

**D. Local Hazard Mitigation Plan and Emergency Operations Plan**

Recommendation: To approve the contract award to Jacob Greene and Associates to create and update the city's local hazard mitigation plan (LHMP) and emergency operations plan (EOP).

# PROPOSAL FOR RFP - CITY OF CATHEDRAL CITY LOCAL HAZARD MITIGATION PLAN PROJECT



SEPTEMBER  
2024



**Cathedral City**



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COST PROPOSAL  
(Included in separate file)

CATHEDRAL  
CITY

September 30, 2024

Patrick Bumstead, Financial Analyst II  
City of Cathedral City  
68-700 Avenida Lalo Guerrero  
Cathedral City, CA 92234

Dear Mr. Bumstead,

Jacob Green & Associates (JGA) is pleased to submit our proposal in response to the Request for Proposals (RFP) for the City of Cathedral City Local Hazard Mitigation Plan (LHMP) Project. With our extensive local government experience in Southern California emergency management and LHMP development, we are well-equipped to deliver a comprehensive and actionable LHMP that addresses Cathedral City's unique hazards and vulnerabilities. Consistent with the RFP, our proposal also includes services to update the City's Emergency Operations Plan (EOP), and conduct essential Emergency Operations Training & Exercise for City staff.

Our team of dedicated hazard mitigation professionals brings a wealth of knowledge and expertise to this project. Through collaboration, stakeholder engagement, and the utilization of cutting-edge methodologies and technologies, we are committed to developing an LHMP that reflects Irwindale's distinct characteristics and meets the requirements of state and federal regulations, including the Disaster Mitigation Act of 2000 and applicable state legislation.

Patrick Marchman, AICP, will be JGA's project manager for the City of Cathedral City LHMP. Patrick has 20 years of experience in the hazard mitigation, environmental, and climate adaptation fields. Patrick served as a Project Manager for hazard mitigation and disaster risk reduction planning while working with the U.S. Federal Emergency Management Agency, writing and reviewing over a dozen hazard mitigation plans. Additionally, Patrick led several projects at local and state levels, as well as for private sector clients, and worked with FEMA Region VII on direct community engagement to operationalize hazard mitigation plans across a four-state area.

Tony Coletta, CEM, will be JGA's project manager for the City's EOP Update and Emergency Operations Training and Exercise Projects. Tony has 30 years of experience managing emergency planning, training, exercises, and incident management. He brings localized expertise developed from working as a Firefighter Paramedic in the Coachella Valley during the 1980's and serving as the Emergency Manager for the County of Riverside during the 1990's and 2000's. His extensive experience and understanding of the hazards, risk, and emergency management needs of the Coachella Valley and the City of Cathedral City will serve this project and the City's unique needs well.

We look forward to working with Cathedral City as you work to enhance your emergency management capabilities.

Sincerely,



Jacob Green  
President & CEO



# STATEMENT OF QUALIFICATIONS

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## SECTION A



# STATEMENT OF QUALIFICATIONS

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JGA is an Orange County-based corporation comprised of 30 veteran local government leaders with over 600 years of combined municipal experience; and includes former City Managers, Emergency Managers, Police Chiefs, Fire Chiefs, and other municipal experts. We help our clients prepare for and respond to challenges in Emergency Management, Organizational Development. JGA's headquarters are located in Tustin, California.

We provide tailored services by developing a deep understanding of client needs, fostering authentic and trusted relationships, and focusing on solutions and outcomes that consistently exceed expectations. Drawing on the deep local experience of our team members and advisors, JGA has quickly become a premier partner with local governments throughout the state of California.

## **What sets JGA apart? Hazard Mitigation Planning**

In 2023, FEMA implemented changes to the Local Hazard Mitigation Plan (LHMP) process that have radically tightened the requirements as to what will pass Cal OES and FEMA review, and have resulted in a backlog of over 120 plans in the queue for review and approval by Cal OES and FEMA. These changes include:

- Much deeper examination of the impacts of climate change.
- Requirements to substantively address social equity and disadvantaged populations.
- More thorough stakeholder and public involvement processes, encouraging the public to not only comment on the final product but to have stakeholder and public input be an integral part of the process.

JGA has developed a deep understanding of FEMA's new requirements through our close collaboration with Cal OES. We've refined our methodologies to align precisely with current FEMA expectations, ensuring our hazard mitigation plans meet and exceed the latest standards. Our ability to deliver plans that satisfy today's rigorous criteria - not outdated benchmarks - positions JGA as the optimal partner for Cathedral City's LHMP project.

Beyond hazard mitigation, JGA has built a broader planning practice focusing on climate action and adaptation planning, economic development, and comprehensive planning. We are currently delivering these services to City governments throughout California, allowing us to bring a holistic perspective to your LHMP update.

JGA's hazard mitigation planning team is led by Patrick Marchman, AICP CEP, SCR. Patrick has 15 years of experience in hazard mitigation, resilience, and climate adaptation planning work throughout North America, and earned the rare Certified Environmental Planner (CEP) advanced specialty certification from the American Institute of Certified Planners. Patrick has worked in and around “FEMA World” since 2010, having worked directly for FEMA, as well as part of the Community Engagement and Risk Communication contract for several years. As part of his work with FEMA, Patrick has reviewed dozens of hazard mitigation plans, including several state-level plans, and since leaving FEMA over the past several years has developed and managed the development of a number of related plans including:

- Village of Riverside Climate Action and Adaptation Plan (Illinois)
- City of Cleveland Heights Climate Action and Resilience Plan (Ohio)
- City of Ridgecrest Climate Risk Assessment (California)
- East Kootenay Hospital Climate Risk Assessment (British Columbia)
- Kootenay Boundary Hospital Climate Risk Assessment (British Columbia)
- Resilience Dialogues policy consulting for East Lansing and Anchorage (Michigan and Alaska)
- Town of Valdez resilience code update (Alaska)
- Centers for Disaster Resilient Infrastructure Global Airport Resilience Study
- Mazzetti Corporate Climate Adaptation Plan

Beyond Patrick's personal experience, JGA has completed a wide range of resilience and emergency management-related projects, including the following hazard mitigation plans:

- City of West Hollywood Local Hazard Mitigation Plan Update
- City of Dana Point Local Hazard Mitigation Plan Update
- City of Rialto Local Hazard Mitigation Plan
- Rincon Band of Luiseño Indians Local Hazard Mitigation Plan Update
- City of Lake Forest Local Hazard Mitigation Plan Update
- City of Montebello Local Hazard Mitigation Plan Update

JGA's staff includes senior California municipal professionals with extensive experience in planning, community outreach, and facilitation. They contribute their extensive knowledge to a range of projects.





