are a California Department of General Services certified small and Disabled Veteran Business Enterprise (DVBE) #1770371. We are also certified by the U. S. Small Business Administration as a Small Business and as a Service Disabled Veteran-Owned Small Business (SDVOSB). Certification documentation is available in the additional information section.

Legal Name:	Navigating Preparedness Associates, LLC
Mailing and Physical Address:	3245 Driftwood Dr. Lafayette, CA. 94549
Remit-to Billing Address:	PO Box 6917 460 Center St. Moraga, CA 94556-9998
Phone and Website:	925-381-0583 www.navigatingpreparedness.com
Organization Type:	Limited Liability Corporation
Federal I.D. Number:	46-5133958
DUNS Number:	079966673
List of Corporate Officers with Titles:	Lee Rosenberg, Managing Director
Person to Receive Notices and Represent the Company:	Lee Rosenberg, Managing Director

Our team specializes in updating Local Hazard Mitigation Plan projects. Our planners thoroughly understand Title 44 CFR §201.6, DMA 2000 and the Federal Emergency Management Agency (FEMA) and the California Governor's Office of Emergency Services (Cal OES) LHMP review and approval process. We offer the following unique qualifications:

- A team who has developed, reviewed, and revised dozens of LHMPs throughout California, including developing original LHMPs for rural counties such as Inyo and





Mariposa Counties. In 2023, NPA supported Contra Costa County to update their 2018 LHMP. The project participants included 14 cities and towns and nearly 20 special districts.

- Our team has supported developing or updating LHMPs for over 40 organizations. Relevant to OES's project, we have updated LHMPs for the following California counties
 - Mariposa County
 - Mendocino County
 - Ventura County
 - Clark County, NV
 - Ventura County
 - Tulare County
 - Lyon County, NV
 - Coconino County AZ
 - San Bernardino County

Previous Performance

Prior to establishing NPA, Mr. Rosenberg managed United Research Services (URS) Corporation's Environmental Services Department in their Oakland office for over six (6) years. He supervised over 40 staff including LHMP planners and a large GIS group. Since establishing NPA, we have delivered numerous LHMPs for clients. We have successfully led the development of over twenty (20) LHMPs over the past ten (10) years. Section 4 of the proposal lists various LHMP projects our firm has led or supported.

Present Workload

NPA has a deep bench of associates that can devote the time necessary to complete this project given the proposed timeline. Additionally, our proposed subcontractor has additional staff with LHMP experience that can provide value to the project, if needed.

Ability to Perform Scope of Services

NPA is confident that it can complete the Scope of Services described in the proposal and has the staff to complete the scope of work if unforeseen circumstances should arise.

Stability of Firm

NPA was established in March 2014 and has been in business continuously for over ten (10) years. We have grown year over year since inception. Financial information is available upon request.





PROJECT UNDERSTANDING & APPROACH

Project Understanding

NPA understands that Lake County OES is the leading organization for the MJHMP on behalf of the County and both City of Clearlake and City of Lakeport and seeks experienced assistance for this project. NPA is ready to provide such support to the participating jurisdictions to create their own Annex to the County's Base Plan that was approved and adopted in December 2023.

NPA understands the scale and scope of work in developing a comprehensive MJHMP that is pursuant to the Disaster Mitigation Act (DMA) of 2000, implementing regulations, and providing guidance as they apply to local governments. An approved, updated plan will identify mitigation actions that will make the Cities more disaster-resistant and enable plan participants to be eligible for future federal mitigation funding. Key guidance that directs the preparation of MJHMPs includes:

- Robert T Stafford Act Disaster Relief Act
- Disaster Mitigation Act 2000
- 44 CFR, Part 201, Section 201.6
- FEMA - Local Mitigation Planning Policy Guide FP 206-21-0002 – April 2022
- Local Mitigation Plan Review Tool with High Hazard Potential Dams
- 2023 State of California Hazard Mitigation Plan
- 2023 Local Mitigation Planning Handbook

NPA acknowledges that this MJHMP Annexes project should commence by July 1st, 2024, and that OES would like to complete this project within six (6) months of commencement. NPA is committed to complete the draft of MJHMP Annexes for FEMA review within this time period, however, out of the control of NPA, Cal OES / FEMA review processes can take up to six (6) months from date of draft MJHMP submission, which may be beyond this project timeline.

Project Approach

Our team understands that LHMPs require an extensive and closely reviewed planning process that must include participation by internal and external stakeholders, businesses, and community members. The Scope of Work shall include a minimum of seven (7) phases to ensure the plan is developed to meet the expectations of FEMA, Cal OES, and community members.



These seven tasks align with FEMA's Local Mitigation Planning Policy Guide FP 206-21-0002 R, elements A through F with phase 1 being project management. **Figure 1** depicts the seven phases that will be used in the development of the MJHMP.

Figure 1: Seven Phases to MJHMP Development



A detailed outline of how NPA will approach the seven (7) phases can be found below in the 'Work Plan' section.

While OES will maintain authorship of the Base Plan, NPA will coordinate developing an Annex for the City of Clearlake and City of Lakeport. NPA is committed to complete the minimum tasks in the development of the MJHMP within the mutually agreed timeline with OES broken down by these three (3) main tasks categories and its expected percentage of project time commitment below. NPA will use the seven (7) phases approach in the Work Plan for each city and efforts will be conducted in parallel with an aligned and separate process for each annex.

Task 1: Overall Project (20% Total project time)

- Coordinate with OES to establish an overall project timeline and ensure alignment of efforts among participating jurisdictions.





- Actively participate in overall project management meetings, ensuring that interested additional jurisdictions understand Annex requirements.
- Work with OES and county departments to review and incorporate non-regulatory flood mapping products and update community impact data.
- Ensure each City's Annex is developed in alignment with the Base Plan format, size, and tone.
- Collaborate with OES and participating jurisdictions to establish a public engagement strategy, including social media posts, press releases, etc., and timing.
- Provide monthly status reports including achievements/progress.

Task 2: City of Clearlake (40% Total project time)

NPA shall act as the project manager and primary author of the City of Clearlake Annex and report to OES, Cal OES, FEMA and City personnel or leadership to provide technical and administrative services including, but not limited to attending Planning Meetings, coordinating individual City planning meetings, communications and presentations and providing monthly status reports at minimum.

