

Multi-Jurisdictional Hazard Mitigation Plan Annexes

Request for Proposal (RFP) #24-30

May 24, 2024 | 3:00 PM ET.

Lake County Sheriff's Office

Submitted By:

The Resiliency Initiative

2450 Colorado Ave. Suite 100E, Santa Monica, CA 90404

Attn: Andrea Davis, CEM, CBCP

President & CEO

andrea@theresiliencyinitiative.com

(424) 499-0218

To: Leah Sautelet
Emergency Services Manager
Lake County Sheriff's Office of Emergency Services
1220 Martin St., PO Box 489
Lakeport, CA 95453

May 24, 2024

Re: Multi-Jurisdictional Hazard Mitigation Plan Annexes – RFP 24-30

Dear Lake County Office of Emergency Services:

Lake County OES has experienced many catastrophic wildfires in recent years, such as the Cache, Mendocino Complex, Pawnee, Clayton, and Valley fires, to name a few. The Resiliency Initiative (TRI) is excited to provide qualified support to Lake County OES to update its Hazard Mitigation Plan to a Multi-Jurisdictional Hazard Mitigation Plan and Annexes. TRI brings over 200 years of cumulative experience as subject matter experts in emergency management. TRI is a Women-Owned Small Business (WOSB) certified by the Small Business Administration and the Women's Business Enterprise National Council.

As the President and CEO of TRI, I bring a wealth of leadership and management experience in the field of emergency management spanning the public (City and County of San Francisco, Federal Reserve Bank, FEMA), private (The Walt Disney Company, Walmart Corporation), and nonprofit sectors (American Red Cross, Save the Children). These positions gave me the skill sets required to provide our clients with the expertise, leadership, and oversight of quality contract deliverables. By selecting TRI, Lake County OES gains:

- A team of award-winning experts intimately familiar with California hazards and regulations.
- A partner with a guiding principle of following a whole-community approach to ensure all stakeholders have their needs addressed.

TRI is committed to strengthening Lake County OES's capacity to navigate the diverse and substantial risks it faces. Partnering with TRI for mitigation planning offers several critical benefits poised to serve as a vital safeguard against natural threats and human-made disasters, ensuring the continuity of essential services.

- **Familiarity with Lake County:** We already possess key relationships with Lake County stakeholders thanks to our current and direct experience working with the Lake Area Planning Council on a Wildfire Evacuation and Preparedness Plan.
- **Customized Approach:** Our maintenance process will be tailored to Lake County OES's unique needs, ensuring relevance and efficacy.
- **Reach-back Capability:** We have access to our Advisory Board and technical specialists, who have over 200 years of cumulative experience in the emergency management and security industries and can be brought in on an ad hoc basis.

Together, we are dedicated to fostering resilience, readiness, and adaptability for Lake County OES in the face of evolving challenges.

We confirm receipt of addendum #1, issued on May 14, 2024.

Sincerely,

Andrea E. Davis, CEM, CBCP
President and CEO, The Resiliency Initiative
andrea@theresiliencyinitiative.com | (424) 499-0218

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COMPANY PROFILE

Company History

The Resiliency Initiative, Inc. (TRI) was established in 2019 out of a passion for serving small businesses and local communities with accessible and inclusive emergency planning and preparedness. After being invited to join the planning committee for the 2022 United Nations Global Platform for Disaster Risk Reduction in Bali, Indonesia, TRI grew in size and scope. Of note, TRI is a Women-Owned Small Business (WOSB) certified by the Small Business Administration and the Women’s Business Enterprise National Council.

Our executive team leverages its experience leading crisis management and business continuity programs for Fortune 500 companies (Disney, Walmart), FEMA, city, and county government (San Francisco, Los Angeles), higher education institutions (UCLA), and the nonprofit sector to deliver high-quality projects that meet each client’s unique needs.

Geographic diversity (Figure 1) allows us to provide round-the-clock accessibility to our stakeholders and constituents, ensuring we can respond to inquiries, emergencies, or opportunities regardless of the time zone. TRI is headquartered in Santa Monica, California, with office locations in Richmond, Virginia, and New Orleans, Louisiana. Our staff and board members are located in key cities across the country.



Figure 1: TRI's Geographic Presence

Services and Qualifications

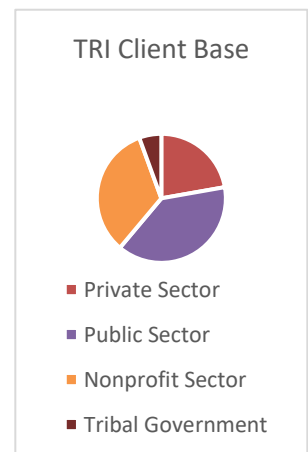
“Plan better, recover quicker.” This is TRI’s guiding philosophy in helping communities become more resilient. Our clients range from county-level jurisdictions to a state conservation and recreation authority, a Native American Tribe, a national coffee roasting company, and several nonprofits. Key projects TRI has conducted that align with this proposal’s scope of work include:

- Lake County, California Wildfire Evacuation and Preparedness Plan
- Karuk Tribe Housing Authority (KTHA’s Hazard Mitigation Plan Development)

A detailed description of the services provided is listed in the [References](#) section (page 25).

TRI’s services include crisis planning, program development, training and exercise support, technology advisement, assessments, and professional services. We make this vision come true by providing the following values:

- Our low overhead, a solid business strategic plan, and high working capital.



- Our over 200 years of experience in the emergency management and security industries with reputations beyond reproach serving federal agencies (FEMA, FBI), the US Military, Fortune 500 companies (Walmart, Disney, the Patel Group), educational institutions (UCLA, the Emergency Management Institute, George Mason) and nonprofits (The American Red Cross, Save the Children, Project:Camp).
- Our staff, consultants and Advisory Board have received national recognition and awards for leadership and service to the emergency management industry.
- Our utilization of best-in-class technology, robust project management and budget tracking strategies, and the usage of a corporate quality management system consistent with ISO 9000.
- Diversity and inclusion are defining principles for how TRI conducts business every day. We strongly believe that community resiliency can only be achieved if all voices participate in conversations about emergency preparedness and are heard. TRI is committed to having a diverse Advisory Board and staff. We have inclusive hiring policies and are dedicated to supporting diversity and inclusion through our philanthropic local community efforts. Currently, we support *The Resilient Foundation* based in India, which trains communities from rural and marginalized backgrounds in emergency preparedness. TRI's founder and CEO, Andrea Davis, serves as a board member for the [Institute of Diversity and Inclusion for Emergency Management](#), a nonprofit dedicated to ensuring equity during a crisis. TRI emphasizes equity and inclusion in our planning process using resources from Cal OES's Office of Access and Functional Needs (AFN) and FEMA's Office of Disability Integration and Coordination.

Executive Summary

Our goal is simple: We aim to support the Lake County OES with its mission to develop a comprehensive Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) in compliance with current FEMA guidelines working with the Lake County OES project manager, county departments, the City of Lakeport, the City of Clearlake, additional participating agencies, and the general public.

As TRI is actively working with Lake County through the development of the County's Wildfire Evacuation and Preparedness Plan, TRI has established working relationships with key stakeholders across the county. Additionally, TRI will review both project plans to validate where coordination and partnership, such as community outreach meetings, can be combined.

To complete the creation of Lake County's MJHMP, TRI proposes a three-phase approach that mirrors that shared in the Request for Proposal. TRI's proposed three-phase method includes:

1. [Overall Project Management \(page 9\)](#)
2. [City of Clearlake Annex Development \(page 11\)](#)
3. [City of Lakeport Annex Development \(page 15\)](#)

In general, the MJHMP will ensure that Lake County OES maintains the Base Plan and that the jurisdictional Annexes align with FEMA guidelines and the Base Plan.

- **Jurisdictional Annexes 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.**

- Approved plans through FEMA, state, Clearlake City Council, City of Lakeport Council and Lake County Board of Supervisors approved 2024/25 Lake County Multi-Jurisdictional Hazard Mitigation Plan.

PROJECT UNDERSTANDING AND APPROACH

Hazard Mitigation Planning Experience

TRI’s staff assigned to this project have a proven track record of conducting hazard mitigation planning. Notable examples include the development of the Karuk Tribe Housing Authority’s Hazard Mitigation Plan, which FEMA-approved in May 2024, the development of the City of Glendale’s (CA) Hazard Mitigation Plan update in 2017, and the development of Washington County’s (AR) Hazard Mitigation Plan in 2015. Individual experience is listed in the [Staffing Organization and Qualifications](#) section (page 30).

Project Understanding

In reviewing RFP #24-30, the following key points stood out to us about this project and will inform our approach:

- Lake County OES is the MJHMP project lead on both the County’s and the two cities’ behalf.
- To date, each jurisdiction has been responsible for its own single-jurisdiction plan. Lake County OES’ FEMA-approved single-jurisdiction HMP was adopted in December 2023 and will become the Base Plan for the MJHMP under the direction of OES staff. Each participating jurisdiction must have its own Annex to the Base Plan.
- Lake County OES will maintain authorship of the Base Plan of the MJHMP.
- TRI will be responsible for developing the Annexes for the City of Lakeport and the City of Clearlake.
- Our time will be divided as follows:
 - 20% for overall project management
 - 40% for the City of Clearlake
 - 40% for the City of Lakeport

Project Risk

As with any project, there are inherent risks associated with it. Faith Newton, our Project Manager assigned to this project, will keep a pulse on the following risks, communicate with OES when impacts are likely, and deploy mitigation strategies as needed.

Risk	Likelihood	Impact	Mitigation Strategies
Stakeholder Access – This effort depends on several critical internal and external stakeholders and their availability to meet and complete information requests.	Medium	High	TRI recognizes that stakeholders have busy schedules and works to arrange meetings conveniently. Additionally, TRI will work to schedule key meetings in advance and to ensure leadership buy-in on the project.

Risk	Likelihood	Impact	Mitigation Strategies
Availability of Data – The TRI team will need access to several records (i.e., plans, demographic, geographical and historical data, etc.) to write the Annexes.	Low	High	TRI will work from the project's onset to outline resources needed for each task and establish a file-sharing platform.
Timely Approvals – We follow an iterative review process, requiring stakeholders to approve plan drafts.	Medium	High	TRI has built review and approval timeframes into the project schedule. TRI will work with OES to provide reminders and engage leadership when needed to escalate.

Table 1: Risk Register

Project Approach

This section outlines our company's overarching strategy and methodology for ensuring the successful completion of client deliverables, detailing our approach to meeting and exceeding client expectations. The [Work Plan](#) section (page 10) will address specifically how we aim to accomplish each task listed in the RFP.