## **What sets JGA apart? Emergency Planning / Training & Exercises**

JGA emergency management team has been working in California's emergency management community since the 1990s. This work has included managing emergency planning, training, exercises, and incident management. Project Manager Tony Coletta brings localized expertise developed from working as a Firefighter Paramedic in the Coachella Valley during the 1980s and serving as the Emergency Manager for the County of Riverside during the 1990s and 2000s. His extensive experience and understanding of the hazards, risk, and emergency management needs of the Coachella Valley and the City of Cathedral City will serve this project and the City's unique needs well.

JGA has performed the following recent work relevant to the Cathedral City's desired Scope of Work and this project:

### **Emergency Planning**

- City of Rialto Emergency Operations Plan Update (2024)
- City of Lake Forest Emergency Operations Plan Update (2022)
- City of Laguna Woods Emergency Operations Plan Update (2022)
- City of Big Bear Lake Emergency Operations Plan Update (2024)
- City of Corona Emergency Operations Plan Annexes (2023)
- City of Indio Continuity of Operations Plan (2024)
- City of Lake Forest Continuity of Operations Plan (2023)
- City of Rialto Continuity of Operations Plan (2023)
- City of Corona Continuity of Operations Plan (2021)
- City of Redlands Disaster Recovery Plan (2024)
- City of Lake Forest Disaster Recovery Plan (2024)
- City of Rialto Disaster Recovery Plan (2023)
- City of San Juan Capistrano Disaster Recovery Plan (2023)
- City of Corona Disaster Recovery Plan (2023)

### **Emergency Training & Exercise**

- City of San Juan Capistrano EOC Training & Exercises (2022-Present)
- City of Lake Forest EOC Training & Exercises (2022-Present)
- City of Oxnard EOC Training & Exercises (2023)
- City of Stockton EOC Training & Exercises (2022)
- City of San Clemente EOC Training & Exercises (2022)
- City of Corona EOC Training & Exercises (2021)



# JGA LEADERSHIP TEAM



JACOB GREEN, MPA

President & CEO

Jacob has an extensive background in public safety and has overseen emergency management programs for over 18 years in his capacity as both Emergency Manager and the department head responsible for emergency management in various agencies including the cities of Santa Ana, Fountain Valley, Ontario and San Juan Capistrano. He specializes in seminar training and leadership coaching for municipal management staff involved with the planning and provision of emergency services. Jacob's key emergency management accomplishments include the creation of a new Bureau of Emergency Management for the City of Ontario, design and construction of Ontario's new \$7 million Emergency Operations Center, and citywide disaster training/exercises, emergency operations plan writing, hazard mitigation plan writing, management of the emergency operations center during disaster activations, and community engagement and public education activities for multiple cities. Jacob also has served as the Ontario Fire Department's lead Public Information Officer and Grant Manager.



DAVE BROWN

Director of Client Success

Chief Dave Brown, (ret.) is passionate about helping public sector executives and organizations succeed in a dynamic and challenging environment, especially when facing leadership, political, or personnel challenges. Chief Brown has held command positions in every division of law enforcement including many years as a Chief of Police. He has also served as Director of Public Safety, Assistant City Manager, and several stints as Interim City Manager. In 2017, Chief Brown was recruited by the City of Menifee, California, to spearhead the creation of the Menifee Police Department. Over the next three years, Brown created and implemented a robust, data-driven strategy, successfully launching the new Menifee Police Department on July 1, 2020. More recently, Dave served as the Executive Director of the Riverside Sheriffs' Association (RSA), one of the largest law enforcement labor organizations in the country.



## NICOLE BEACH

Director of Strategic Initiatives

Nicole Beach is a project management and strategy delivery leader who specializes in assisting organizations in realizing value by aligning strategy with execution. Nicole collaborates closely with our clients to develop work plans that ensure their success in executing strategic goals and provides project management oversight across all projects. Before joining JGA, Nicole amassed a wealth of experience leading complex technology, organizational, and strategic projects, including M&A integrations, ERP implementations, and process improvement initiatives. Most recently, she oversaw Project Management Offices and Strategic Portfolio Management for SAFEbuilt, Citrix, and Sport Clips. Nicole holds certifications as a Project Management Professional (PMP) and Lean Six Sigma Green Belt. She also earned an MBA with a concentration in Process Improvement from Nova Southeastern University.

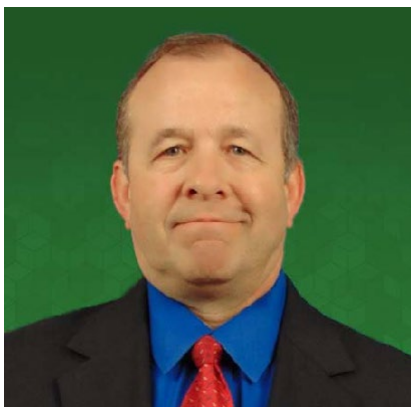
## KEY PERSONNEL



## PATRICK MARCHMAN, AICP, SCR

Project Manager // Hazard Mitigation, Climate and Resilience Advisor

Patrick Marchman has 20 years of experience as a planner with experience in multiple components of comprehensive planning, including zoning, transportation, resilience and sustainability, environmental and economic development. His work initially focused on developing and managing the NEPA process for multi-billion-dollar infrastructure projects. Patrick then moved into hazard mitigation and disaster risk reduction planning while working with the U.S. Federal Emergency Management Agency, writing and reviewing over a dozen hazard mitigation plans. After a four-year stint managing the environment and real estate programs and working closely with Metropolitan Planning Organizations supporting local and regional transportation planning, for the U.S. Federal Highway Administration's Michigan Division, he shifted to the private sector, supporting climate adaptation and sustainability strategy for a wide range of public and private sector clients. Since 2011, Patrick has been a member of the American Institute of Certified Planners, and has delivered presentations at national planning conferences as well as many planning-related publications. He also holds a certification in Sustainability and Climate Risk from the Global Association of Risk Professionals. Patrick has served in leadership roles in several professional organizations as well as on his City's Zoning Board of Appeals, and has a commitment to leading the development of new practice areas within the planning profession.