NPA will develop and author the Annex to include all requirements under Title 44, CFR, section 201.6; Cal OES and FEMA standards including all elements of the Planning Guidance issued April 2023 or later; resulting in a FEMA, state, Clearlake City Council and Lake County Board of Supervisors approved 2024/25 Lake County Multi-Jurisdictional Hazard Mitigation Plan.

Task 3: City of Lakeport (40% Total project time)

NPA shall act as the project manager and primary author of the City of Lakeport Annex and report to OES, Cal OES, FEMA and City personnel or leadership to provide technical and administrative services including, but not limited to attending Planning Meetings, coordinating individual City planning meetings, communications and presentations and providing monthly status reports at minimum.

NPA will develop and author the Annex to include all requirements under Title 44, CFR, section 201.6; Cal OES and FEMA standards including all elements of the Planning Guidance issued April 2023 or later; resulting in a FEMA, state, City of Lakeport Council and Lake County Board of Supervisors approved 2024/25 Lake County Multi-Jurisdictional Hazard Mitigation Plan.





Planning Elements

Planning elements for Task 2 and Task 3 may include original content, content from previous single-jurisdiction hazard mitigation plan or a review and comparison of the Base Plan with the each of the City's jurisdiction. NPA will work with the Cities, their staff, leadership, and stakeholders to address each element for both cities:

- **Element A:** Planning Process including but not limited to documentation and inclusion of appropriate stakeholders.
- **Element B:** Hazard Identification and Risk Assessment including but not limited to review and comparison of the jurisdiction with the Base Plan, specifying any unique or varied risk information applicable.
- **Element C:** Mitigation Strategy including but not limited to a review and update of the previous mitigation strategy and inclusion of at least one action item per identified hazard.
- **Element D:** Plan Maintenance including but not limited to how the City's individual process for integrating information from mitigation strategy into their identified planning mechanisms.
- **Element E:** Plan Update including but not limited to a description of changes since the last approved plan including community development, priorities or mitigation efforts.
- **Element F:** Plan Adoption.

NPA will lead efforts to engage stakeholders including scheduling and facilitating each City's planning and public engagement meetings. To this end we will provide meeting materials (sign-in sheet, agenda, presentation and minutes) and an expert facilitator.

NPA LHMPs Approved Under the New FEMA Guidance

The NPA team proposed for the Lake County MJLHMP project has worked on the following LHMPs that have been approved under the newest FEMA guidance after April 2023:

- City of Ontario
- City of Laguna Beach
- City of Mission Viejo – (LHMP has been approved by Cal OES and is currently at FEMA Region 9 for review.)





WORK PLAN

NPA proposes to complete this project via a seven (7) phases approach to complete the three (3) main task categories. This work plan approach will apply for the County and for each of the participating city's annex to the MJHMP. All efforts for each city will be conducted in parallel with an aligned and separate process for each annex.

Phase 1: Planning Process

OES Planning Team Development

NPA in conjunction with OES Project Manager, will develop a Hazard Mitigation Planning Team (HMPT) which will consist of OES staff, staff from local, state, and federal agencies, and community representatives that encompass the whole community approach to planning. We will guide the HMPT through the planning process to ensure the objectives of the MJHMP Annexes are met.

Planning Process Documentation

NPA will prepare, organize, and maintain documentation that memorializes the entire planning process, informs the public and stakeholders of the overall approach, and serves as permanent record as to the plans development, public involvement, and decisions made. NPA understands the importance of ensuring all documentation is collected and available for submission to Cal OES and FEMA to ensure grant funding.

Public Outreach Strategy

NPA will develop and implement a public outreach strategy which conforms to the statutory requirements of the Code of Federal Regulations 44 CFR 201.6, the requirements of FEMA Local Mitigation Plan Guidelines, and the Community Rating System (CRS) program.

NPA will work directly with stakeholders to solicit input and to ensure the identified mitigation actions are effective, efficient, scalable, and pragmatic.

Document, Evaluate, and Incorporate Input

As data is gathered, conclusions are reached, or recommendations are created, NPA will develop detailed notes and a comments matrix to catalog all input received from the Planning Team, County, and community members. NPA will ensure all relevant input is incorporated, fill in gaps, ensure consistency, and perform quality control/assurance checks.





Public Outreach Workshops

NPA will facilitate a minimum of two public outreach workshops that will focus on educating the public about the MJHMP development process and identifying community concerns. This will provide an opportunity for the public to interact with the HMPT, introduce the public to the progress and outcomes of the MJHMP planning process, review outcomes, and function as a public commenting tool. NPA will develop social media content to inform the community about plan development, and a press release for public comment period.

City Council Presentations (2)

Similar to the Public Outreach Workshops, NPA will present the approvable plan post FEMA review to the Lake County Board of Supervisors and the City Councils to provide another avenue to obtain feedback plan before adoption.

County-wide Participation

During the planning process, and while the planning team is being developed, NPA and the Planning Team will identify neighboring communities, local and regional agencies involved in hazard mitigation activities, agencies that have authority to regulate development, and others with interested in reviewing and providing input to the plan to ensure they are provided an opportunity to provide input.

Project Management

NPA employs a systematic and comprehensive project management process for the entire project. At the start of the project NPA will develop a project workplan and operations road map.

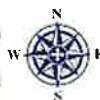
"Quality is not an act; it is a habit!"
Aristotle

Operations

The operations roadmap will include a detailed task schedules that demonstrate the overall work approach within the critical path; an achievable, realistic schedule for each task and a means for proactively addressing potential delays; and a task-specific organization chart that defines the key positions and an effective staffing plan.

Budget

Upon the Notice to Proceed (NTP), NPA will develop a plan to monitor the project budget and schedule. A detailed estimate of progress made during each reporting period will be used to prepare status reports which will be reviewed during bi-weekly meetings to determine if we are





within the approved budget and forecast schedule. If we find that either one of those indicators is compromised, the Project Manager will take corrective measures and adjust resources, as necessary. If there is a change in scope, NPA will closely communicate with the OES's Project Manager and work together to mitigate impacts.