Project Management

Robust project management is essential to the success of any project. To facilitate this, TRI is dedicated to establishing a partnership with Lake County OES founded on open communication and effective coordination. We will ensure all stakeholders remain informed and educated on the project’s objectives, milestones, and quality control measures. Project milestones and updates will be accessible live via Monday.com or can be shared via email or check-ins. With operations across the country, our team is proficient at utilizing video, teleconference, file sharing and cloud computing workflows.

Leadership and Stakeholder Buy-in

TRI believes leadership and stakeholder buy-in is crucial to any plan. After finding potential planning team members and stakeholders, it is essential to keep them engaged throughout the planning process. Getting team members from multiple jurisdictions with competing priorities to invest time and energy in the mitigation planning process can be difficult. To gain leadership and stakeholder buy-in and engagement, TRI uses the following strategies:

- After sending an email or letter invitation, we follow it up with a phone call if necessary. We describe to them why their participation is needed. This also gives us a chance to answer any questions they may have.
- For stakeholders, we try to send a formal invitation signed by an elected official or department head and include a meeting agenda in the invitation. This can help to capture the interest of potential participants. It can also add a measure of structure to the planning process.
- For in-person meetings, we work to provide beverages and food and, for public outreach meetings, raffles at meetings to boost attendance and attention spans. The people you invite

will want to know what you expect of them. They will also want to know why their presence is essential.

Equitable Planning

Throughout the planning process, TRI will ensure the mitigation program meets the needs of the whole community. To do this, TRI will plan for equitable outcomes. FEMA defines equity as consistent and systematically fair, just, and impartial treatment of all individuals. By leading with equity, jurisdictions can form mitigation strategies that protect the whole community. The Cal OES Office of Access and Functional Needs (OAFN) has compiled several resources, including [AFN-specific planning guidance](#), that TRI will use to ensure an equitable planning process. Additionally, FEMA has also created an [Equity in Mitigation Planning resource](#) that we will use to support our equitable planning process. The resources include:

- Building Alliances for Equitable Resilience
- Citizen Participation and Equitable Engagement Toolkit
- Climate Mapping for Resilience and Adaptation
- Environmental Justice Screening and Mapping Tool
- Guides to Expanding Mitigation, specifically: Making the Connection to Equity, Making the Connection to People with Disabilities, and Making the Connection to Older Adults

Sustainability Practices

TRI operates in a fully remote capacity. Among other things, this permits us to function more sustainably by not contributing to the CO² emissions that accompany servicing an office space (lighting, heating, cooling, IT, etc.) and commuting to office spaces by vehicle. When producing deliverables for our clients, we encourage and prioritize using a digital format instead of paper. Additionally, we are very conscientious of our carbon footprint when onsite field visits are required. In those instances, we aim to use the most efficient mode of transportation available (e.g., booking a direct flight over connecting flights and renting hybrid vehicles).

Quality Assurance and Control

TRI follows strict quality control procedures to ensure high standards and customer satisfaction. Our corporate quality management system (QMS), integrated with our corporate policies and protocols, aligns with ISO 9000 standards. These standards apply to projects and individuals as needed (see Figures 2 and 3 below).

Our focus is on continuous improvement. We document, review, and update our QMS, Quality Assurance (QA), and Quality Control (QC) procedures yearly, and we use them in project management to meet customer contract requirements. TRI's President and CEO, Andrea Davis, oversees quality control. She supervises staff, reviews, and approves deliverables, and works with our Chief Operating Officer, Lorraine Schneider, to ensure quality across all client contracts.



Figure 2: Quality Management System

We emphasize measuring, analyzing, and improving processes from start to finish. Our approach to each of these QMS components is as follows:

Client Focus

- Understand the needs of our client.
- Measure client satisfaction.
- Aim to exceed expectations.

Leadership

- Establish a vision and direction.
- Establish trust.
- Equip and empower team.

People Engagement

- Enable learning and knowledge sharing.
- Facilitate open discussion of problems and constraints.
- Hold people accountable.

Process Approach

- Deploy resources effectively.
- Manage activities as processes.
- Identify linkages between activities.

Improvement

- Improve organizational performance and capabilities.
- Empower people to make improvements.
- Measure improvement consistently.

Evidence-based Decision Making

- Ensure the accessibility of accurate and reliable data.
- Make decisions based on analysis.
- Balance data analysis with practical experience.

Relationship Management

- Share expertise, resources, information, and plans with client.
- Identify and select suppliers/partners to manage costs, optimize resources and create value.
- Establish relationships considering both the short and long term.

Figure 3: QMS Components

Our Project Manager and COO reflect on these QMS components throughout the project. We engage with the client sponsor regularly to measure client satisfaction and send out timely pulse surveys to the client project manager/point of contact to address areas of improvement or opportunity in real-time. Lastly, we value feedback during the project closeout stage to enhance individual and collective performance for future deliverables.

WORK PLAN

This Work Plan section details how we plan to address the scope of work broken down by each of the three major tasks. Important things to note:

- TRI will not use subcontractors to perform the scope of work.
- The administrative management of the program is detailed in the [Project Understanding and Approach](#) section (page 5).
- The fiscal management of the program is detailed in the [Pricing](#) section (page 20)

Task I: Overall Project Management

TRI commits to doing the following to meet Lake County OES’s expectations successfully:

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

1.1 Initial Touch Base—To kickstart the planning process, TRI’s and OES’s project managers will meet virtually to discuss and validate the following:

- Review project management methods such as communication methods, meeting cadence, and project status.
- Review the proposed work plan and timeline **outlined in the project schedule below** (page 18) and adjust dates based on the project start date.
- Identify Lake County resources that can be utilized throughout the planning effort and review technical support personnel.
- Share access to the necessary Lake County documents, statistics, and stakeholders’ contact information.
- Identify members for the planning team, with at least one member from each city jurisdiction.

Actively participate in overall project management meetings, ensuring that interested additional jurisdictions understand Annex requirements.

1.2 MJHMP Planning Committee Meetings—TRI will work with OES to identify the personnel within the cities of Clearlake and Lakeport, the County Departments, and other organizations from the Operational Area who will serve on the MJHMP Planning Committee. TRI will host a Planning Committee kick-off meeting to review the project scope, methodology, and stakeholder responsibilities.

- TRI will provide an overview of the project, including its objectives and timeline, to ensure alignment of efforts among participating jurisdictions.
- The MJHMP Planning Committee will provide guidance and direction throughout the planning process, access to any necessary documentation for review, and recommendations for stakeholder participation.
- TRI will work with the OES project manager to determine a meeting cadence for the MJHMP Planning Committee.
- TRI will prepare meeting materials (agenda, handouts, previous meeting notes) for all meetings.

Work with OES and county departments to review and incorporate non-regulatory flood mapping products and update community impact data.

1.3 Flood Mapping Integration—TRI will collaborate with OES and relevant county departments to review and incorporate non-regulatory flood mapping products and update existing community impact data. To do so, we will:

- Conduct a comprehensive assessment of available non-regulatory flood mapping products.
- Evaluate each product's quality, accuracy, and relevance for the intended purposes.
- Consider factors such as data sources, methodology, scale, resolution, and temporal relevance.
- Seek input and feedback from stakeholders regarding their needs, priorities, and preferences for flood mapping products.
- Consider compatibility with existing data formats, software platforms, and decision-making processes for integration.
- Update the community impact data accordingly.
- Share the documentation with stakeholders for review and feedback.

Ensure each City's Annex is developed in alignment with the Base Plan format, size, and tone.

1.4 Iterative Review Process—To ensure each City's Annex is developed in alignment with the Base Plan format, size, and tone, TRI will seek clear guidelines from OES and write the Annexes based on the Base Plan's standards. These guidelines will outline specific formatting requirements, including layout, font styles, and section organization. TRI follows an iterative review process so OES and the larger MJHMP Planning Committee can provide feedback on the Annexes. By maintaining consistency across all Annexes, TRI will ensure cohesion and clarity, facilitating effective communication and implementation of the MJHMP.

Collaborate with OES and participating jurisdictions to establish a public engagement strategy, including timing, social media posts, press releases, etc.

1.5 Public Engagement—TRI will work with OES to develop and implement a public engagement strategy that will meet the statutory requirements of Section 201.6, 44 Code of Federal Regulations (CFR), and the FEMA and Community Rating System (CRS) programs. To do so, we will:

- Determine the scope for public comment with the MJHMP Planning Committee.
 - Consider neighboring communities, local and regional agencies, regulatory agencies, businesses, academia, and nonprofits.
- Assess outreach methods to ensure the MJHMP is accessible for public review and comment.
 - Consider website access, community meetings, involvement with vulnerable populations, and multiple avenues for accessibility.
- Develop public involvement messages and initiatives.
- Conduct both in-person and virtual public engagement, monitor comments, and evaluate and incorporate them into the planning process.

Through our work with the Lake Area Planning Council (LAPC), we understand that Lake County residents are experiencing engagement fatigue due to high levels of community meetings in recent years. To ensure satisfactory public participation in the development of the MJHMP, we can explore leading joint efforts with LAPC if LAPC and OES agree to this (e.g., host a joint public outreach workshop to collect public input on both efforts).

Optional: We have identified MetroQuest as a viable tool to drive higher stakeholder participation as well as improve survey accessibility. MetroQuest’s visual online surveys can collect public input data for more informed and equitable hazard mitigation planning. [Here is a sample HMP survey](#). The single public outreach survey is priced at \$5,000 and includes a survey in English and up to two other languages.

Provide monthly status reports, including achievements/progress.

1.6 Monthly Status Report—TRI’s project manager will send out a monthly status report to OES, the City of Clearlake, and the City of Lakeport, which will feature:

- A Kanban-style executive summary detailing completed tasks, next TRI steps, next OES steps, and important notes.
- A review of work performed detailing the task/milestone, its owner, and any comments or risks.
- An outlook on the in-progress/upcoming work detailing the task/milestone, its owner, its RAG-model status (red, amber, green) and any comments or risks.
- An updated project plan and schedule.

Task I Deliverables
<p>TRI will:</p> <ul style="list-style-type: none"> • Schedule an initial project manager touch base. • Schedule and facilitate regular MJHMP Planning Committee meetings and prepare all pre- and post-meeting materials. • Integrate non-regulatory flood mapping products into the MJHMP and update the existing community impact data. • Follow OES’s Base Plan format, style, and tone for the writing of the two Annexes. • Implement an iterative review process of the Annexes with OES and the MJHMP Planning Committee. • Devise and implement a public engagement strategy with both in-person and virtual outreach/meetings. • Provide a written monthly status report.