## TONY E. COLETTA JR., MPA, CEM, MPM

### Project Manager // Emergency Management

Tony's focus is on assisting clients solve local challenges through innovative, cooperative, and sustainable public safety solutions. As a proven leader, he excels in problem-solving, alliance building, and organizational communication, and delivering results-driven solutions for today's municipal challenges. Tony has built highly effective emergency management teams, led multi-million-dollar regional homeland security programs, coordinated statewide public safety initiatives, authored best practice emergency plans, and leveraged federal agencies and funding to solve local homeland security and emergency management challenges. Tony Coletta brings 35 years of public safety experience, with 25 years dedicated to emergency management and homeland security administration. His expertise spans emergency planning, training and exercises, hazard and risk mitigation, organizational assessments, and strategic planning. Tony's extensive background includes state, federal, and international disaster deployments. He has made notable achievements in instructing and course design, emergency operations center design, recruitment, succession planning, and grant and performance management. Tony is an internationally Certified Emergency Manager and holds degrees in Emergency Medical Services Administration, Police Service Administration, Fire Service Administration, and Public Administration.



## WILLIAM SIMMONS

### Hazard Mitigation Specialist

William Simmons is a Project Manager at Jacob Green and Associates, where he leads and supports the creation of comprehensive emergency management documentation, including Local Hazard Mitigation Plans, Emergency Operations Plans, and Risk Assessments. He facilitates innovative emergency management and leadership development programs, training sessions, and exercises. Prior to joining JGA, William served for 10 years in the United States Air Force as a Supervisor, Instructor, Exercise Director, and Team Leader. He was a key contributor in planning, coordinating, and executing real-world and simulated crisis environments as a Command-and-Control Operator. One of William's most notable projects was his work on the implementation of a country-wide evacuation plan for civilian family members during the escalation of the North Korean threat in 2017. The plan was successfully showcased in an exercise, during which 1,700 residents were safely processed for evacuation. William holds a Secret Clearance and possesses a Bachelor's Degree in Homeland Security and Emergency Management. He has completed over 20 courses with the FEMA Emergency Management Institute, is certified in Emergency Operations Planning and Mitigation Planning through CSTI, and is currently pursuing a Master of Science in Organizational Development at the University of Massachusetts.



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## TERRI RAHHAL

Senior Advisor // Urban Planning

Terri recently completed a 37-year career in the public sector, practicing a wide range of urban and regional planning and community development services in San Bernardino and Riverside Counties, as well as the cities of San Bernardino and Corona. In 2022 she retired from San Bernardino County as Land Use Services Director, where she managed building, planning, land development engineering, code enforcement and fire hazard abatement services for the unincorporated areas of this 20,000-square mile county. During her tenure with San Bernardino County, she led the development and adoption of a comprehensive Countywide Plan and 27 Community Action Guides for unincorporated communities. She also oversaw implementation of the County's first fully digital planning and building permit system. Terri holds a bachelor's degree in Economics and an MBA with a Finance concentration from Cal State San Bernardino. As a long-time member of the American Planning Association and the American Institute of Certified Planners, Terri considers herself primarily a planner. She is passionate about building value through community development and enabling public employees to work toward that end. She believes that training, coaching and sharing of authority are the keys to shaking off the bureaucratic stereotypes that plague the public sector.



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## MEGHAN MURRAY

Project Specialist

Meghan Murray has over 24 years of experience in Operations Management, Program Management, Personnel Management, Executive Communication, and Continuous Process Improvement. Meghan served in the Air Force for 22 years and has extensive background in Organizational Development. Meghan excelled in overseeing operations, professional development, and personnel programs for organizations and has directed multiple programs valued at \$1B while managing risk, safety, and compliance. Meghan holds a Masters of Science degree with a specialty in Human Resource Management bringing to the team an extensive knowledge in team leadership, strategic planning, and data driven decision making. One of Meghan's most notable projects was being a strategic team lead of the Organization of the Future that led to the building of the latest branch of the military, the United States Space Force. As a Project Specialist with JGA, Meghan supports the Organizational Development and Emergency Management Departments by coordinating projects, managing timelines, and ensuring the successful execution of department initiatives.





# REFERENCES

We encourage the City of Cathedral City to contact our references to provide testimony of our capability to perform your requested services, adhere to schedules and budgets, and exceed expectations.



## CITY OF WEST HOLLYWOOD

Margarita Kustanovich, Emergency Management Coordinator  
mkustanovich@weho.org  
323.848.6419  
Local Hazard Mitigation Plan



## CITY OF RIALTO

Brian Park, Fire Chief  
bpark@confire.org  
909.820.2501  
Emergency Management Support Services and Local Hazard Mitigation Plan



## RINCON BAND OF LUISEÑO INDIANS

Chip Duncan, Fire Chief  
cduncan@rincon-nsn.gov  
760.297.2300 Ext. 533  
Local Hazard Mitigation Plan



# SCOPE OF WORK

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## SECTION B



# SCOPE OF WORK

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The City of Cathedral City is committed to ensuring the safety and resilience of its community in the face of natural and human-made hazards. As part of this commitment, it is essential to regularly update and enhance its preparedness and response strategies. This proposal outlines a comprehensive plan to update the City's LHMP, Emergency Operations Plan (EOP), and to conduct essential Emergency Operations Center (EOC) Training and Exercise activities.