Communications

NPA recommends bi-weekly calls between Lee Rosenberg of NPA (Project Manager) and OES's Project Manager to discuss progress and address any concerns that may arise. We will provide written monthly progress reports to OES detailing accomplished actions, pending action items, and project challenges.

At the beginning of the project, we will:

- Confirm the individual(s) who will communicate between NPA and OES
- Identify the project team members who are authorized to submit requests for data, meetings, or other information.
- Describe how communication records shall be prepared and maintained.
- Identify confidentiality requirements and restrictions.

NPA recommends holding bi-weekly meetings with OES's Project Manager and select staff to discuss project status, potential project constraints, and opportunities in addition to agenda items dealing with project schedule, budget status, and potential scope creep.

Quality Assurance

Although all team members are cognizant and responsible for the quality of their work, we will ensure that OES's quality standards are met by:

- Assigning a Quality Control Manager.
- The Project Manager will schedule a planning review with OES to discuss and verify that contractual, business, and management issues have been adequately prepared and planned for prior to beginning project execution.
- Risk assessments will be performed from the project development stage through the full execution of the project. Mitigation plans are developed and reviewed with senior management for project tasks with identified elevated risks.

Project reviews occur throughout project execution to facilitate communication between the Project and the project team. The status of the project is discussed along with areas where actions are required.





Phase 2: Hazard Identification

NPA will review County and State resources and work with the planning team to identify hazards which will include a description and prioritization of the hazards that have occurred or have the potential to occur within County's jurisdiction.

Hazard Identification and Profiles

The Hazard Identification and Profiles section will provide a description and prioritization of the hazards that have occurred or have the possibility to impact within County's boundaries. The hazards will be ranked using the Calculated Priority Risk Index (CPRI) which examines four criteria for each hazard (probability, magnitude/severity, warning time, and duration) to determine how each hazard can impact the County. NPA along with the HMPT will review the identified hazards to ensure prioritization is accurate and identify additional hazards that may be of concern.

Phase 3: Risk Assessment

Hazard Mapping

Using the best available data, the risk assessment will include hazard and infrastructure maps that will be provided by NPA that delineate areas affected by hazards and identify locations of local assets. NPA will take the existing data and ensure new developments and infrastructure are overlaid with new hazard maps. The geographic information data will comprise a comprehensive inventory for use in developing map data layers of the following items relative to the multiple hazard area: Operational and Public Buildings, Critical Facilities and Infrastructure, and Maps of location of Parcels, Structures, Land Use, and Population.

Vulnerability Assessment

Based on the profiled hazards and the hazard mapping, NPA will develop an overview of OES's vulnerability to specific hazards and will create Digital maps and GIS data to identify local assets that are located within known hazard areas. HAZUS will be used to model losses as appropriate. Depending on the data available, the vulnerability assessment will include:

- Types and numbers of buildings, infrastructure, and critical facilities located within the planning area and within identified hazard areas.
- Potential economic losses from identified hazards will be estimated through the process that utilizes HAZUS-MH or GIS analysis of County Assessor's data with hazard locations.





- Description of land uses and development trends to advise future land use decisions.

Capability Assessment

A capability assessment will be conducted that will inventory those existing plans, policies, and procedures that OES has in place to reduce the effect of hazards. This will include protective measures under the National Flood Insurance Program (NFIP), building codes, zoning ordinances, completed or ongoing mitigation projects, mitigation policies, established in the general or comprehensive plans of other jurisdictions. In conducting the capability assessment, the areas that will be examined include but are not limited to:

- Identify and evaluate vulnerable assets and estimate loss potential of those assets.
- Describe natural, technological, and/or human caused hazards that have potential to affect the OES's assets.
- For each hazard affecting the planning area, prepare a description of geographic location, extent, previous occurrences, and probability of future events.
- Identify addresses of NFIP insured structures that have been repetitively damaged by floods.
- Review existing studies, reports, and plans
- related to historical disasters, and document disaster declaration history.
- Utilize FEMA's Hazus, RiskMAP products (and/or other appropriate software) to generate level 2 vulnerability assessments for earthquake and fire hazards.
- Develop a parcel-level inventory of vulnerable structures.

NPA has supported developing or updating LHMPs and risk assessment services to over 40 organizations, many of which are within California.

Phase 4: Mitigation Strategy

NPA will work with the HMPT to create a mitigation strategy that addresses identified hazards with the goal of reducing or avoiding long-term vulnerabilities.

Mitigation Action Development

Developing a comprehensive range of specific mitigation action items being considered to reduce the effects of each hazard, based on the risk assessment. The mitigation strategy will include:





- Mitigating losses for new and existing buildings and infrastructure and for future development areas.
- A list of prioritized hazard mitigation action items that best meet OES's needs for hazard damage reduction.
- Prioritization factors with an analysis of proposed mitigation projects focused on several key areas, including but not limited to economic (including benefits and cost), engineering, technical, legal, environmental, social, and political feasibility.
- Identifying mitigation actions for which no current or planned funding mechanisms are available.

Mitigation Action Implementation

While the planning process is important in creating and updating the MJHMP, the real value is in implementing an actionable document that leads to reduced risk. To this end, NPA will identify how each mitigation action will be implemented, including who is responsible for various actions, funding mechanisms, timeframe for implementation, and implementation priority.

Mitigation Action Matrix

NPA will prepare a matrix that summarizes mitigation actions, priority, responsible party or parties, funding mechanisms, benefit/cost, and technical feasibility.

Phase 5: Plan Preparation and Drafting

The plan preparation and drafting phase will have four primary objectives:

1. Compile all data into a draft Multi-Jurisdictional Hazard Mitigation Plan that meets all of FEMA's criteria.
2. Submit an administrative draft to OES for review and incorporate feedback into the draft to prepare for public review and comment.
3. Incorporate public review comments and submit a draft MJHMP to Cal OES State Hazard Mitigation Officer (SHMO) for review and comment.
4. Incorporate comments from Cal OES/SHMO and submit a final draft MJHMP through Cal OES to FEMA for review and comment.