Task II: City of Clearlake Annex Development

Building off of Task I, TRI will work concurrently on and follow the same process for Task II and Task III. TRI will work with City staff, leadership, and stakeholders to address and document each element in the City of Clearlake Annex:

- 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 the City’s individual process for integrating information from the mitigation strategy into its 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.

To do so, TRI will use the following approach tailored to the City of Clearlake:

Hazard Identification and Profiling

To meet FEMA’s requirements for *Element B: Hazard Identification and Risk Assessment*, TRI will review and compare the hazards and vulnerabilities with the Base Plan, specifying any unique or varied risk information applicable.

2.1 Document Review—TRI will review available existing plans, studies, and data from local, state, and federal sources and work with the City of Clearlake’s point of contact (POC) and MJHMP Planning Committee to identify all probable hazards that affect the City of Clearlake. At a minimum, will we review, update, and incorporate data from the following sources:

- 2023 Lake County OES HMP
- 2019 City of Clearlake Local HMP
- FEMA’s HAZUS Data
- FEMA Flood Insurance Studies
- Non-regulatory Flood Mapping Products
- USGS Ground Acceleration Mapping
- Cal Fire Hazard Risk Mapping

2.2 Hazard Profiling—Working with the City of Clearlake and with input from the MJHMP Planning Committee, TRI will create hazard profiles compiling the available information sorted by type of hazard, including a description, location, extent, previous occurrences, and future occurrences.

2.3 Mapping—TRI will rely on city and county resources to supply mapping needs. In the event of capabilities limitations, TRI will engage our Geographic Information Systems (GIS) Technical Specialist to develop graphics and generate GIS-based maps, utilizing ESRI, to illustrate the extent and location of the hazards within the defined planning area.

Vulnerability Analysis

2.4 Critical Infrastructure Inventory—TRI will develop an inventory of the types and numbers of buildings, infrastructure, and critical facilities for the city utilizing:

- City of Clearlake data and documentation
- FEMA’s and/or county’s HAZUS Level 2 Vulnerability Assessments
- Data produced through TRI’s work on LAPC’s Wildfire Evacuation and Preparedness Plan (we will seek permission to share)

2.5 Vulnerability Analysis Public Workshop—TRI will work with the City of Clearlake and MJHMP Planning Committee to facilitate a virtual and/or in-person community meeting to present the findings from the vulnerability analysis. The objective of this meeting will be to inform the public of the planning process for the identified hazards and obtain public input, comments, and additional

information for the Annex. TRI will produce all meeting materials (agenda, handouts, and meeting notes).

Develop Mitigation Actions

To meet FEMA’s requirements for *Element C: Mitigation Strategy*, TRI will review and update the previous mitigation strategy and include at least one action item per identified hazard to ensure loss reduction.

2.6 Mitigation Actions—TRI will incorporate the results from the hazard profiles, critical infrastructure impacts, and vulnerability analysis by working with the City of Clearlake and the MJHMP Planning Committee to establish related mitigation goals, objectives, and action items. Attention will be given to ensure that all actions reflect the priorities of each participating department/agency and their stakeholders and are reasonable and achievable. TRI will coordinate with other agencies, organizations, and members of the public interested in MJHMP development to:

- Review previous and current goals, objectives, and mitigation actions.
- Develop new goals, objectives, and mitigation actions with a strategy for structural and non-structural projects.
 - To ensure compliance with NFIP and CRS, flood mitigation actions will be identified to enhance the County’s CRS class.
- Identify the prioritization levels, the responsible department(s)/agency(ies), potential funding sources, and the implementation timeline for the established mitigation actions.

2.7 Capabilities Assessment—TRI will compile information and data to develop the Capabilities Assessment, determining how each mitigation action will be implemented and administered.

Prepare Draft Plan

2.8 Annex Drafting—TRI will ensure that the City of Clearlake Annex shall meet the requirements outlined in 44 CFR §§ 201.7, including the Planning Process Worksheets and the most current FEMA plan guidance available. This will be done by utilizing FEMA’s Local Mitigation Planning Handbook (May 2023) and FEMA’s Local Mitigation Planning Policy Guide FP 206-21-0002 (effective April 2023). Importantly, TRI will ensure the requirements of people with disabilities and access and functional needs are being considered in the plan. We will follow the most current FEMA preparation guidelines, ensuring that each required component (Element A through F) is included in the plan. TRI will ensure the Annex is aligned in format, style, and tone with Lake County OES’s Base Plan.

2.9 Draft Review—TRI will work closely with City of Clearlake staff, OES and the MJHMP Planning Committee throughout the planning process to provide electronic copies of the interim draft as each plan element is ready for review. TRI will incorporate feedback and develop the public review draft for the public review period.

Plan Review and Revision for Plan Adoption

TRI will have the City of Clearlake and the City of Lakeport Annexes completed at the same time to facilitate the public review and comment period of the overall MJHMP. The draft will be made available publicly (online and at select sites) for review by interested parties and the general public.

- 2.10 MJHMP Public Review Workshop** –TRI will facilitate an in-person and virtual public workshop to describe and obtain public input on the plan. As described in Task 1.5, TRI will utilize various inclusive outreach strategies to reach a diverse number and set of City of Clearlake residents. Additionally, TRI will provide accessible content for the City of Clearlake to post on its webpage and social media platforms. Examples may include social media posts and website language for public comment/review, posted signage, etc. Additionally, we will plan and facilitate the community meetings, and draft the press releases.
- 2.11 Feedback Incorporation**–TRI will review all comments received during the public review period with the MJHMP Planning Committee and make appropriate amendments to the plan.
- 2.12 MJHMP Finalization**–TRI will work with the relevant parties to seek Clearlake City Council’s approval of the City of Clearlake Annex/MJHMP. TRI will review all comments from the City Council and make appropriate amendments to finalize the MJHMP.
- 2.13 MJHMP Submission**–TRI will partner with OES, the City of Clearlake, and the City of Lakeport to submit the MJHMP to the California Governor’s Office of Emergency Services (Cal OES) and FEMA Region IX. TRI will:
- Provide all required content of the Final MJHMP.
 - Compile and include supporting documentation (e.g., official resolution).
 - Complete the FEMA Crosswalk Reference Document.
- 2.14 Cal OES/FEMA Revisions**–TRI will review Cal OES’s and FEMA’s required revision comments in the Crosswalk Reference Document and perform all required follow-on tasks to finalize the Annex/updated MJHMP for FEMA approval and CRS review.

Task III: City of Lakeport Annex Development

Building off of Task I, TRI will work concurrently on and follow the same process for Task II and Task III. TRI will work with City staff, leadership, and stakeholders to address and document each element in the City of Lakeport Annex:

- 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, the City’s individual process for integrating information from the mitigation strategy into its 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.

To do so, TRI will use the following approach tailored to the City of Lakeport:

Hazard Identification and Profiling

To meet FEMA’s requirements for *Element B: Hazard Identification and Risk Assessment*, TRI will review and compare the hazards and vulnerabilities with the Base Plan, specifying any unique or varied risk information applicable.

3.1 Document Review—TRI will review available existing plans, studies, and data from local, state, and federal sources and work with the City of Lakeport’s point of contact (POC) and MJHMP Planning Committee to identify all probable hazards that affect the City of Lakeport. At a minimum, will we review, update, and incorporate data from the following sources:

- 2023 Lake County OES HMP
- 2019 City of Lakeport Local HMP
- FEMA’s HAZUS Data
- FEMA Flood Insurance Studies
- Non-regulatory Flood Mapping Products
- USGS Ground Acceleration Mapping
- Cal Fire Hazard Risk Mapping

3.2 Hazard Profiling—Working with the City of Lakeport and with input from the MJHMP Planning Committee, TRI will create hazard profiles compiling the available information sorted by type of hazard, including a description, location, extent, previous occurrences, and future occurrences.

3.3 Mapping—TRI will rely on city and county resources to supply mapping needs. In the event of capabilities limitations, TRI will engage our Geographic Information Systems (GIS) Technical Specialist to develop graphics and generate GIS-based maps, utilizing ESRI, to illustrate the extent and location of the hazards within the defined planning area.

Vulnerability Analysis

3.4 Critical Infrastructure Inventory—TRI will develop an inventory of the types and numbers of buildings, infrastructure, and critical facilities for the city utilizing:

- City of Lakeport data and documentation
- FEMA’s and/or county’s HAZUS Level 2 Vulnerability Assessments
- Data produced through TRI’s work on LAPC’s Wildfire Evacuation and Preparedness Plan (we will seek permission to share)

3.5 Vulnerability Analysis Public Workshop—TRI will work with the City of Lakeport and MJHMP Planning Committee to facilitate a virtual and/or in-person community meeting to present the findings from the vulnerability analysis. The objective of this meeting will be to inform the public of the planning process for the identified hazards and obtain public input, comments, and additional information for the Annex. TRI will produce all meeting materials (agenda, handouts, and meeting notes).

Develop Mitigation Actions

To meet FEMA’s requirements for *Element C: Mitigation Strategy*, TRI will review and update the previous mitigation strategy and include at least one action item per identified hazard to ensure loss reduction.

3.6 Mitigation Actions—TRI will incorporate the results from the hazard profiles, critical infrastructure impacts, and vulnerability analysis by working with the City of Lakeport and the MJHMP Planning Committee to establish related mitigation goals, objectives, and action items. Attention will be given to ensure that all actions reflect the priorities of each participating department/agency and their stakeholders and are reasonable and achievable. TRI will coordinate with other agencies, organizations, and members of the public interested in MJHMP development to:

- Review previous and current goals, objectives, and mitigation actions.
- Develop new goals, objectives, and mitigation actions with a strategy for structural and non-structural projects.
 - To ensure compliance with NFIP and CRS, flood mitigation actions will be identified to enhance the County’s CRS class.
- Identify the prioritization levels, the responsible department(s)/agency(ies), potential funding sources, and the implementation timeline for the established mitigation actions.

3.7 Capabilities Assessment—TRI will compile information and data to develop the Capabilities Assessment, determining how each mitigation action will be implemented and administered.

Prepare Draft Plan

3.8 Annex Drafting—TRI will ensure that the City of Lakeport Annex shall meet the requirements outlined in 44 CFR §§ 201.7, including the Planning Process Worksheets and the most current FEMA plan guidance available. This will be done by utilizing FEMA’s Local Mitigation Planning Handbook (May 2023) and FEMA’s Local Mitigation Planning Policy Guide FP 206-21-0002 (effective April 2023). Importantly, TRI will ensure the requirements of people with disabilities and access and functional needs are being considered in the plan. We will follow the most current FEMA preparation guidelines, ensuring that each required component (Element A through F) is included in the plan. TRI will ensure the Annex is aligned in format, style, and tone with Lake County OES’s Base Plan.