Updating the LHMP and EOP will ensure that the City's plans reflect the latest risk assessments, best practices, and regulatory requirements. These updates will enhance its ability to mitigate potential hazards, respond effectively to emergencies, and recover swiftly from disasters. Additionally, conducting EOC Training and Exercise activities will equip its emergency management personnel with the skills and knowledge necessary to manage emergency operations efficiently and effectively.

By investing in these critical updates and training activities, Cathedral City will strengthen its resilience, protect its residents, and ensure a swift and coordinated response to any emergency. This proposal seeks to secure the necessary resources and support to implement these vital initiatives.

## **DELIVERABLES**

JGA will deliver the following at the conclusion of this project:

- Updated LHMP
- Updated EOP
- EOC Training & Exercise Series


## **PROJECT WORK PLANS**

### **LOCAL HAZARD MITIGATION PLAN**

The proposed Scope of Work outlines the comprehensive approach that JGA will undertake in collaboration with City staff and community stakeholders to develop an updated LHMP for the Cathedral City. The work will align with all requirements as outlined in the LHMP RFP issue by the City on August 30, 2024. The plan will adhere to all policy and regulatory requirements, including:

- The Disaster Mitigation Act of 2000
- Code of Federal Regulations Section 44 CFR 201.6
- AB 2140 (2006)
- SB 1241 (2012)
- SB 747 (2019)
- Government Code Sections 65302(g)(4) and 65302.15





The Plan will be developed according to FEMA's new hazard mitigation planning standards, effective as of April 2023, that emphasize robust community and stakeholder participation, consideration of climate change impacts, and increased attention to vulnerable populations. JGA will build on its recent experience in developing plans to these new standards and navigating the approval process, which has changed significantly from what governed the planning process before 2023. By engaging with City staff and community stakeholders, JGA will follow FEMA's process from the organization of resources to plan adoption and implementation. Through a collaborative and systematic approach, the updated LHMP will enhance the City's ability to mitigate hazards and promote a safer and more secure community.

## PROJECT ACTIVITIES

### Task A: Project Management

Our project work plan will include the following:

- **Initial Kickoff Meeting:** Within two weeks of contract execution, JGA will meet with Cathedral City staff to align on project expectations, clarify roles and responsibilities, and finalize the scope of work.
- **Task Breakdown:** The project work plan will break down each task, including stakeholder engagement, hazard identification, risk assessments, and development of mitigation strategies. Each task will have specific deliverables and deadlines.
- **Timeline:** We will provide a detailed timeline outlining all major project milestones from the project kickoff to final plan submission to FEMA/Cal OES. The timeline will also include key stakeholder meetings, public outreach events, and review periods.

The work plan will be a living document that can be adjusted as necessary, ensuring flexibility while maintaining a clear path toward project completion.

### Conduct Regular Project Status Meetings with City Staff

Effective communication is a cornerstone of our project management approach. JGA will conduct regular bi-weekly progress meetings with Cathedral City staff to ensure ongoing collaboration and transparency. These meetings will provide opportunities to:

- Review project progress against the work plan and schedule.
- Discuss any challenges or adjustments required to the timeline.
- Solicit feedback on draft deliverables and address any concerns.
- Ensure that Cathedral City staff is kept up-to-date on the progress of the LHMP development.

### Prepare and Submit Monthly Progress Reports

JGA will prepare and submit monthly progress reports that summarize all work completed in the previous month. These reports will:

- Outline the progress made on key deliverables.
- Highlight any challenges or delays encountered and propose solutions.
- Provide an update on public outreach and stakeholder engagement efforts.
- Include updated timelines and upcoming task

## TASK A: DELIVERABLES

- Detailed project work plan and timeline for LHMP update activities.
- Monthly reports summarizing project progress, milestones achieved, and upcoming tasks.

## Task B: Stakeholder engagement

### **Identify and Engage Stakeholders, Including Local Government Agencies, Community Organizations, Businesses, and the General Public**

JGA understands that comprehensive stakeholder engagement is critical to developing a Local Hazard Mitigation Plan (LHMP) that reflects the needs and priorities of Cathedral City's community. Our approach will begin with identifying and involving a diverse set of stakeholders, including:

- City Departments: Fire, Police, Public Works, Planning, and Emergency Management.
- Local Government Agencies: Riverside County agencies and neighboring city departments.
- Community Organizations: Non-profits, schools, faith-based organizations, and neighborhood associations.
- Business Community: Chambers of Commerce, local businesses, and commercial property owners.
- Vulnerable and Disadvantaged Populations: Special outreach to organizations that represent vulnerable groups, such as senior services, disability advocacy groups, and low-income housing organizations.

We will convene a Stakeholder Committee early in the process, ensuring that all voices are heard throughout the LHMP development. This committee will meet regularly to provide input, review progress, and offer feedback on drafts.

### **Facilitate Public Meetings and Workshops to Gather Input and Provide Updates on the LHMP Development Process**

JGA will organize a series of public meetings and workshops to ensure broad community participation in the LHMP process. These meetings will serve to:

- **Educate the public** on local hazards, risks, and mitigation strategies.
- **Gather input** on community concerns, vulnerabilities, and ideas for risk reduction.
- **Provide updates** on the progress of the LHMP and offer opportunities for feedback.

We will ensure that these meetings are accessible to all members of the community, using a combination of in-person and virtual meetings to maximize participation. The meetings will be publicized via social media, local media outlets, city newsletters, and direct outreach to stakeholder organizations. Special consideration will be given to vulnerable populations by providing translation services, ADA-compliant facilities, and tailored outreach efforts.

Additionally, JGA will leverage online surveys and community forums to capture input from residents who may not attend public meetings but still want to engage with the process. These digital tools will allow for ongoing community engagement throughout the project.