Phase 6: Public Outreach, Meetings, and Public Comment

The public will be engaged at all stages of the planning process - from plan review through adoption of the MJHMP. Initial public engagement will utilize online outreach and direct public





outreach to assess community perspectives of local hazards and concerns. NPA will be responsible for the following tasks to meet the public outreach, meetings, and public comment objectives through development of a public outreach strategy:

- Conform to the statutory requirements of the Code of Federal Regulations 44 CFR 201.6, the requirements of FEMA Local Mitigation Planning Handbook, and the Community Rating System (CRS) program.
- Document, evaluate and incorporate input received from outreach efforts.
- Organize, assist in notification and facilitate a minimum of two (2) in person public outreach workshops for each city. One of each city's meetings will focus on outreach to traditional underserved populations such as older persons and undocumented immigrants who may be more at risk from hazards.
- Draft social media posts and press release verbiage for use by the County's and cities' media/communications departments to publish via own platforms.
- Develop and deploy a survey for each city to solicit input to their annex.
- Ensure neighboring communities, local and regional agencies involved in hazard mitigation activities, agencies that have the authority to regulate development, and other relevant interests participate in the planning process as required by 44 CFR 201.6 (b)(2).

Phase 7: Plan Approval and Adoption

MJHMP Adoption and Approval

Following the plan preparation and drafting phases of the MJHMP, NPA will assist OES staff with final adoption procedures by the cities' councils and incorporation into the final MJHMP.

Once the MJHMP plan is finalized, NPA will secure the final approval letter from FEMA.

During this phase, NPA will ensure the plan and planning process are completed to the satisfaction of OES and in accordance with the criteria established by FEMA. NPA will strive to ensure no additional revisions will be needed once submitted, but if needed, NPA will be responsible for all plan revisions from FEMA and Cal OES, until it is found approvable pending adoption.

NPA has an exceptional track record obtaining Cal OES and FEMA LHMP approvals. We know their staffs and have great working relationships.





Project Schedule

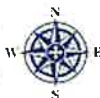
NPA is committed to complete the draft of MJHMP Annexes for FEMA review submission within six (6) months from commencement date. Once submitted to Cal OES and FEMA, the review period can take anywhere from three to six months outside of this timeline depending on their current workload. Scheduled events may vary based upon OES's staff availability, timeliness of Cal OES and FEMA review and unforeseen events. NPA proposes the following schedule for updating the MJHMP and achieving an approved plan. We make the following assumptions to support this schedule:

- Draft document reviews will be completed within 2 weeks of delivery.
- County staff and stakeholders will be available to support planning team meetings.
- Cal OES and FEMA will conduct a concurrent review of the draft MJHMP. This may be requested but can't be guaranteed.

Table 1: Proposed Project Timeline

Task/ Month	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7*
Project Mgmt	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports	Progress Reports
Phase 1: Planning Process	Kick-off Meeting	Planning Meeting	Planning Meeting		Planning Meeting		
Phase 2: Hazard Identification		Survey Results					
Phase 3: Risk Assessment		Hazus/GIS	Capabilities				
Phase 4: Mitigation Strategy			Objectives	Mitigation Activities Priorities			
Phase 5: Plan Preparation/Drafting				Initial Draft			
Phase 6: Public Outreach/Public Comment		Survey	Outreach Meetings		Public Review Draft		
Phase 7: Plan Approval/Adoption						Cal OES / FEMA Draft	Adoption

* Plan adoption timeline is beyond the control of NPA and dependent on Cal OES /FEMA.





PRICING

NPA proposes to complete the scope of work for a not to exceed fee of \$90,000. This scope includes developing MJLHMP annexes for the Cities of Clearlake and Lakeport. Additional MJLHMP participants such as fire, water and school districts or others can be added to the scope at a cost of \$4,500 per jurisdiction.

We do not markup expenses or other direct costs. **Table 2** below contains a breakdown of tasks, and estimated labor hours by staff billing rate, and other costs.

We propose to invoice monthly with payment due at net 30 days. Statements will contain detailed accounts of labor hours by staff and other direct costs. POV travel will be billed at the current Federal Acquisition Rules rates. Each statement will provide a narrative of work completed, budget status, and any areas of concern.

Table 2: Cost Proposal

	Rate	Task 1: Planning Process	Task 2 Hazard Identification	Task 3: Risk Assessment	Task 4: Mitigation Strategy	Task 5: Plan Preparation	Task 6: Public Outreach / Comment	Task 7: Plan Approval	Total Hours
Job Title									
Project Manager - Lee Rosenberg	180	25	15	16	16	20	70	18	180
Senior Planner - Francisco Solo	135	20	55	8	40	68	40	24	255
GIS Planner - Dennis Larson	145			95	6				101
QA/QC Crystal Stueve	145	8	10	6	6	12	2	8	52
ODCs									
Material							220		220
Travel		170					600		170
Total ODCs		170	-	-	-	-	820	-	990
Total Hours		53	80	125	68	100	112	50	588
Labor Cost		8,360	11,575	18,605	10,020	14,520	18,290	7,640	
Labor + ODCs		8,530	11,575	18,605	10,020	14,520	19,110	7,640	\$90,000





Cost Controls

Our proposed project manager stands behind the budget estimates provided in this proposal and will monitor project progress and costs continuously to efficiently assign work to staff and keep costs as low as possible. One reason NPA has succeeded in our previous efforts is our ability to maintain low overhead while providing clients with honest accounting. Costs only change if a supplementary scope of work is added to the contract and agreed to prior to starting additional work.

Optional/Additional Services

NPA has the expertise and experience to offer additional services that may enhance the County, its cities, and jurisdictions' emergency preparation and hazard mitigation capabilities. Should any of these services be needed, NPA can discuss the beneficial efforts and provide additional quotes. We will reach a signed agreement prior to commencing such work.





CONTRACT

NPA acknowledges and accepts all conditions in the sample contract - Attachment A (as listed in Addendum #1 Issued May 14, 2024).





DEVIATIONS

NPA does not have any deviations to the requirements described in the request for proposal.





REFERENCES

The NPA Team has delivered numerous HMPs for clients. Information on three (3) recent samples of our performance with reference contact information can be found below. Each of these projects was led and primarily authored by Lee Rosenberg within the last 24 months.