3.9 Draft Review—TRI will work closely with City of Lakeport staff, OES and the MJHMP Planning Committee throughout the planning process to provide electronic copies of the interim draft as each plan element is ready for review. TRI will incorporate feedback and develop the public review draft for the public review period.

Plan Review and Revision for Plan Adoption

TRI will complete the City of Lakeport and the City of Clearlake Annexes at the same time to facilitate the public review and comment period on the overall MJHMP. The draft will be made available publicly (online and at select sites) for review by interested parties and the general public.

- 3.10 MJHMP Public Review Workshop**—TRI will facilitate an in-person and virtual public workshop to describe and obtain public input on the plan. As described in Task 1.5, TRI will utilize various inclusive outreach strategies to reach a diverse number and set of City of Lakeport residents. Additionally, TRI will provide accessible content for the City of Lakeport to post on its webpage and social media platforms. Examples may include social media posts and website language for public comment/review, posted signage, etc. Additionally, we will plan and facilitate the community meetings, and draft the press releases.
- 3.11 Feedback Incorporation**—TRI will review all comments received during the public review period with the MJHMP Planning Committee and make appropriate amendments to the plan.
- 3.12 MJHMP Finalization**—TRI will work with the relevant parties to seek Lakeport City Council’s approval of the City of Lakeport Annex/MJHMP. TRI will review all comments from the City Council and make appropriate amendments to finalize the MJHMP.
- 3.13 MJHMP Submission**—TRI will partner with OES, the City of Lakeport, and the City of Clearlake to submit the MJHMP to the California Governor’s Office of Emergency Services (Cal OES) and FEMA Region IX. TRI will:
- Provide all required content of the Final MJHMP.
 - Compile and include supporting documentation (e.g., official resolution).
 - Complete the FEMA Crosswalk Reference Document.
- 3.14 Cal OES/FEMA Revisions**—TRI will review Cal OES’s and FEMA’s required revision comments in the Crosswalk Reference Document and perform all required follow-on tasks to finalize the Annex/updated MJHMP for FEMA approval.

Project Schedule

We are confident that we can deliver an MJHMP Planning Committee-approved draft to be submitted to Cal OES and FEMA for review by the six-month deadline as long as OES, the City of Clearlake, the City of Lakeport, and other project stakeholders provide TRI with relevant information to complete the Annexes and review our Annex drafts in the set timeframe (see schedule below). Should Cal OES and/or FEMA come back with requests for revisions, we will promptly address them to ensure the Clearlake City Council, the City of Lakeport Council, and the Lake County Board of Supervisors can adopt the 2024/25 Lake County Multi-Jurisdictional Hazard Mitigation Plan in the shortest timeframe possible. We are also open to expediting the MJHMP submission date to Cal OES and FEMA as long as the project stakeholders are able to provide input and feedback at an accelerated pace.

The table below features our proposed schedule over a six-month timeline to accomplish the tasks detailed in the RFP. TRI's time will be divided as follows:

- 20% for the Overall Project
- 40% for the City of Clearlake
- 40% for the City of Lakeport

If feasible, TRI will consolidate public outreach trips.

DELIVERABLES	START DATE	COMPLETION DATE
Project Timeline	July 1, 2024	December 31, 2024
Task I – Overall Project Management		
1.1 Initial Touch Base	July 1, 2024	July 5, 2024
1.2 MJHMP Planning Committee Meetings	July 15, 2024	December 31, 2024
1.3 Flood Mapping Integration	July 15, 2024	August 16, 2024
1.4 Iterative Review Process	August 1, 2024	December 31, 2024
1.5 Public Engagement	July 15, 2024	December 6, 2024
1.6 Monthly Status Report	July 1, 2024	December 31, 2024
Task II – City of Clearlake Annex Development		
2.1 Document Review	July 1, 2024	July 31, 2024
2.2 Hazard Profiling	July 1, 2024	July 31, 2024
2.3 Mapping	August 1, 2024	August 16, 2024
2.4 Critical Infrastructure Inventory	August 1, 2024	August 16, 2024

DELIVERABLES	START DATE	COMPLETION DATE
2.5 Vulnerability Analysis Public Workshop	August 19, 2024	August 23, 2024
2.6 Mitigation Actions	August 26, 2024	September 13, 2024
2.7 Capabilities Assessment	September 16, 2024	October 4, 2024
2.8 Annex Drafting	August 1, 2024	October 18, 2024
2.9 Draft Review	August 1, 2024	November 15, 2024
2.10 MJHMP Public Review Workshop	November 18, 2024	December 6, 2024
2.11 Feedback Incorporation	December 9, 2024	December 13, 2024
2.12 MJHMP Finalization	December 16, 2024	December 19, 2024
2.13 MJHMP Submission	December 16, 2024	December 20, 2024
2.14 Cal OES/FEMA Revisions	January 6, 2025	TBD
Task III – City of Lakeport Annex Development		
3.1 Document Review	August 1, 2024	August 16, 2024
3.2 Hazard Profiling	August 19, 2024	August 23, 2024
3.3 Mapping	August 26, 2024	September 13, 2024
3.4 Critical Infrastructure Inventory	September 16, 2024	October 4, 2024
3.5 Vulnerability Analysis Public Workshop	August 1, 2024	October 18, 2024
3.6 Mitigation Actions	August 1, 2024	November 15, 2024
3.7 Capabilities Assessment	November 18, 2024	December 6, 2024
3.8 Annex Drafting	December 9, 2024	December 13, 2024
3.9 Draft Review	December 16, 2024	December 19, 2024
3.10 MJHMP Public Review Workshop	December 16, 2024	December 20, 2024
3.11 Feedback Incorporation	January 6, 2025	TBD
3.12 MJHMP Finalization	August 1, 2024	August 16, 2024
3.13 MJHMP Submission	August 19, 2024	August 23, 2024
3.14 Cal OES/FEMA Revisions	December 31, 2024	TBD

Table 2: Project Schedule

PRICING

Compensation

For each task listed in the RFP, we have broken down the fee into labor classifications and included any additional fees and expenses, including travel. Our fees include all markups, overhead and profit. The details of our indirect cost buildup are listed in the next paragraph.

Once a base salary was selected, we continued to multiply and add our cost elements such as Overhead, General & Administrative (G&A), Fringe and Profit, to end up with a loaded labor rate or wrap rate we provide to the client.

TRI’s Indirect Cost used to develop our loaded rates was as follows:

- Overhead=10.00%
- Fringe=26.00%
- G&A=12.00%
- Profit/Fee=4.00%

TRI is estimating a Full-Time-Equivalent (FTE) work year accommodating holidays, sick and vacation time as 1,820 hours for staff.

TRI Rate Schedule

	Principal	Project Manager	Technical Specialist	Emergency Management Specialist
Hourly Rate	\$150	\$125	\$90	\$75

Table 3: TRI Rate Schedule

Based on the scope of work and our hourly rates, we project the costs for the creation of the Lake County MJHMP to total \$165,000 without options and \$175,000 with options if selected by OES.

Project Cost	
Task I: Overall Project Management (20%)	\$33,000
Task II: City of Clearlake Annex Development (40%)	\$66,000
Task III: City of Lakeport Annex Development (40%)	\$66,000
TOTAL COST without Options (not to exceed)	\$165,000
Optional Costs:	
GIS Mapping	\$5,000
Community Outreach Survey Tool (MetroQuest)	\$5,000
TOTAL COST with Options (not to exceed)	\$175,000

Table 4: Project Cost

Preferred Approach to Contracting

Upon contract execution, we request a one-time, 10% prepayment to cover initial expenses and resource allocation. This prepayment will facilitate the timely execution of our duties and contribute to the successful realization of our shared objectives.

Preferred Compensation Schedule	
10% of contract upon contract execution	\$16,500
Remainder of non-optional costs in monthly installments over the length of the contract period (6 months)*	\$24,750
Optional costs, if selected by client, as they arise (added to monthly invoice)	\$5,000 (one-time cost for survey tool) \$5,000 (billed based on GIS Specialist’s hours)

Table 5: Preferred Compensation Schedule

*If the project timeline gets extended at the time of the contract execution, the remainder of the non-optional costs will be spread out amongst the new length of the contract period (e.g., 8 or 10 months).

CONTRACT

TRI accepts all contract terms as outlined in attachment A of the RFP addendum.

DEVIATIONS

TRI does not have any proposed deviations from full compliance with the requirements described throughout this RFP.

REFERENCES

Our team has deep-rooted experience developing plans, including Hazard Mitigation Plans. In demonstrating similar work performed by TRI, we wish to highlight our experience:

- Conducting hazard mitigation planning in California.
- Working with California county entities, including the Lake Area Planning Council.
- Performing other high-level work with government agencies, tribal entities, and nonprofit organizations.

Project Title: Hazard Mitigation Plan Development

Project Client: Karuk Tribe Housing Authority (KTHA)

Project Location: 1836 Apsuun, Yreka, CA 96097

Dates of Service: September 2022 – May 2024

Point of Contact: Sara Spence | 530-493-1414 ext. 3117 | sspence@karuk.us

Services Provided by TRI: TRI developed a Hazard Mitigation Plan for the Karuk Tribe Housing Authority (KTHA) based in Northern California. Our engagement supported the KTHA's mission to become more resilient by creating a Hazard Mitigation Plan to identify risks and vulnerabilities associated with natural disasters and to develop long-term strategies for protecting communities from future hazard events.

Similar to RFP #24-30, this plan serves as an annex to the tribe's overall hazard mitigation plan.

Following Title 44 Code of Federal Regulations (CFR) §201.7, we facilitated an inclusive planning process of six development phases.

TRI began this project by building a planning team of numerous officials, elders, and community leaders within the KTHA. This group met monthly over the course of six months to offer feedback and guidance on each development phase. Throughout the plan development, TRI also worked to engage the three separate communities spread across two rural counties (Siskiyou and Humboldt) within the KTHA. Due to the remote nature of one of these communities, we provided three in-person and virtual community meetings and a survey to ensure accessibility for all members who wanted to attend. Utilizing our technical knowledge and the community's cultural expertise and experience, we created a Hazard Mitigation Plan that will open the door for additional funding for the Housing Authority. The plan draft was expedited and submitted within the desired client's project timeframe.