## **Document Stakeholder Input and Incorporate Feedback into the LHMP Update**

Stakeholder input is integral to creating a responsive and actionable LHMP. JGA will:

- Document all feedback from public meetings, workshops, and surveys, ensuring that every comment is considered and addressed.
- Incorporate feedback directly into the LHMP update, ensuring that the plan reflects the priorities and insights of the community. We will create a transparent process where key contributions and revisions made based on feedback are clearly identified.

JGA will provide a Stakeholder Engagement Report as part of the final LHMP submission. This report will outline all engagement activities, summarize input, and demonstrate how stakeholder feedback shaped the final LHMP.

By ensuring active and meaningful participation from all sectors of the community, we will develop an LHMP that is inclusive, comprehensive, and reflective of Cathedral City's unique risks and needs.

### **TASK B: DELIVERABLES**

- Agendas, presentations, meeting minutes, and documentation of stakeholder feedback from public meetings and workshops.

### **TASK C: Hazard Identification and Risk Assessment**

#### **Review and Update the List of Natural and Human-Made Hazards That Could Impact the City of Cathedral City**

JGA will begin the hazard identification process by reviewing the existing LHMP for Cathedral City as well as any relevant regional hazard mitigation plans. We will:

- Examine the current list of hazards, including both natural (e.g., earthquakes, wildfires, floods) and human-made hazards (e.g., hazardous materials spills, power outages).
- Consult with local agencies and stakeholders to identify any newly emerging risks or underrepresented hazards that may have increased in severity or frequency due to climate change, urban development, or other factors.
- Reference FEMA's National Risk Index, as well as updated guidance from Cal OES and other relevant bodies, to ensure that all significant hazards are considered.

JGA will ensure that the list of hazards is fully updated to reflect the most current data, scientific findings, and trends specific to Cathedral City, accounting for geographic, demographic, and environmental factors unique to the area.

## **Conduct a Risk Assessment to Evaluate the Potential Impact of Identified Hazards on the Community, Infrastructure, and Critical Facilities**

- **Hazard Profiling:** We will examine the characteristics of each identified hazard, including frequency, magnitude, historical occurrence, and potential future trends.
- **Community Impact Analysis:** By reviewing population data and community characteristics, we will assess the exposure and vulnerability of different population groups, with a special focus on disadvantaged and vulnerable populations.
- **Infrastructure and Critical Facilities Assessment:** JGA will work closely with city officials to identify and evaluate critical infrastructure such as hospitals, fire stations, schools, and utility networks. This assessment will prioritize facilities that are crucial for emergency response and community resilience.

Our approach will integrate climate change impacts and social vulnerability considerations, per FEMA requirements ensuring that the risk assessment reflects the dynamic and evolving risks faced by Cathedral City. By taking this holistic view, we will provide a comprehensive understanding of the city's vulnerabilities and inform the development of effective mitigation strategies.

### **Utilize Geographic Information Systems (GIS) to Map Hazard Areas and Analyze Spatial Data**

JGA will leverage Geographic Information Systems (GIS) technology to visually map hazard areas and conduct spatial analyses that inform the risk assessment process. GIS will be used to:

- Map hazard zones, including floodplains, seismic fault lines, wildfire-prone areas, and areas at risk for extreme heat events.
- Overlay critical infrastructure and population density data to identify areas of highest vulnerability.
- Analyze spatial patterns, such as proximity of critical facilities to hazard zones, transportation routes, and evacuation corridors.

The GIS data will provide detailed, interactive maps that are easily understood by city officials, stakeholders, and the public. These maps will be included in the final LHMP document and made available for future use by Cathedral City's planning and emergency management teams.

### **TASK C: DELIVERABLES**

- Comprehensive report detailing hazard identification and risk assessment findings.

### **TASK D: Vulnerability Analysis**

#### **Assess the Vulnerability of the City's Population, Infrastructure, and Critical Facilities to Identify Hazards**

Jacob Green & Associates (JGA) will perform a comprehensive vulnerability analysis to assess how the City of Cathedral City's population, infrastructure, and critical facilities are affected by the identified hazards. This process will involve:

- **Population Vulnerability:** We will analyze demographic data, including age, income, housing conditions, and health factors, to assess which populations are most at risk. The analysis will include examining the potential impacts on high-risk groups such as seniors, children, and people with disabilities.
- **Infrastructure Vulnerability:** JGA will collaborate with Cathedral City's public works and emergency management departments to evaluate key infrastructure assets, such as roads, bridges, water systems, communication networks, and utilities. This assessment will help identify vulnerabilities that could lead to cascading failures during a hazard event.
- **Critical Facilities Assessment:** A detailed inventory of critical facilities such as hospitals, schools, fire stations, and emergency shelters will be conducted to assess their resilience to hazard events. Special attention will be given to facilities critical to emergency response and recovery efforts.

### **Identify Vulnerable Populations and Develop Strategies to Address Their Specific Needs**

JGA will identify and prioritize vulnerable populations that may be disproportionately impacted by hazard events, including:

- Low-income communities who may lack the financial resources to recover from disasters.
- Seniors and individuals with disabilities who may require additional assistance during evacuations and emergency responses.
- Non-English speaking residents and those without access to transportation or emergency services.

To address these specific needs, JGA will develop strategies that ensure these populations are not only protected during emergencies but also included in the planning and decision-making process. This will involve:

- Collaborating with local organizations that represent vulnerable groups to understand their concerns and incorporate their input into the planning process.
- Developing tailored communication strategies to ensure that disaster preparedness information is accessible in multiple languages and formats.
- Providing actionable mitigation solutions, such as enhancing shelter accessibility, improving public transportation options during evacuations, and ensuring medical facilities are equipped to handle vulnerable populations during emergencies.

These strategies will be designed to build equity into the LHMP, ensuring that Cathedral City's most vulnerable populations are safeguarded.