Client 1: East Valley Water District

Project Title: Emergency Preparedness Plan Analysis and EOC SOP Development

Timeline: September 2023 – Current

Budget: \$41,000

Client Location: 31111 Greenspot Rd, Highland, CA 92346

Client Point of Contact:

Name:	Kerrie Bryan
Title:	Director of Admin Services
Email:	kbryan@eastvalley.org
Phone:	C: (909) 806-4087 O: (909) 889-9501

Role Assigned:

- Prime Consultant
- Lee Rosenberg: Project Manager, Lead planner
- Francisco Soto: Senior planner

Project Outcome:

- Assessed the District's emergency preparedness program including the LHMP, RRA and ERP and provided recommendations report for 2023.
- Updating the EOC SOP (2024).





Client 2: City of Pittsburg

Project Title: LHMP Update

Timeline: September 2022 – April 2023

Budget: \$45,000

Client Location: 65 Civic Avenue, Pittsburg CA 94565

Client Point of Contact:

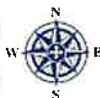
Name:	Zuna Barker Portillo
Title:	Environmental Health and Safety Officer
Email:	zbarker@pittsburgca.gov
Phone:	(925) 252-4129

Role Assigned:

- Prime Consultant
- Lee Rosenberg: Project Manager, Lead planner
- Francisco Soto: Senior planner

Project Outcome:

- Updated and obtained FEMA approval for the City's LHMP
- Currently updating the EOP and COOP (2024).





Client 3: County of Inyo

Project Title: Emergency Operations Plan and Annexes Update

Timeline: May 2020 – February 2023 (Interrupted by COVID 19 Pandemic)

Budget: \$96,600

Client Location: 136-A South Jackson St. P.O. Drawer N Independence, CA 93526

Client Point of Contact:

Name:	Mikela Torres
Title:	Emergency Services Manager
Email:	mtorres@inyocounty.us
Phone:	(760) 878-0120

Role Assigned:

- Prime Consultant
- Lee Rosenberg: Project Manager, Lead planner
Aaron Pfannenstiel: Senior planner

Project Outcome:

- Conduct needs assessment of the District's emergency preparedness program including the LHMP, RRA and ERP and provided recommendations report for 2023.
- Updating the EOC SOP (2024).





Summary of Relevant Experience

NPA staff have delivered numerous LHMPs for California clients. Our professionals have successfully led the development of over 20 LHMPs. Representative projects that our team has led or supported are included in the table below.

Table 3: NPA Team Past LHMP Projects

Year Started	Year Completed	Contracting Agency	Project Description	Key Personnel Assigned	Primary / Subconsultant
2022	2023	City of Vernon	LHMP Development	Lee Rosenberg	Subconsultant
2015/ 2022	2016/ 2023	City of Pittsburg	LHMP Development/ Update	Lee Rosenberg	Primary
2021	2022	City of La Mirada	LHMP Update	Lee Rosenberg	Subconsultant
2021	2021	Valley County Water District	LHMP Development	Lee Rosenberg, Aaron Pfannenstiel	Primary
2021	2021	City of Victorville	LHMP Update	Lee Rosenberg	Subconsultant
2020	2021	City of Lynwood	LHMP Development	Lee Rosenberg	Subconsultant
2020	2021	City of Hesperia	LHMP Update	Lee Rosenberg	Subconsultant
2019	2020	City of Hawthorne	LHMP Update	Lee Rosenberg	Subconsultant
2020	2020	City of Artesia	LHMP Update	Lee Rosenberg	Subconsultant
2018	2019	City of Hermosa Beach	LHMP Update	Lee Rosenberg, Francisco Soto	Subconsultant
2017	2018	Tulare County,	MJHMP Update	Lee Rosenberg	Primary
2017	2017	Water Emergency Transportation Authority	LHMP Development	Lee Rosenberg	Primary
2015	2016	Coconino County	LHMP Update	Lee Rosenberg	Subconsultant
2011	2012	Ventura County	LHMP Update	Lee Rosenberg	Primary
2011	2012	Mariposa County	LHMP Update	Lee Rosenberg	Primary
2011	2011	Territory of Guam	LHMP Update	Lee Rosenberg	Primary

Over the past years, we have developed a close relationship with Cal OES and FEMA's mitigation plan review teams. If approved by OES, we will work directly with Cal OES staff to correct minor discrepancies (often no more than adding a sentence) in a draft LHMP immediately after being informed. This eliminates the need for Cal OES to provide a formal letter to the client and serves to expedite the approval process.





STAFFING QUALIFICATIONS AND QUALIFICATION

Our staff have a vast amount of experience developing LHMPs and in emergency management. NPA proposes the following team of key professionals and organizations to support the Lake County OES MJHMP Annexes project.

Lee Rosenberg – Project Manager

Mr. Rosenberg is a Certified Emergency Manager and holds a degree in Engineering Management from Northwestern. He is a member of the International Association of Emergency Managers and the California Emergency Services Association. Mr. Rosenberg has supported LHMP development and updates for over twelve (14) years and has supported mitigation program management for over fifteen (18) years.

Francisco Soto – Senior Planner/HMP Subject Matter Expert

Mr. Soto has over ten (10) years of experience in Emergency Management and holds a **master's degree in emergency services**. He has served as the Project Manager and Senior Planner for various hazard mitigation plans, other emergency planning documents, training, and exercise projects. Mr. Soto worked as a consultant where he led the development of the HMP for the cities of Hermosa Beach, Manhattan Beach, and Palos Verdes Estates, in addition to various other emergency plans and exercises. He has worked for the Municipal Water District of Orange County and City of Long Beach where he was the project manager for the LHMP and Emergency Operations Plan update, and various other documents.

Dennis Larson – GIS Planner

Mr. Larson has 25 years of experience in public agency program management, policy research, and technical analysis. His specialties include long-range planning, hazard mitigation, climate resiliency, Geographic Information Services, and economic impact analyses. Dennis helps public agencies and private firms develop and evaluate policies, programs, and strategies with measurable performance impacts.