Project Title: Wildfire Evacuation and Preparedness Planning

Project Client: Lake Area Planning Council

Project Location: 525 S. Main Street, Suite G, Ukiah, CA 95482

Dates of Service: March 2024 – present

Point of Contact: John Speka | spekaj@dow-associates.com | 707-263-7799

Services Provided by TRI: TRI is currently under contract to develop the Lake County Wildfire Evacuation and Preparedness Plan. TRI is working with Lake APC through a monthly project planning team meeting and an evacuation planning technical advisory group (TAG) that is convened for key project discussion workshops. This TAG comprises key county officials, local nonprofits, community organizations focused on AFN and vulnerable populations, tribal representatives, and city and state representatives. The first TAG meeting was completed in April 2024 to validate TAG members, current infrastructure, and community resilience, review historical disasters and lessons learned, and establish the project's next

steps. TRI also completed a countywide site visit to visualize evacuation zones, demographics and population centers, and new county development, and coordinate with partner organizations. Upcoming project tasks will be to continue project research, review and update demographic and geographic data, and examine and map potential access vulnerabilities and evacuation routes.

Project Title: Emergency Operations Plan Update & Evacuation Annex Development

Project Client: Calaveras County Office of Emergency Services

Project Location: 891 Mountain Ranch Road, San Andreas, CA 95249

Dates of Service: October 2023 – present

Point of Contact: Baljit Singh | 209-754-2890 | baljitsingh@co.calaveras.ca.us

Services Provided by TRI: TRI is currently under contract to update the Calaveras County Emergency Operations Plan (EOP), develop a comprehensive community evacuation annex and plan, and provide training and support on integrating the annex. TRI is working with Calaveras County through a monthly project planning team meeting and an evacuation planning task force convened for key project discussion workshops. Creating the evacuation task force has allowed TRI to consistently engage with county leaders to identify risks and ensure the Community Evacuation Plan’s alignment with Calaveras County’s EOP, FEMA guidance and regulation, and incorporation of CDAA Disaster Assistance Program considerations.

TRI has facilitated three in-person workshops with the evacuation planning task force. In December 2023, TRI validated evacuation routes and zones, including alternate routes and access points, assessed their feasibility, reviewed the capacity of local shelters and evacuation centers, and identified potential additional resources. TRI also completed a countywide site visit to visualize evacuation zones, demographics and population centers, and new county development, and coordinate with partner organizations. In February 2024, TRI facilitated a strategic planning session regarding coordinated evacuation efforts in the Calaveras operational area. The task force discussed planning considerations, organizational structures, assignment of responsibilities, and the coordination of evacuations. In April 2024, TRI facilitated a strategic planning session to cover communication needs during an evacuation and touched on accessible modes of communicating, information collection and dissemination, evacuee flow, and evacuation triggers.

Upcoming project tasks include finalizing the EOP document review, drafting the EOP update recommendations, and facilitating an EOP review survey with county departments.

Calaveras County shares some notable similarities with Lake County that affect its planning needs and make us well-positioned to perform the scope of work:

Characteristics	Calaveras County	Lake County
Landmass	1,040 mi ²	1,368 mi ²
Population Size (Unincorporated)	42,463	45,469
Number of Incorporated Cities	1	2

Project Title: Emergency Operations & Evacuation Planning

Project Client: Mountains Recreation and Conservation Authority

Project Location: 5810 Ramirez Canyon Rd, Malibu, CA 90265

Dates of Service: December 2022 – present

Point of Contact: Mario Sandoval | 213-292-7999 | mario.sandoval@mrca.ca.gov

Services Provided by TRI: TRI is currently under contract to develop an Emergency Response and Evacuation Plan for two planned campground sites in Malibu, CA. The campsites are being built with the intention of guaranteeing affordable access to the Malibu coastline. Located along the Pacific Coast Highway and in the Santa Monica Mountains National Recreation Area, the camps are at increased risk for wildfires and other public safety hazards. To address emergency protection, response, and evacuation, TRI is leading an inclusive planning process in alignment with city, county, and state regulations.

Following site inspections and a hazard and vulnerability analysis (HVA), TRI drafted an Emergency Operations Plan for the MRCA covering both campsites. The EOP includes section-specific checklists, along with an Evacuation Annex. The plan will be included in the draft Environmental Impact Report scheduled for summer 2024. Once approved, TRI will conduct an onsite tabletop exercise to train responding agencies (MRCA Fire, LA County Fire, etc.) on the plan and its procedures.

Project Title: Continuity of Operations Plan Update & Expansion

Project Client: Los Angeles County Department of Public Health

Project Location: 5050 Commerce Drive, Baldwin Park, Los Angeles 91706

Dates of Service: May 2023 – October 2023

Point of Contact: Louis Jasper | 213-239-3161 | ljasper@ph.lacounty.gov

Services Provided by TRI: TRI was entrusted with a critical mandate by the Los Angeles County Department of Public Health (LACDPH) to design an executive-level Continuity of Operations Plan (COOP) for its leadership team. This plan needed to align with and adhere to the guidelines established by Los Angeles County Emergency Management for COOP planning, in addition to complying with Federal Emergency Management Association (FEMA) Plan Guidelines and Public Health Accreditation Board (PHAB) COOP Standards. To fulfill this mission, TRI executed the following strategic steps:

- Held a kickoff and discovery session with the LACDPH leadership team.
- Conducted interviews with stakeholders.
- Collected and reviewed historical information, county, and state plans, and LACDPH departmental COOP documents.
- Customized the county's template to cater precisely to the specific needs of LACDPH's leadership while ensuring compliance with all applicable standards.
- Completed all elements required for the LACDPH COOP and held biweekly content review sessions.
- Developed a standards matrix to ensure the COOP plan complied with the standards published by FEMA and PHAB.

Project Title: Hazard and Vulnerability Analysis & Emergency Management Program Audit

Project Client: The Painted Turtle

Project Location: 17000 Elizabeth Lake Rd, Lake Hughes, CA 93532

Project Point of Contact: April Tani | 310-451-1353 | aprilt@thepaintedturtle.org

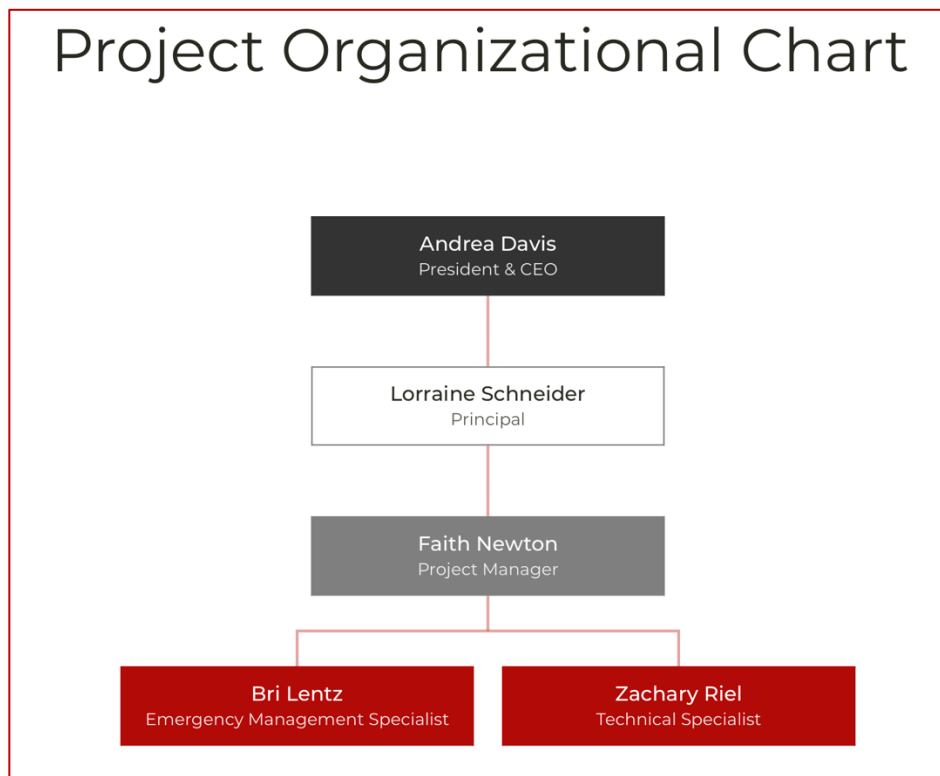
Dates of Service: July 2022 – December 2022

Services Provided by TRI: TRI conducted a hazard and vulnerability analysis (HVA) and performed an emergency management program audit for The Painted Turtle, a 501(c)3 nonprofit organization that provides more than 3,000 onsite camp experiences to children and families affected by serious illness and serves 3,500 campers annually through an in-hospital program across California. The HVA was performed using ArcGIS, while the audit included a thorough review of all existing emergency planning documentation and gear, along with an onsite inspection of the facilities and geographic area. An interesting consideration for this project was the camp's location on the San Andreas fault, in a more rural part of Southern California that is also prone to landslides. Additionally, we inspected the administrative headquarters in Santa Monica, CA, and integrated considerations for effective coordination during a crisis. The final report summarized and prioritized our key recommendations for enhanced emergency planning efforts.

STAFFING ORGANIZATION AND QUALIFICATIONS

Our staff and advisory board have over 200 years of experience in the emergency management and security industries with reputations beyond reproach, serving Fortune 500 companies (Walmart, Disney, the Patel Group), federal agencies (FEMA, FBI), the US military, educational institutions (UCLA, the Emergency Management Institute, George Mason) and nonprofits (The American Red Cross, Save the Children, Project:Camp). Team members have received national recognition and awards for their leadership and service to the emergency management and business continuity industries.

It is highly important to us that we meet or surpass our client’s expectations and desired timelines. Therefore, TRI’s leadership team is involved in the project oversight and management, and we ensure that all assigned team members are committed to working on this project and seeing it through to completion. The figure below identifies the designated team members to work on the Lake County OES deliverables, followed by complete resumes in [Appendix A](#).



The key personnel that will be principally responsible for working with Lake County OES are:

[Andrea Davis, CEM, CBCP](#)

Bio: Andrea Davis is the president and CEO of The Resiliency Initiative, a Women-Owned Small Business (WOSB). She has held leadership roles with Fortune 500 Companies (Walmart, Disney), the US Federal Government (FEMA, The Federal Reserve), and NGOs (The American Red Cross, Save the Children US). With each role, Ms. Davis used her influence to lead global initiatives focused on making risk-informed

determinations and engaging all community members in the decision-making. Aside from her experience in the field, Ms. Davis has completed the Executive Academy at FEMA’s Emergency Management Institute and has a Master of Science in Public Health and Homeland Security.

Certifications: [Certified Business Continuity Professional \(CBCP\)](#) and [Certified Emergency Manager \(CEM\)](#).

Role and Responsibilities
<ul style="list-style-type: none"> Legal and Financial Matters: Serve as the primary point of contact for all project legal and financial aspects, thereby playing a critical role in ensuring compliance and managing risk. Liaise with legal teams, ensuring the project adheres to applicable laws, regulations, and contractual obligations. Additionally, she oversees all financial aspects, such as budgeting, cost control, and procurement activities.