## **Incorporate Climate Change Considerations into the Vulnerability Analysis**

Climate change is a growing factor in exacerbating the severity and frequency of natural hazards. Per FEMA guidance, JGA will incorporate the latest climate change data and projections into the vulnerability analysis to ensure that Cathedral City is prepared for future climate-related risks. This will include:

- Assessing the potential increase in extreme weather events such as heatwaves, wildfires, and floods, which are projected to become more frequent and intense due to climate change.
- Evaluating long-term risks to infrastructure and critical facilities that may face heightened vulnerability due to rising temperatures, shifting precipitation patterns, and other climate-driven changes

### **TASK D: DELIVERABLES**

Comprehensive report detailing vulnerability analysis findings.

### **TASK E: Mitigation Strategy Development**

#### **Develop and Prioritize Mitigation Actions and Strategies to Reduce the Risk and Impact of Identified Hazards**

Jacob Green & Associates (JGA) will develop a comprehensive and actionable set of mitigation strategies to address the risks and vulnerabilities identified in Cathedral City's hazard analysis. Our process includes:

- **Identifying Specific Mitigation Actions:** We will create mitigation actions that directly address the risks posed by both natural and human-made hazards, such as flood control measures, seismic retrofitting, wildfire risk reduction, and public education campaigns. For each hazard, we will identify both structural and non-structural actions that reduce the likelihood of hazard events or lessen their impact on the community.
- **Prioritizing Actions Based on Risk and Impact:** JGA will use a multi-criteria evaluation process to prioritize mitigation actions. This process will assess factors such as:
  - Risk reduction potential: The degree to which the action reduces the risk or severity of a hazard.
  - Cost-effectiveness: A comparison of the costs of implementing the action versus the anticipated benefits.
  - Feasibility: The technical, administrative, and legal ability to implement the action.
  - Timeline for implementation: Whether the action can be completed in the short-term or requires long-term planning.
  - Climate adaptation considerations: How the action contributes to climate resilience, especially as hazards increase in frequency and severity.

Each proposed action will be ranked according to these criteria to ensure that the most effective and feasible actions are prioritized in Cathedral City's Local Hazard Mitigation Plan (LHMP).



## **Collaborate with City Staff and Stakeholders to Ensure Proposed Mitigation Actions Are Feasible and Align with Local Priorities**

JGA recognizes that collaboration with City staff, stakeholders, and community members is key to developing successful mitigation strategies. We will:

- **Engage City staff:** Throughout the mitigation strategy development process, we will collaborate closely with city departments—including Public Works, Planning, and Emergency Management—to ensure the proposed actions align with the City’s existing capabilities, resources, and local plans.
- **Incorporate Stakeholder Input:** During the planning process, we will hold workshops and meetings with key stakeholders, including local businesses, community organizations, and regional agencies, to gather input on proposed mitigation actions. This engagement will ensure that the strategies developed reflect local priorities, address the concerns of vulnerable populations, and enhance the city’s overall resilience.
- **Coordinate with Regional and State Efforts:** JGA will ensure that Cathedral City’s mitigation strategies are aligned with regional plans and state initiatives, including those from Riverside County and Cal OES. This will streamline efforts, reduce redundancy, and increase the potential for funding and support from higher levels of government.

The mitigation actions will also be designed to integrate seamlessly with Cathedral City’s other planning efforts, such as its General Plan and Emergency Operations Plan (EOP), ensuring a cohesive approach to risk management.

## **Prepare Cost Estimates and Potential Funding Sources for Each Mitigation Action**

For each prioritized mitigation action, JGA will provide a detailed cost estimate that includes labor, materials, and any other associated expenses. We will also identify potential funding sources, such as:

- FEMA Hazard Mitigation Assistance (HMA) Grants, including the Building Resilient Infrastructure and Communities (BRIC) program.
- Cal OES funding opportunities, including state-level resilience and emergency preparedness grants.
- Community Development Block Grants (CDBG) for projects that benefit low- and moderate-income residents or vulnerable populations.

We will include detailed cost estimates in our Mitigation Strategies Report to the City; however, we will not include them in the final LHMP, opting instead to include more general indications of cost so as not to run afoul of potential CEQA compliance issues such as what happened to Los Angeles County’s most recent LHMP update when the update included excessively-detailed cost estimates.

## **TASK E: DELIVERABLES**

- Report outlining proposed mitigation actions, including prioritization, cost estimates, and potential funding sources.





## **TASK F: Prepare Draft LHMP and EOP, Revisions, and Compliance**

### **Prepare a Draft LHMP for Review by City Staff and Stakeholders**

Jacob Green & Associates (JGA) will develop a comprehensive draft Local Hazard Mitigation Plan (LHMP) based on the results of the hazard identification, risk assessment, and vulnerability analysis. The draft will be structured in a clear, accessible format, covering all key elements required by FEMA and Cal OES, including:

- A detailed risk analysis of hazards identified as critical to Cathedral City.
- Mitigation strategies developed to reduce risk to life, property, and critical infrastructure.
- An implementation plan with specific action items and a timeline for execution.

This draft will be circulated to City staff and key stakeholders for initial review and feedback. Stakeholders will include representatives from city departments, local businesses, community organizations, and vulnerable population groups. JGA will ensure that all stakeholders have adequate time to review the draft and provide input. In addition to formal review periods, we will conduct workshops or feedback sessions to discuss the draft with stakeholders and ensure their perspectives are integrated into the plan.

### **Revise the Draft LHMP Based on Feedback and Prepare the Final LHMP Document**

After receiving feedback from City staff, stakeholders, and the community, JGA will revise the draft LHMP to address all comments and suggestions. Our revision process will:


- Incorporate stakeholder feedback on mitigation strategies, ensuring that the final plan reflects local priorities.
- Address technical feedback from City staff, ensuring that the LHMP is both practical and aligned with existing city plans, policies, and regulations.
- Document all revisions in a transparent manner, summarizing how key feedback was integrated and ensuring that any concerns are addressed before finalizing the document.

The final LHMP will be submitted to the City for final approval before being sent to Cal OES and FEMA for review.