Crystal Stueve – Quality Assurance

Ms. Stueve has worked with NPA for almost a decade and provides invaluable expertise in quality control and assurance. She has experience authoring and providing quality control for various formats of technical government documents. Ms. Stueve has led various projects in



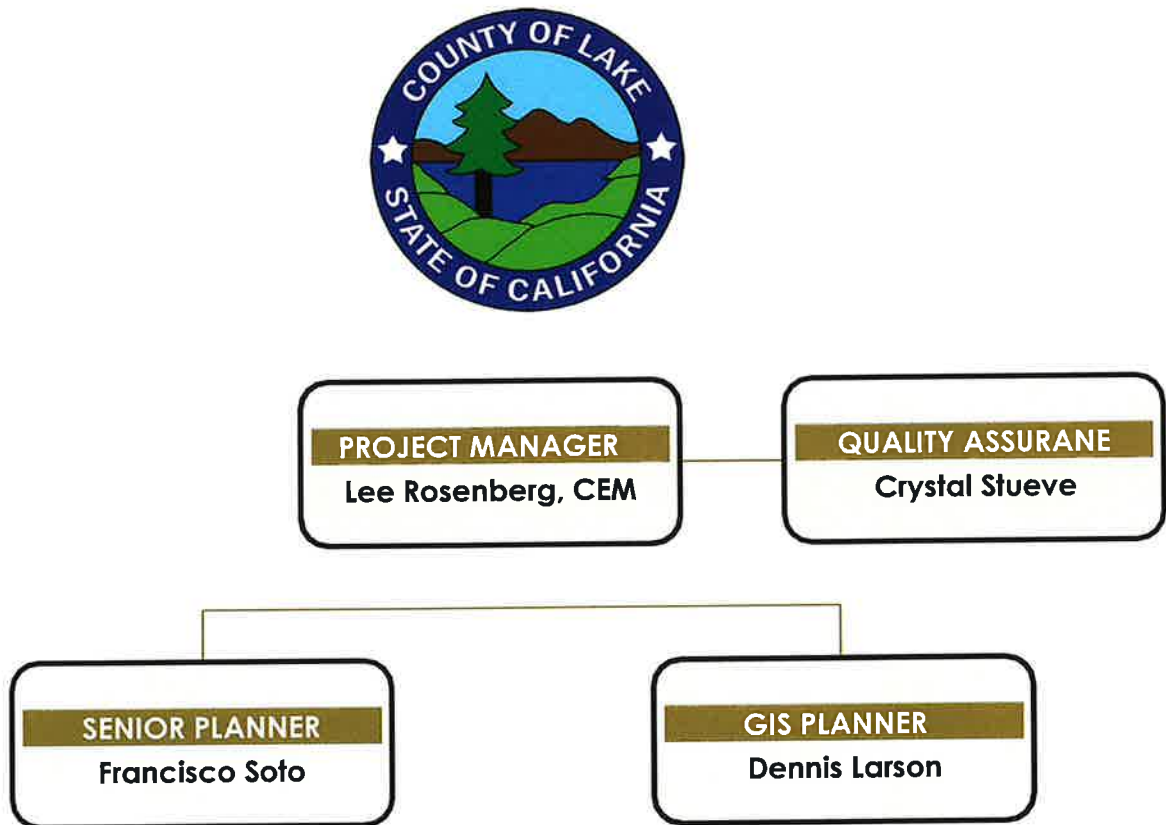


mitigation and Emergency Operations Plan updates for different cities within California which included research, technical writing and editing.

Team Organization Chart

NPA proposes the team organization displayed in **Figure 2** below.

Figure 2: Proposed Project Team



Full resumes of key proposed staff are contained in **Appendix A**.





APPENDIX A - RESUMES

Full resumes for all NPA team members for this effort to support OES can be found in the following pages.





Lee Rosenberg, CEM – Project Manager

PROFESSIONAL SUMMARY

Lee Rosenberg is the owner and managing director of Navigating Preparedness Associates, a disabled veteran business enterprise. As leader of the company, he provides comprehensive emergency preparedness services to industry. With more than 30 years of experience in national security, homeland security and emergency management, Mr. Rosenberg has broad and deep knowledge of practical application of government policy in these areas. He has a special focus on hazard mitigation plan development and updates in California.

Mr. Rosenberg led the URS Corporation's Oakland environmental service department and West Coast emergency preparedness practice from 2006 to 2014. In addition, he served as a Federal Coordinating Officer for FEMA Region IX from 2004 to 2006 where he provided support to states for numerous presidentially declared disasters. Prior to working for FEMA, Mr. Rosenberg completed a 30-year career in the Navy during which he served as the commanding officer of a destroyer, USS Elliot (DD-967) and as the commander of a large amphibious assault hovercraft base. He is a combat veteran of Operation Desert Storm and retired as a Captain.

WORK EXPERIENCE

City of Pittsburg, CA Local Hazard Mitigation Plan, Pittsburg, CA – 2016-2017/2023. Project Manager and Lead Planner - Led a team to complete the Pittsburg LHMP. Took over the project due to resignation of the prime contractor's staff. Quickly revised and delivered a new LHMP. The Plan was adopted by the City Council in April 2017

Coconino County, Arizona Multi-Jurisdiction Local Hazard Mitigation Plan, Flagstaff, AZ – 2020-2021. Lead Planner - Led all technical aspects to update the Clark County MJLHMP. Included innovative data analysis and GIS products. Managed a complex group of stakeholders from five incorporated cities and towns.

Valley County Water District, Local Hazard Mitigation Plan Update, Baldwin Park, CA – 2020. Project Manager and Lead Planner – Updated the 2008 District LHMP on an expedited basis to

EXPERTISE:

- Certified Emergency Manager (IAEM)
- California County Hazard Mitigation Plan Development & Updates
- Mitigation Grant Applications
- Hazard Analysis & Risk Assessments
- Interagency & Multi-Stakeholder Facilitation And Coordination
- Emergency Preparedness Training And HSEEP Compliant Exercises
- Emergency Operations Planning & Guidance Development
- Over 30 Years of Operational Response Experience
- Continuity of Operations Planning





support application for an approved mitigation project to install a large diesel storage tank which will improve the water distribution system's resiliency. The LHMP planning and draft document development processes were completed in two months. Follow-on work to conduct a seismic analysis and support a grant application was contracted.

Tulare County, Multi-jurisdiction Local Hazard Mitigation Plan Update, Visalia, CA – 2016-2018.