[Lorraine Schneider, CEM](#)

Project Role: **Principal**

Bio: Lorraine Schneider currently serves as the Chief Operating Officer at The Resiliency Initiative, overseeing all client projects and ensuring timely and budget-conscious delivery of quality products and services. Ultimately responsible for quality control and assurance of all TRI deliverables, she also supports various projects as a principal, subject matter expert or project manager. Previously, Ms. Schneider developed groundbreaking training, exercise, and preparedness programs serving The Walt Disney Company and UCLA. She is a sought-after international public speaker, having led crisis management presentations and exercises across audiences in the US, Singapore, and Canada. Ms. Schneider serves as Chairwoman of the Board for Project:Camp, a national nonprofit organization providing care for children and relief for families in the immediate hours of a disaster, and she is a current cohort member of FEMA’s 2024 National Emergency Management Executive Academy, focused on strategic and policy level executive leadership.

Certifications/Licenses: [Certified Emergency Manager \(CEM\)](#), California Specialized Training Institute (CSTI)-certified Planning & Intelligence Section Chief/Coordinator (Type III), Homeland Security Exercise & Evaluation Program (HSEEP), CSTI Emergency Management Outreach Instructor (2019-2022), ICS 300/400 TTT.

Relevant Project Experience: Ms. Schneider is a Certified Emergency Manager well versed in the planning cycle. Most pertinent to this project, she:

- Served as principal for the City of Glendale’s 2017 Hazard Mitigation Plan update.
- Served as the Project Manager for our Hazard Mitigation Plan project for the Karuk Tribe Housing Authority.
- Updated the EOP (core plan and annexes) of the University of California, Los Angeles (UCLA).
- Wrote new and updated existing annexes of The Walt Disney Company’s EOP.
- Serves as the Project Manager for our Emergency Operations & Evacuation Planning project with the Mountains Recreation and Conservation Authority.

- Oversaw the EOP-writing process for Project:Camp, a Los Angeles-based 501(c)3 nonprofit organization that pops up camps for children impacted by disasters.
- Dealt with the immediate aftermath of evacuations in a response capacity, most recently during the 2023 Maui Wildfires.

Role and Responsibilities

- **Supervision and Management:** Oversee and guide the project team throughout its execution, providing leadership and support. This involves managing workloads and ensuring team members have the resources and skills to fulfill their responsibilities effectively.
- **Quality Control:** Accountable for upholding and enhancing quality standards within the project. Establish and enforce quality control processes, ensuring all project activities and outputs align with defined criteria. This involves monitoring the project team's work, conducting regular quality assessments, and implementing corrective actions when necessary. By meticulously reviewing and approving final deliverables, you ensure they meet the required quality levels before being presented to stakeholders or clients.
- **Continuous Improvement:** As part of our commitment to quality control, we will proactively seek opportunities for continuous improvement. This involves analyzing project performance, identifying areas for enhancement, and implementing lessons learned from previous projects. We drive process optimization, mitigate risks, and enhance project outcomes by leveraging feedback and metrics.
- **Problem Solving:** Identify and resolve technical issues, bottlenecks, or challenges that may arise during projects or operations. Analyze problems, propose solutions, and guide the project team in implementing effective strategies.

[Faith Newton, CEM, MBCP](#)

Project Role: Project Manager

Bio: Faith Newton is a proven emergency manager, leveraging internal and external cross-functional relationships to minimize obstacles, provide direction and recommendations to stakeholders, and develop effective communication for high-profile emergency management issues. Ms. Newton is TRI’s Director of Preparedness and Resiliency and is responsible for leading TRI’s Resiliency Academy, a two-day training encompassing all-hazards preparedness and crisis management. She is also the Project Manager for client projects such as the Lake Area Planning Council’s wildfire evacuation planning project, the National Endowment for Financial Education’s corporate resiliency project, the Santa Clara Valley Water District’s COVID-19 After-Action Report and Improvement Plan, and the Calaveras County Emergency Operations Plan update and Evacuation Annex creation. Before joining TRI in 2023 as the Director of Preparedness and Resiliency, Ms. Newton was with the Walmart Corporation Emergency Management for nine years, overseeing the company’s enterprise preparedness program, creating a public-private sector engagement framework, launching EOC technology through a custom-built incident management platform, and managing the company’s business continuity and crisis management planning globally.

Certifications: Master Business Continuity Professional (MBCP) and Certified Emergency Manager (CEM).

Relevant Project Experience: Ms. Newton has conducted emergency operations, business continuity planning, executive exercises, and emergency preparedness campaigns. She has also responded to critical incidents where she provided cross-sector coordination, supply chain coordination, and community support. Most pertinent to this project, Ms. Newton:

- Developed Washington County’s (Arkansas) Hazard Mitigation Plan.
- Serves as the project manager for the Lake Area Planning Council’s Wildfire Evacuation & Preparedness Plan, where she leads the evacuation planning TAG through planning workshops; leads the research, review, and update of geographic data; examines and maps potential access vulnerabilities and evacuation routes; and is responsible for writing the final plan.
- Serves as project manager for the Calaveras County, California Evacuation Annex development, where she is responsible for overall project management, the accompanying EOP review and update, cross-community coordination, leading community meetings, leading project workshops, accompanying hazard and vulnerability assessment, transportation assessment, and evacuation planning communication strategy.
- Served as project manager for Santa Clara Valley Water District’s COVID-19 After-Action Report (AAR) and Improvement Plan (IP), where she led a working group, developed a survey, conducted dozens of stakeholder interviews, produced an AAR & IP meeting Cal OES’ standard, and led executive leadership briefings.

Role and Responsibilities

- **Project Planning:** Define project objectives, scope, deliverables, and timelines. Create a project plan, including tasks, dependencies, and resource allocation.
- **Team Management:** Build and manage a project team, assigning roles and responsibilities. Provide guidance and support to team members, ensuring effective communication and collaboration.
- **Stakeholder Engagement:** Identify project stakeholders and establish communication channels. Manage stakeholder expectations, gather requirements, and address their concerns throughout the project lifecycle.
- **Risk Management:** Identify potential risks and develop risk mitigation strategies. Monitor and evaluate risks, implement contingency plans, and maintain a risk register.
- **Budgeting and Resource Management:** Create and manage project budgets, track expenses, and control costs. Allocate and optimize resources, including personnel, equipment, and materials.
- **Scheduling and Time Management:** Develop project schedules, set milestones, and monitor progress against timelines. Identify critical paths, manage dependencies, and address any delays or bottlenecks.
- **Quality Control:** Establish quality standards and processes to deliver project outcomes that meet or exceed stakeholder expectations. Conduct regular quality assessments and implement corrective actions when necessary.
- **Communication and Reporting:** Facilitate effective communication among team members, stakeholders, and senior management. Provide regular project status updates, reports, and presentations.

Role and Responsibilities

- **Change Management:** Assess and manage project scope, objectives, or requirements changes. Evaluate the impact of changes, communicate them to the team and stakeholders, and implement necessary adjustments.
- **Documentation and Knowledge Management:** Maintain project documentation, including project plans, requirements, meeting minutes, and project-related information. Capture lessons learned and best practices for future projects.
- **Conflict Resolution:** Identify and address conflicts within the project team or among stakeholders. Facilitate discussions, negotiate solutions, and promote a collaborative work environment.
- **Project Closure:** Ensure a smooth project closure by completing all required deliverables, obtaining final approvals, and conducting post-project evaluations. Celebrate successes and execute a project review to identify areas for improvement.

[Brianna Lentz, CEM, ADAC](#)

Project Role: Emergency Management Specialist

Bio: Brianna Lentz is a member of TRI’s Advisory Board and served as TRI’s Access and Inclusion Specialist for two years. Brianna is a dedicated Access and Inclusion Specialist with a proven track record in emergency management and resilience. As a Certified Emergency Manager (CEM), she brings over six years of experience spearheading comprehensive emergency plans and crisis response efforts. Brianna’s expertise lies in developing inclusive strategies to ensure accessibility for individuals with diverse needs and foster equal preparedness. Collaborating with community organizations, she incorporates diverse perspectives into emergency plans.

Certifications: [Certified Emergency Manager \(CEM\)](#), [Americans with Disabilities Act Coordinator \(ADAC\)](#).

Relevant Project Experience: Ms. Lentz has extensive experience executing TRI’s planning efforts, from conducting in-depth research and analysis to writing drafts and incorporating feedback. Most pertinent to this project, she:

- Wrote the Hazard Mitigation Plan for the Karuk Tribe Housing Authority where she:
 - Implemented proactive measures and interventions to reduce the impact of identified hazards, collaborating with local agencies and organizations to enhance overall community resilience.
 - Stayed abreast of emerging threats and technological advancements, integrating innovative solutions into hazard mitigation plans to address evolving challenges. Identified climate change issues as pertinent hazards using scientific projections.
 - Conducted planning team workshops utilizing FEMA’s Hazard Mitigation Planning Process.
 - Created hazard maps and profile narratives for a Tribal Housing Authority.
 - Developed mitigation strategies addressing life safety, administrative and technical assistance, project cost and economic factors, support for community objectives, and equity.
 - Facilitated accessible and inclusive public outreach meetings.
 - Led comprehensive hazard assessments, systematically identifying, and analyzing potential threats to the community, infrastructure, and critical assets.

- Conducted thorough vulnerability assessments to evaluate the susceptibility of key elements to identified hazards, considering factors such as geographical location, structural integrity, and population density.
- Utilized advanced risk modeling tools and methodologies to quantify and prioritize potential risks, guiding resource allocation and mitigation efforts based on the severity and likelihood of identified hazards.
- Utilized project management principles to define goals and objectives, define deliverables, set agendas, identify priorities and milestones, and monitor and measure progress.
- Conducted reviews of county-level EOPs, ensuring alignment with current regulatory standards and best practices in emergency management.
- Coordinated the development of a county-level comprehensive evacuation plan.

Role and Responsibilities
<ul style="list-style-type: none"> ● Planning Support: Offer planning support to the project manager when needed to define project objectives, scope, deliverables, and timelines. ● Accessibility and Inclusion Analysis: Ensure ADA Title II adherence for documentation, presentations, and engagement. ● Research and Analysis: Conduct research and analysis to gather relevant information, evaluate options, and provide data-driven insights. This may include performing feasibility studies, assessing the impact of technology changes, or evaluating the potential risks and benefits of different technical approaches. ● Documentation: Create draft documentation of the Annexes.