### **Ensure the LHMP Complies with the Requirements of the Federal Emergency Management Agency (FEMA) and the California Office of Emergency Services (Cal OES)**

JGA has extensive experience ensuring that Local Hazard Mitigation Plans meet FEMA and Cal OES requirements. We will:





JGA has extensive experience ensuring that Local Hazard Mitigation Plans meet FEMA and Cal OES requirements. We will:

- Align the LHMP with FEMA's latest guidance under the Disaster Mitigation Act of 2000 and 44 CFR Part 201.6, including new requirements related to climate change, equity, and vulnerable populations.
- Ensure compliance with California state requirements, such as AB 2140, SB 1241, and other applicable legislation governing hazard mitigation and land use planning.
- Conduct internal reviews of the LHMP using FEMA's Hazard Mitigation Plan Review Tool and California's Plan Submittal Checklist to ensure the document meets all regulatory standards.

JGA will coordinate directly with FEMA Region IX and Cal OES to ensure that all required elements are in place before submission. We will also manage any post-submission revisions based on feedback from FEMA and Cal OES, facilitating the approval process.

#### **TASK F: DELIVERABLES**

- Draft LHMP for review by City staff and stakeholders.
- Draft EOP for review by City staff and stakeholders.
- Final LHMP incorporating feedback and complying with FEMA and Cal OES requirements.

#### **Task G: Prepare a Draft Emergency Operation Plan (EOP) for the City for Review by City Staff and Stakeholders (see pages 21 -34)**

#### **TASK H: Review and Approval Process**

##### **Submit the Final LHMP to FEMA and Cal OES for Review and Approval**

Jacob Green & Associates (JGA) will manage the submission of the final Local Hazard Mitigation Plan (LHMP) to both the California Office of Emergency Services (Cal OES) and the Federal Emergency Management Agency (FEMA). Our team is well-versed in the technical and procedural requirements set by both agencies, and we will ensure that Cathedral City's LHMP complies fully with all submission guidelines.

The final LHMP will be submitted to Cal OES first for initial review. Upon Cal OES approval, the plan will be forwarded to FEMA Region IX for final review and approval. JGA will coordinate closely with the City to ensure all documentation is complete, including:

- Required forms and documentation such as FEMA's Plan Review Tool.
- Necessary appendices, maps, and supporting data used in the LHMP development.
- A record of public involvement, stakeholder input, and responses to comments throughout the plan's creation.



## **Provide Support During the Review Process, Including Addressing Comments and Making Necessary Revisions**

The LHMP review process consists of:

- Submittal to CalOES for initial review and approval. The first review must be completed within 45 days of submittal. Typically, there is at least one round of required revisions from CalOES that the City must respond to. JGA will address any revisions required and as well as coordinate discussions with CalOES review staff.
- After CalOES approval is granted, CalOES forwards the plan to FEMA Region IX for final review and approval. This, also, must take place within 45 days of submittal by CalOES. If FEMA requires additional revisions, JGA will address these as well as coordinate discussions with FEMA review staff.

As CalOES and FEMA review timelines for plans submitted under the new 2023 Hazard Mitigation Planning guidance are out of the control of both JGA and the City, it is not currently possible to commit to obtaining final approval by a specific date; however, JGA will provide full support during the FEMA and Cal OES review processes. This includes:

- Ongoing Communication: JGA will serve as the primary point of contact with both Cal OES and FEMA, ensuring that any clarifications or additional documentation requests are responded to promptly. We will keep the City informed of progress and address any potential delays in the review process.
- Addressing Reviewer Comments: Based on our experience with FEMA's hazard mitigation review procedures, we anticipate that some revisions may be required. JGA will carefully review all feedback from Cal OES and FEMA, make the necessary updates, and re-submit the plan for review. We will work directly with the agencies to ensure that all comments and required changes are resolved as quickly as possible.
- Technical Support: We will provide any necessary technical support to address complex comments, including adjustments to risk assessments, mitigation strategies, or mapping components. Our team's familiarity with FEMA's standards will ensure that revisions are completed accurately and efficiently.

### **Obtain Final Approval from FEMA and Cal OES**

JGA is committed to working with Cathedral City until the final approval of the LHMP is secured from both Cal OES and FEMA. This includes:

- Managing the approval timeline: We will track and manage the submission and review timelines closely, ensuring that deadlines are met and progress is monitored at each stage.
- Final Revisions: Should any final revisions be required by FEMA, JGA will respond swiftly to ensure that the LHMP meets all criteria for approval. We are experienced in addressing any post-review issues and will guide the City through this process.



- **Approval Notification:** Once final approval is received, we will provide the City with the official notification from FEMA and Cal OES, confirming that Cathedral City's LHMP is fully compliant and approved. This approval will make the City eligible for hazard mitigation funding and grants through FEMA's Hazard Mitigation Assistance (HMA) programs.

JGA will ensure a smooth and timely review and approval process, leveraging our expertise with FEMA and Cal OES to address any challenges and secure approval as efficiently as possible.

## **TASK H: DELIVERABLES**

- Documentation and support provided during the FEMA and Cal OES review process.
- Provide staff training for EOC activation.
- Conduct a simulated EOC activation scenario to address areas of concern as outlined in LHMP and EOP.

## **TASK I: Implementation and Maintenance**

### **Develop an Implementation Plan for the Approved LHMP, Including Timelines, Responsible Parties, and Funding Sources**

JGA will develop a comprehensive implementation plan for the approved Local Hazard Mitigation Plan (LHMP), designed to turn the mitigation strategies into actionable projects. The plan will include:

- **Clear Timelines:** Each mitigation action will be assigned a specific timeframe for completion, with short-term (0–2 years), medium-term (2–5 years), and long-term (5+ years) actions prioritized according to their urgency and feasibility.
- **Assignment of Responsible Parties:** We will identify the city departments and relevant external partners responsible for implementing each mitigation action. This may include city divisions such as Public Works, Planning, Emergency Management, as well as local utility companies, school districts, and regional agencies. Responsibilities will be clearly defined to ensure accountability and smooth coordination.
- **Funding Sources:** For each mitigation action, JGA will identify potential funding sources, including federal and state grant programs. This will include:
  - FEMA's Hazard Mitigation Assistance (HMA) programs, such as Building Resilient Infrastructure and Communities (BRIC) and the Flood Mitigation Assistance (FMA) program.
  - Community Development Block Grants (CDBG) for resilience projects benefiting vulnerable populations.
  - Cal OES funding opportunities and regional resilience grants.