Project Manager and Lead Writer - Led a team to update the Tulare County MJLHMP. Included innovative data analysis and GIS products. The updated LHMP included eight cities, the Tulare County Office of Education and the Tule River Indian Tribe. Met the mandates of AB 2140 and SB 379. Found adoptable by FEMA RIX with minimal comments and adopted by the County Board in March 2018.

2008 – 2014: URS Corporation, Environmental Services Department Manager

Ventura County Multi-Jurisdiction Local Hazard Mitigation Plan, Ventura County, CA – 2010-

2011. Project Manager - As project manager supported development of an award-winning plan. The 2010 LHMP was recognized as the Best Emergency Preparedness Plan by the Ventura County Emergency Coordinators Council.

2006 – 2008: FEMA RIX, Disaster Response Operations, Federal Coordinating Officer:

Federal Coordinating Officer, Director, Joint Field Office, Kiholo Bay Earthquake, Honolulu, HI:

Led teams providing federal support to the State of Hawaii after the 2006 earthquake. Directed federal disaster relief programs from October 2006 to January 2007. Coordinated operations across agency and jurisdictional roles to achieve unity of action.

1976 – 2006: Captain, U.S. Navy:

US Navy, Multiple Command Tours: Commanding Officer USS Elliot (DD-967), Commander Assault Craft Unit Five, Camp Pendelton, CA,

PROFESSIONAL CERTIFICATIONS | EDUCATION | TRAINING

- Certified Emergency Manager, International Association of Emergency Managers 2021
- Northwestern University, Master of Engineering Management





Francisco Soto – Senior Planner

PROFESSIONAL SUMMARY

Francisco Soto has over 10 years of experience in emergency management, public safety, and project management in public, private, and special district organizations. He served as a principal planner for various emergency planning, training, and exercise projects. Francisco led the development and updates to Emergency Operations Plans and Risk Assessments for the cities of Long Beach, Hermosa Beach, Manhattan Beach, and the Municipal Water District of Orange County.

Francisco served as an EOC Director, EOC Coordinator, and Utilities Liaison for City and County-wide disasters. He thoroughly understands EOC organization, emergency/crisis response operations, and risk assessments. Most importantly, Francisco understands the importance of relationships and their key role in effectively preparing and responding to incidents. He excels in stakeholder engagement and has experience collaborating with Police, Fire, Public Works, Health Department, City Management, and Public Information staff to develop an effective plan and response. He lives in Los Angeles County.

EXPERTISE:

- Hazard Mitigation Planning
- City Emergency Management Operations
- HSEEP Exercise Design & Delivery
- Hazard Analysis & Risk Assessments
- THIRAs
- Dam Emergency Action Plan Development
- Mass Care & Shelter Planning

WORK EXPERIENCE

Contra Costa County Hazard Mitigation Plan Update, Martinez, CA – 2023-Current. Planner – Supporting a project to update the County Multi-jurisdiction Hazard Mitigation Plan. The plan includes participation by 19 cities and towns and 15 special districts. Conducted detailed hazard identification and risk assessment. Supported reviewing capabilities. Provided detailed descriptions of the participating organizations.

City of Long Beach Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) – 2020 & 2023. Project Manager - Led a planning team made up of a community-wide organizations. Coordinated involvement of multiple stakeholders through Identifying and assessing risks, estimating capability requirements, building and sustaining capabilities, planning and delivering capabilities, and validating capabilities. Produces a comprehensive report that provides an assessment of risk with correlation to capabilities.

Municipal Water District of Orange County Infrastructure Risk Assessment. Fountain Valley, CA –





2022. Project Manager – Coordinated a complex risk assessment project while working with 34 water and wastewater agencies to identify hazards, assess risks and correlate them with the potential to challenge based on each agency's capabilities.

Valley Water Dam Emergency Action Plans, Santa Clara County, CA – 2023-Current. Lead Planner - Supporting development of 10 dam Emergency Action Plans (EAP) for high hazard dams in Santa Clara County. The EAPs, which require detailed analysis of inundation threats to downstream communities, are mandated by recent legislative action in response to the near failure of Oroville Dam. Each document is reviewed with meticulous attention to detail by the Cal OES Dam Safety Unit for compliance with State Water Code and FEMA dam safety standards.

City of Long Beach, EOP Update and Tabletop Exercise – 2022. Project Manager – Led the City's department to develop and deliver an updated EOP that was a vast improvement over the previous version. The EOP was developed with input from Police, Fire, Health, Public Works, and County and State partners. The update included EOC Position Specific checklist and incorporated a Business Operations Officer and Equity Officer into the EOC structure. Designed and conducted a complex tabletop exercise to validate the new preparedness document.

City of Hermosa Beach, Hazard Mitigation Plan. Hermosa Beach, CA – 2017. Project Manager - As the Project Manager/Planner, supported the development of the City Hazard Mitigation Plan. Conducted stakeholder engagement, led planning meetings, and incorporated feedback. Directed a vulnerability analysis and led the planning team in developing new mitigation actions. Oversaw the plan review and adoption process.

City of Palos Verdes Estates, Hazard Mitigation Plan – 2016. Project Manager – Led the development/update of the City of Palos Verdes Estates HMP. Coordinated with key stakeholders from Disaster Management Area G to create buy in. Reviewed hazard identification and risk assessment, capabilities. Conducted a vulnerability analysis. Led the planning team in developing new mitigation actions. Oversaw the plan review and adoption process.

PROFESSIONAL CERTIFICATIONS | EDUCATION | TRAINING

- Master of Emergency Services California State University of Long Beach
- Bachelor of Arts, Criminal Justice, California State University of Dominguez Hills





Dennis Larson – GIS Planner

PROFESSIONAL SUMMARY

Mr. Larson has 25 years of experience in public agency program management, policy research, and technical analysis. His specialties include long-range planning, hazard mitigation, climate resiliency, Geographic Information Services, and economic impact analyses. Dennis helps public agencies and private firms develop and evaluate policies, programs, and strategies with measurable performance impacts.