[Zachary Riel](#)

Role: Technical Specialist Geographic Information Systems (GIS) Specialist

Bio: Zachary Riel is a technical advisor with over eight years of GIS experience. He has completed work at the county, city, and contract levels, ensuring the information produced is high quality and easily interpreted. He has been involved with projects for McDonough County, IL; the City of DeKalb, IL; and NV5 based in Wisconsin. Besides his passion for GIS, he also shares a drive for science communication. After earning his BS in Meteorology, Zachary combined his passion for weather and public service to complete his thesis on how people responded to a Wireless Emergency Alert Tornado Warning Text Message.

Relevant Project Experience: Mr. Riel is a Geospatial Technician with extensive experience producing high-quality maps for emergency management-related projects.

Role and Responsibilities
<ul style="list-style-type: none"> ● Technical Expertise: In the event of city or county limitations of capabilities, may provide mapping support and/or enhancement as needed.

APPENDIX A: RESUMES

Andrea E. Davis, CEM, CBCP

President & CEO

EDUCATION

Executive Academy 2014-2015
FEMA Emergency Management Institute - Emmitsburg, MD

Master of Science, Public Health & Homeland Security 2008-2011
Penn State College of Medicine World Campus

Bachelor of Arts, International Relations 1994-1997
Chico State University

CERTIFICATIONS

Certified Emergency Manager (CEM)
Certified Business Continuity Professional (CBCP)

HONORS

Top 10 Most Inspiring CEOs in Business 2022
CIO Views Magazine

Inaugural Emergency Manager of the Year 2018
International Association of Emergency Managers

Ripple Effect Award 2018
California Women in Homeland Security

Hall of Fame Inductee 2012
International Network of Women in Emergency Management

PROFESSIONAL EXPERIENCE

President and Chief Executive Officer

The Resiliency Initiative 05/2019 - Present
President and CEO of an SBA-certified Woman-Owned Small Business focused on crisis and risk mitigation planning and training with the mission of empowering communities and organizations to become self-reliant. Responsible for all corporate strategic planning, governance and fiscal oversight, and business management.

Sr Director, Global Emergency Management and Business Continuity

The Walmart Corporation 01/2020 - 04/2022

- Directed a staff of 35 professionals, to include four global directors; managed a \$15 million annual budget.
- Incident Commander for Walmart's global response to COVID-19, the 2020 US civil unrest, 15 hurricanes to include two large-scale responses- Laura and Ida, the 2021 winter storms and an active shooter situation at a distribution center.
- Led the 24/7, 365 Global Security Operations Center which triaged an average of 400 incidents responses a day.
- Headed Walmart's business continuity program, spearheading the development of over 355 crisis and resiliency plans across the enterprise with 2,100 identified critical functions.

Director, Global Crisis Management and Business Continuity

The Walt Disney Company 09/2016 - 01/2020

- Oversaw an enterprise-wide department that is responsible for all-hazards crisis planning and testing for Disney and its affiliates (ESPN, ABC, Parks, etc.) worldwide.
- Directed 20 professionals to include the Chief Medical Officer and the Fire Chief; managed a \$10 million annual budget.
- Provided strategic oversight for all crisis and continuity planning strategies, standards, and policies for The Walt Disney Enterprise.

Interim Vice President, Global Intelligence, Threat Assessment & Crisis Management

The Walt Disney Company 07/2016 - 01/2017
After the sudden departure of a VP and Director within the Global Security Division, at the request of Disney's Chief Security Officer, I was asked to step into the VP position until a replacement was hired. During my short tenure in the position, I focused on infrastructure building, hiring a total of six senior staff positions, developing strategic plans for the new departments I oversaw, as well as executing training initiatives for the entire Global Security Division.

Andrea E. Davis, CEM, CBCP

President & CEO

SERVICE TO PROFESSION

Board Chair Present
California Resiliency Alliance

Board Chair Present
American Red Cross, Northwest Arkansas

Advisory Board Member Present
Institute for Diversity and Inclusion in
Emergency Management

Advisory Board Member Present
Dr. Lucy Jones Center for Science and Society

Founding Board Member Present
Private Sector in Emergency Management
Association

Board Vice Chair & Chair 2014-2020
American Red Cross, Los Angeles Region

Board Member 2015-2020
Save the Children Corporate Council

PUBLICATIONS/INTERVIEWS

[USA Today Interview](#) on Event Safety 2023

[Forbes Interview](#) on Winter Preparedness 2023

[Forbes Interview](#) on Lessons Learned from the
Maui Fire 2023

[Cracking the C-Suite Code: Building Executive
Enthusiasm for Your Crisis Planning](#) ASIS,
Security Management Magazine. 2023

[Crisis Management: What is it and Why Does it
Matter?](#) Frontline Safety and Security Magazine
2021

[Southern California Disaster Risk Reduction
Initiative Report](#) USC Bedrosian Center 2016

PROFESSIONAL EXPERIENCE (cont.)

External Affairs Director

Federal Emergency Management Agency 05/2010 - 09/2012

- Led a staff of 17 senior professionals as well as a cadre of 160 emergency response workers.
- Handled all public relations and congressional and intergovernmental outreach for FEMA’s Louisiana Recovery Office (LRO).
- The LRO managed the recovery from hurricanes Katrina, Rita, Ike, and Gustav with a total portfolio of 20 billion dollars, the largest recovery operation in the United States since the Civil War.

Regional Training and Exercise Specialist

City and County of San Francisco 11/2008 - 06/2010

- Developed and coordinated all emergency exercises, trainings, and workshops for the Bay Area region.
- Ensured all exercises were Homeland Security Exercise and Evaluation Program (HSEEP) compliant.

District Manager, Office of Emergency Management/Crisis Communications

Federal Reserve Bank of San Francisco 02/2006 - 11/2008

- Managed a professional staff of six and a volunteer staff of 250 in seven different states.
- Developed and maintained a comprehensive emergency response plan for all branch locations and the San Francisco headquarters.
- Worked at a national level developing an all-hazards emergency management program for the Federal Reserve System.
- Acted as the Public Information Officer during times of crisis, developed media information campaigns.
- Orchestrated and marketed a preparedness campaign for all Federal Reserve staff, including the development of a comprehensive employee resource guide and monthly online Q&A forum.
- Facilitated external meetings with traditional response agencies to ensure collaboration during emergencies.
- Developed an all-inclusive emergency management training program for onsite federal police officers.
- Nominated two times for outstanding service and leadership to the Federal Reserve System.

Lorraine Schneider, CEM

Chief Operating Officer – Principal

EDUCATION

National Emergency Management Executive Academy In progress (2024)
Federal Emergency Management Agency

Master of Science, International Strategy and Diplomacy 2020-2021
London School of Economics and Political Science (LSE)

Certificate Degree, Emergency Management and Homeland Security 2015-2016
UCLA Extension

Bachelor of Arts, North American Studies 2012-2016
Freie Universität Berlin

CERTIFICATIONS

Certified Emergency Manager (CEM)

Planning & Intelligence Section
Chief/Coordinator (Type III)

Certified Trainer in ICS 100, 200, 300, 400, 402 & G191

FEMA Homeland Security Exercise and Evaluation Program (HSEEP)

HONORS

Ripple Effect Award 2020
California Women in Homeland Security

Rising Star Award 2019
Business Industry Council on Emergency Planning & Preparedness

Service Excellence Award 2019
UCLA

PROFESSIONAL EXPERIENCE

Chief Operating Officer

The Resiliency Initiative 05/2023 - Present

- Continue to fulfill the duties listed below with an increasingly macro lens as our team and list of clients both grow.
- Guide the onboarding of new clients, conduct quality control, and pursue project and organizational efficiencies.
- Serve as subject matter expert on client projects relating to training, exercises, and planning.

Executive Director

The Resiliency Initiative 04/2022 - 04/2023

- Provided strategic and operational direction on the launch and growth of a consulting company focused on emergency management and risk mitigation planning with the mission of empowering communities and organizations to become self-reliant.
- Grew the team from two employees to five within our first year of operating full-time.
- Won and served as project manager for ten government, nonprofit, and private sector contracts spanning local hazard mitigation planning, writing Emergency Operations Plans, building crisis management programs from scratch, exercise design, etc.

Instructor

International Medical Corps 01/2021

- Taught a course on “Health and Medical Hazard Vulnerability Analysis (HVA) Review and Annex Development” for healthcare staff across the US.

Founder and Executive Director

Emergency Management Growth Initiative (EMGI) 04/2020 - Present

- Drive EMGI's mission to make the emergency management profession more visible and accessible.
- Spearhead a FEMA-funded research project: “Current State of DEI in the Emergency Management Workforce: A Mixed-Method Approach”.
- Empowered a team of 20 professionals based across three continents to address structural challenges the emergency management profession faces by developing and leading various initiatives focused on facilitating entry into the workforce for aspiring emergency managers and making the field more diverse, equitable and inclusive.
- Currently in a deep-thinking phase to create sustainable pathways for enhancements to the profession and workforce.

Lorraine Schneider, CEM

Chief Operating Officer – Principal

SERVICE TO PROFESSION

Board Chair 2021 - Present
Project:Camp

Founder & Exec. Director 2020 - Present
Emergency Management Growth Initiative

Member 2018 - Present
Pacific Council on International Policy

Instructor and Disaster Response Officer
International Medical Corps 2020

Volunteer 2019
Field Innovation Team

Founding Board Member 2017 - 2019
California Women in Homeland Security

Hurricane Harvey Deployment 09/17
American Red Cross

PUBLICATIONS

[“Why corporations must elevate the role of crisis management”](#) LSE Business Review 02/23

PROFESSIONAL EXPERIENCE (cont.)

Program Manager, Global Crisis Management

The Walt Disney Company 09/2019 - 02/2022

- Fostered readiness for natural, technological, and human-made disasters impacting any Company site globally (offices, studios, travel groups, hotels, cruise line, theme parks, productions, etc.)
- Coached business segments globally with their holistic (planning, training, exercises, and preparedness) program creation and maintenance.
- Developed and facilitated dozens of Global Crisis Management discussion- and operations-based exercises across the Company and its affiliates (e.g., Global Security or National Geographic Partners), followed by after-action reports to create new and improve upon existing plans and processes.
- Oversaw the planning and activation of a Closed Medical Point of Dispensing (MPOD) amidst the COVID-19 pandemic, liaising with internal and external partners.

Principal Consultant

KASSL Emergency Management Consulting 08/2017 - 09/2019

- Updated the City of Glendale’s Local Hazard Mitigation Plan (LHMP).
- Facilitated Emergency Operations Center (EOC) Training for local California jurisdictions.

Emergency Management Training Specialist

University of California, Los Angeles (UCLA) 09/2016 - 09/2019

- Built from the ground up, managed, and served as the head instructor of the emergency management training program, serving a campus population of 85,000 students, staff & faculty.
- Served as the Planning & Intelligence Section Chief for several EOC activations, including the 2017 Skirball Fire and 2018 UCLA Labor Strikes.
- Revived a defunct Warden/Building Captain program for +120 campus buildings, recruiting and training over 1,000 wardens.

Faith Newton, CEM, MBCP, NEMEA

Director, Preparedness & Resiliency – Project Manager

EDUCATION

Vanguard Executive Leadership Group 2023
Federal Emergency Management Agency

National Emergency Management Executive Academy
Federal Emergency Management Agency 2022

Master of Science, Emergency Management & Homeland Security 2012-2014
Arkansas Tech University

Bachelor of Science, Emergency Administration Management 2009-2012
Arkansas Tech University

CERTIFICATIONS

Certified Emergency Manager (CEM)

Master Business Continuity Professional (MBCP)

Order of the Sword & Shield Academic and Professional Honors Society

PROFESSIONAL EXPERIENCE

Director, Preparedness & Resiliency

The Resiliency Initiative 06/2023 - Present

- Oversee and serve as project manager for all emergency management-related contracts with public and private sector clients.
 - National Endowment for Financial Education’s operational resiliency and ongoing crisis management support. Developing an executive leadership playbook, crisis communication and planning matrix, employee preparedness training video, and developing and facilitating an executive leadership tabletop exercise.
 - Santa Clara Valley Water District’s COVID-19 After-Action Report and Improvement Plan. Facilitating biweekly working group meetings, leading key staff interviews, and developing and analyzing an all-employee survey. Development of the CAL OES AAR, Valley Water AAR and Improvement Plan, and executive leadership briefing.
 - Calaveras County California Emergency Operations Plan update and Evacuation Annex creation. Facilitating the cross-functional workshops, county EOP review survey, and review and development process. Conducted a hazard and vulnerability assessment, transportation analysis, access and functional needs analysis, documentation review.
- Program Director for The Resiliency Academy a two-day training encompassing all-hazards preparedness and crisis management.
- Subject matter expert in preparedness and training.
- Subject matter expert in the continuity of operations and business impact analysis process.

Director, Global Emergency Management Strategy & Preparedness

The Walmart Corporation 09/2021 - 06/2023

- Developed, managed, and launched an in-house Walmart Emergency Operations Platform for incident intake and management.
- Coordinated Walmart’s 2022 Preparedness Summit, bringing together industry leaders to discuss the future of preparedness.
- Developed a strategy to streamline technology support, enabling operations to make data-driven decisions.
- EOC deployment to Florida and Louisiana supporting recovery operations and community support to Hurricane Ian and Ida.

Faith Newton, CEM, MBCP, NEMEA

Director, Preparedness & Resiliency – Project Manager

SERVICE TO PROFESSION

Mentor
Disaster Recovery Institute International

Mentor
International Association of Emergency Managers

Board Member
Arkansas Tech University Emergency Management Program Advisory Board

CORE COMPETENCIES

- Crisis Leadership
- Emergency Exercise Facilitation
- Business Continuity Planning
- Project Management
- HTML Coding
- Public Speaking

PROFESSIONAL EXPERIENCE (cont.)

Sr. Manager, Emergency Preparedness

The Walmart Corporation 02/2019 - 09/2021

- Developed and implemented Preparedness trainings/campaigns.
- Created and managed Government Order collection and review process throughout COVID-19, ensuring Walmart’s legal and operations had visibility to changing government mandates.
- Oversaw the revision, reprint, and redistribution of Emergency Procedures Flipcharts.
- Established a Public Private Partnership Program across the entire US.
- Developed the Executive Council annual exercise – 2021 Ransomware, 2020 Civil Unrest post-election.
- EOC deployments to North Carolina and South Haven, Mississippi, providing onsite crisis leadership.

Manager, Enterprise Business Continuity

The Walmart Corporation 02/2016 - 02/2018

- Oversaw program maintenance and implementations for international retail markets and Global eCommerce.
- Facilitated business continuity and crisis management exercises with executive teams using HSEEP principles.
- EOC response to Hurricane Harvey, Irma, Nate, Maria, and the Mexico City Earthquake by coordinating situational awareness from internal and external resources and leading the response's short- and long-term strategic planning.

Manager, Preparedness & Planning

The Walmart Corporation 03/2014 - 01/2016

- Created training and exercised numerous international Crisis Management Teams.
- Collaborated with the United Nations to provide strategic direction on resiliency projects to create global resiliency throughout the public and private sectors.
- Created the Northwest Arkansas Preparedness Group for businesses, emergency services, and hospitals to discuss public health threat preparedness, community resiliency, and disaster response collaboration.
- Executed preparedness campaigns, including the Texas Hurricane Guide Program for 2014, America’s PrepareAthon, National Preparedness Month, Great ShakeOut, and preparedness packing events at annual Stakeholder meetings.
- Coordinated EOC response efforts to the Ebola crisis in West Africa and the US.
- Plans, exercise projects, project travel, and budget requests.

Zachary J. Riel

GIS Analyst – Technical Specialist

EDUCATION

Master of Arts, Communication 2019
Western Illinois University

Bachelor of Science, Meteorology; minor, Geographic Information Systems 2017
Western Illinois University

CERTIFICATIONS

IS-100, 120, 200, 700, 800

HONORS

WRN Ambassador of the Year 2017
Quad Cities National Weather Service

SERVICE TO PROFESSION

Co-Organizer 2017 - Present
Weather-ready Nation Scouting Event, AMS Conference

NWS Student Volunteer 2016
National Weather Service

Skywarn Social Media Volunteer 2014, 2017
National Weather Service

PROFESSIONAL EXPERIENCE

GIS Analyst
The Resiliency Initiative 12/2022 - Present

- Serve as a technical consultant for Geographic Information Systems (GIS).

Geospatial Technician
Axim Geospatial 06/2022 - Present

- Use satellite imagery to update and collect new features in foreign areas.
- Assist in tasks to finalize data for delivery.

Research Technician I LTE
Innovative Weather 09/2021 - 09/2022

- Completed in-person and virtual forecasts for partners.

GIS Technician II
Utility Data Contractors, Inc. 09/2019 - 11/2021

- Mapped out secondary electric lines for various clients to update their current system.
- Quality checked work to ensure the best data possible was delivered.

Brianna Lentz, CEM, ADAC

Advisory Board Member – Emergency Management Specialist

EDUCATION

Master of Science, Disaster Resilience Leadership 2021 - 2022
Tulane University

Bachelor of Science, Emergency Administration and Planning 2016 - 2019
University of North Texas

CERTIFICATIONS

Certified Emergency Manager 2023
International Association of Emergency Managers

ADA Coordinator 2023
The Americans with Disabilities Act Coordinator Training Certification Program

FEMA Professional Development Series

HONORS

Congressional Service Award 2019
US Congress/AmeriCorps

President’s Volunteer Service Gold Award 2019
President’s Council on Service & Civic Participation/AmeriCorps

PROFESSIONAL EXPERIENCE

Disaster Readiness and Response Manager
Imagine Water Works 07/2023 - Present

Access and Inclusion Specialist
The Resiliency Initiative 07/2023 – 04/2024

- Continued to fulfill responsibilities as listed in the previous position.
- Developed and implemented inclusive emergency management strategies to ensure accessibility for individuals with diverse needs, fostering an environment of equal preparedness and response.
- Conducted thorough accessibility assessments for meetings, communication materials, and final deliverables.
- Collaborated with community organizations and advocacy groups to gather input and feedback, incorporating diverse perspectives into emergency response plans and procedures.
- Established partnerships with local disability service providers, facilitating the seamless integration of support services during emergency events.

Emergency Management Coordinator
The Resiliency Initiative 01/2023 - 06/2023

- Spearheaded the development of comprehensive evacuation plans, meticulously analyzing geographic and demographic factors to optimize evacuation routes and ensure the swift and safe relocation of community members during emergencies.
- Orchestrated crisis management planning, overseeing the creation and implementation of robust protocols to guide response efforts during various emergency scenarios on an executive and franchise level.
- Facilitated workshops with executive level staff to determine crisis procedures and policies, gaining leadership buy-in.
- Led hazard mitigation planning initiatives, conducting thorough risk assessments to identify potential hazards and vulnerabilities within the community.
- Conducted reviews of EOPs, ensuring alignment with current regulatory standards and best practices in emergency management.
- Developed and delivered tailored training sessions for emergency response teams, focusing on crisis communication, incident command system procedures, and resource allocation strategies.
- Designed and facilitated realistic emergency response exercises, incorporating scenario-based simulations to evaluate and enhance the organization's preparedness and response capabilities.

Brianna Lentz, CEM, ADAC

Advisory Board Member – Emergency Management Specialist

SERVICE TO PROFESSION

Advisory Board Member 2024 - Present
The Resiliency Initiative

Accessibility and Whole Community Inclusion Caucus 2022 - Present
International Association of Emergency Managers

Assistant Team Leader 2018 - 2019
FEMA Corps

Outreach and Recruitment Liaison 2018 - 2019
FEMA Corps

PROFESSIONAL EXPERIENCE (cont.)

Emergency Management Coordinator

The Resiliency Initiative 01/2023 - 06/2023

- Established and executed comprehensive After-Action Review (AAR) plans following emergency response exercises and real-world incidents, ensuring a systematic and thorough evaluation of performance and outcomes.
- Conducted thorough vulnerability assessments to evaluate the susceptibility of key elements to identified hazards, considering factors such as geographical location, structural integrity, and population density.

Disability Integration Officer – Grant Funded

New Orleans Health Department 05/2021 - 07/2022

- Expanded and maintained an extensive list of disability partners in Orleans Parish.
- Created an Access and Functional Needs working group to strengthen the voices of the disability community in the emergency planning process.
- Constructed a disability etiquette and awareness training plan for the New Orleans Health Department.
- Created and implemented a project plan using the measurables of the awarded grant.
- Responded to Hurricane Ida.

Business Continuity Intern

Federal Reserve Bank of Dallas 06/2019 - 10/2019

- Evaluated and provided consultation on Business Continuity/Continuity of Operations Planning improvements in 25 departments.
- Aided in the development of the first executive-level functional exercise consistent with the Homeland Security Exercise and Evaluation Program (HSEEP) methodology.

Planning Specialist – Corps Member

FEMA Corps 06/2018 - 04/2019

- Responded to Hurricane Florence, Hurricane Michael, and the California Camp Fire.
- Coordinated city town hall meetings to disseminate information.
- Coordinated with section chiefs in the completion of the Incident Action Plan.
- Prepared briefing point reports for the Commanding and General Staff meetings.
- Coordinated resources with local, state, and federal partners.