EXPERTISE:

- 25+ years of emergency management, planning, and hazard mitigation planning
- Mitigation Planner
- GIS Mapping Technical Expert
- Climate Change SME

WORK EXPERIENCE

Local Hazard Mitigation Plan Updates

Supported the preparation and updates of Local Hazard Mitigation Plans for the following jurisdictions:

- City of Anaheim, Local Hazard Mitigation Plan Update
- City of Costa Mesa, Local Hazard Mitigation Plan
- City of Hollister, Local Hazard Mitigation Plan Update
- City of Huntington Beach Local Hazard Mitigation Plan Update
- City of Irvine, Local Hazard Mitigation Plan Update
- City of Loma Linda Local Hazard Mitigation Plan Update
- City of Rancho Cucamonga Local Hazard Mitigation Plan Update
- City of Stanton, Local Hazard Mitigation Plan
- City of Vernon, Local Hazard Mitigation Plan Update
- City of Laguna Beach, Local hazard Mitigation Plan Update

OTHER RELEVANT EXPERIENCE

- San Diego Unified Port District, Port Master Plan Update, Safety and Resiliency Element
- San Diego Unified Port District, AB691 SLR Vulnerability Assessment and Coastal Resiliency Report





- San Diego Unified Port District, San Diego Ocean Planning Partnership and Preliminary Assessment Report
- San Diego Regional Climate Collaborative and National Oceanic and Atmospheric Administration, Comparing Sea Level Rise Adaptation Strategies in San Diego: An Application of the NOAA Economic Framework
- City of Encinitas, FEMA Benefit-Cost Analysis for Coastal Hazard Resiliency
- City of San Diego, Otay Mesa Community Plan Update, Public Facilities, Safety, & Services Element

PROFESSIONAL CERTIFICATIONS | EDUCATION | TRAINING

- MA, Economics, California State San Diego
- BA, Geography, California State San Diego





Crystal Stueve – LHMP Planner

PROFESSIONAL SUMMARY

Crystal Stueve has supported numerous LHMP development and update projects. She helps clients understand hazards, assess vulnerabilities, and develop policies, programs, and mitigation strategies that make communities safer. She recently has assisted clients with developing innovative planning practices as part of a pilot program that enhances communities' adaptation to wildfires. She is a combat veteran of Operation Iraqi Freedom.

WORK EXPERIENCE

City of Ontario, Local Hazard Mitigation Plan Update and Emergency Operations Plan Update – 2023.

Researcher/Writer - Currently assisting the City with their LHMP and EOP updates. Primary duties for the LHMP include technical editing. Serving as the lead planner for the EOP.

City of San Bernardino, Local Hazard Mitigation Plan Update and Emergency Operations Plan Update – 2021-Current. Researcher/Writer – Currently assisting the City with their LHMP and EOP updates. Serving as the primary researcher and writer for the LHMP and serving as the lead planner for the EOP.

City of Loma Linda, LHMP, General Plan Safety Element, and EOP Updates – 2021-2023. **Researcher/Writer** - Assisted the City with updating their 2011 LHMP and 2009 General Plan Safety Element. Primary LHMP assignments included reviewing and preparing hazard profiles associated with terrorism, hazard materials release, and aircraft incidents. Served as the lead planner for the EOP.

City of Anaheim, Local Hazard Mitigation Plan – 2021-2023. **Researcher/Writer** - Assisted in developing the City's updated Local Hazard Mitigation Plan. Primary duties involved research, writing, and compiling the LHMP document and support during the hazard mitigation planning process.

City of Vernon, Local Hazard Mitigation Plan – 2021-2022. **Researcher/Writer** - Assisted in developing the City's updated Local Hazard Mitigation Plan. Primary duties involved research, writing, and compiling the LHMP document and support during the hazard mitigation planning process.

City of Stanton, Local Hazard Mitigation Plan – 2021-2022. **Researcher/Writer** - Assisted in developing the City's first Local Hazard Mitigation Plan. Primary duties involved research, writing,

EXPERTISE:

- LHMP development and updates
- Emergency operations planning and guidance development
- Technical Editing and research
- Experience writing various formats of technical government documents
- Over 18 years of experience working with various levels of government





and compiling the LHMP document and support during the hazard mitigation planning process.

City of Rancho Cucamonga Local Hazard Mitigation Plan, Safety Element Update, and Emergency Operations Plan – 2020-2023. Researcher/Writer - Assisted the City with updating their 2013 Local Hazard Mitigation Plan, accompanying the updated General Plan Safety Element. These updates were part of the comprehensive General Plan Update undertaken by a multi-disciplinary team managed by the City. Primary duties for the LHMP and Safety Element included technical editing. Served as the lead planner for the EOP.

City of Irvine, Local Hazard Mitigation Plan Update – 2020. Researcher and Writer - Provided technical editing assistance on the Irvine Local Hazard Mitigation Plan. Primary duties included research, technical writing, and technical editing.

City of Costa Mesa, Local Hazard Mitigation Plan and Emergency Operations Plan, 2020-2021. Researcher/Writer - Assisted the City with drafting the Costa Mesa LHMP and EOP. Primary duties included research, preparing hazard profiles, reviewing, and preparing plan components.

Mendocino County MJHMP Update, Climate Adaptation Vulnerability Assessment, and General Plan Safety Element Update – 2020. Technical Editor - Assisted the County with General Plan Safety Element preparation and review. Primary duties included research, plan preparation, and technical editing.

OTHER RELEVANT EXPERIENCE

San Bernardino Police Department – 2018-2020. Criminal Investigation Officer/EOC Specialist - Assisted the Emergency Operations Center during activations for emergencies or disasters; attended meetings, exercises, forums, and functions relating to emergency management. Assisted with preparing emergency management media briefings; worked with the Department's Public Information offices to develop and provide appropriate public notifications in an EOC activation event.

US Army Civil Affairs and Psychological Operations Command (Airborne) – 2012-2014. Emergency Operations Center Analyst - Monitored unfolding emergencies and authored daily reports to ensure the Commanding General and his staff were provided situational awareness of events within their area of responsibility. Maintained situational awareness of 84 subordinate units in 28 states. Worked with civil authorities, DoD agencies, and local military and civilian response authorities to evaluate their resources and coordinate mutual support agreements where applicable.

PROFESSIONAL CERTIFICATIONS | EDUCATION | TRAINING

- M.A., Mass Communications & Journalism, Kent State University
- B.S. Intelligence Management, Henley-Putnam University