## Create a Maintenance Strategy to Ensure the LHMP Remains Current and Effective, Including Regular Updates and Reviews

To ensure that the LHMP remains relevant, effective, and compliant with FEMA and Cal OES requirements, JGA will develop a robust maintenance strategy that includes:

- **Regular Monitoring and Reporting:** JGA will recommend that Cathedral City designate a city official or department responsible for overseeing the ongoing implementation and monitoring of the LHMP. We will propose an annual review process to assess progress on mitigation actions, update stakeholders, and adjust priorities as needed.
- **Performance Metrics and Reporting:** JGA will develop performance indicators to measure the effectiveness of each mitigation action. These indicators will include metrics like hazard exposure reduction, cost savings from avoided damages, and progress toward climate resilience goals. Regular reports will be prepared to track these metrics and ensure accountability.
- **Periodic Updates:** As required by FEMA, the LHMP must be reviewed and updated every five years. JGA will outline a process for these periodic updates, ensuring that:
  - New hazard data and risk assessments are incorporated.
  - Any changes in community vulnerabilities or infrastructure are reflected.
  - New mitigation actions and emerging funding opportunities are considered. JGA will also provide guidance on interim updates that may be necessary in response to significant events, such as major hazard occurrences or new federal or state regulations.
- **Stakeholder Engagement:** During each update cycle, we will recommend that the City engage stakeholders and the public to provide feedback on the progress of the LHMP and contribute new insights. This ongoing engagement will ensure that the LHMP reflects the evolving priorities and needs of Cathedral City.

### TASK I: DELIVERABLES

- Plan to outline the implementation and maintenance strategy for the approved LHMP.

## EMERGENCY OPERATIONS PLAN

### PROJECT OVERVIEW

The Cathedral City Emergency Operations Plan will be created as a tool and actionable resource which will enable staff and stakeholders the capability to execute essential emergency operations following a critical incident or disaster.

The plan, and that of any annexes, will be developed in accordance with FEMA'S Comprehensive Preparedness Guide (CPG 101v3) -Developing and Maintaining Emergency Operations Plans and will meet the requirements, expectations, and standards of the Federal Emergency Management Agency (FEMA), and the California Governor's Office of Emergency Services (Cal OES). The updated EOP will further be developed consistent with the construct of the California Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the National Response Framework (NRF).

To the degree it is applicable, the plan will be informed by the Cathedral City Hazard Mitigation Plan, Riverside County Emergency Operations Plan, and the California Emergency Plan.

The final plan outline will follow the State of California's best practice structure and organization while ensuring it is tailored to and meets the unique needs of Cathedral City. JGA will update the EOP using a regional, integrated framework that is consistent with the latest California Emergency Plan, coordinated with the Riverside County Emergency Operations Plan while reflecting the unique operating environment and resources of Cathedral City. The emergency plan will include the concept of operations, roles, responsibilities, and specific emergency functions. Specific functions within the plan will include critical tasks, checklists, references, and other resources necessary for personnel to fulfill their duties and deliver effective execution of the plan by persons who may not have emergency management as their primary daily role.


JGA will ensure the updated EOP's efficacy and alignment with other key Cathedral City plans and its vertical and horizontal integration with other response and mitigation plans should meet national and state guidance and standards of an organizational integrated EOP plan.

## PLAN APPROVALS

Local Emergency Operations Plans do not have a state or federal approval requirement and as such approval and adoption will be coordinated only with Cathedral City.

## PROJECT DELIVERABLES

JGA will deliver an Updated Part 1 EOP (Base Plan) and Part 1 EOP (Emergency Operations Center) Position Checklists.

Plan Administration (not all-inclusive)		
<ul style="list-style-type: none"> <li>Promulgation Statement</li> <li>Foreword</li> <li>Preface</li> <li>Record of Changes</li> </ul>	<ul style="list-style-type: none"> <li>Plan Distribution</li> <li>Concurrences</li> <li>Plan Activation</li> </ul>	
Base Plan		
<ol style="list-style-type: none"> <li>Purpose and Scope</li> <li>Situation and Assumptions</li> <li>Concept of Operations</li> <li>Organization and Assignment of Responsibilities</li> <li>Direction and Control</li> </ol>	<ol style="list-style-type: none"> <li>Continuity of Government</li> <li>Administration and Logistics</li> <li>Plan Development and Maintenance</li> <li>Authorities and References</li> <li>Glossary of Abbreviations and Terms</li> </ol>	

TASK NUMBER	PHASE/ TASK	DURATION	PCT OF PROJECT	NOTES
<b>1</b>	<b>PHASE: Project Scoping and Development</b>	21 days	5%	
1.1	Identify the Project Management Team			
1.2	Conduct Project Kick-off Meeting (Project Team)			
1.3	Develop Project Schedule			
1.4	Identify the Planning Team / SME Team			
1.5	Conduct Project Kick-off Workshop (Planning Team)			
<b>2</b>	<b>PHASE: Data Collection and Analysis</b>	30 days	5%	
2.1	Assess City Organization and Community Capabilities			
2.2	Assess City Municipal Code - Emergency Mgmt. Chapter			
2.3	Review Existing Preparedness & Hazard Mitigation Plans			
2.4	Develop Situation Overview			
2.5	Develop Hazards Summary			
<b>3</b>	<b>PHASE: Develop Concepts of Operations</b>	45 days	25%	
3.1	Develop Emergency Organization and Structure			
3.2	Develop Activation Authority and Criteria			
3.3	Develop Emergency Function Responsibility Matrix			
3.4	Identify Primary and Alternate EOC			
3.5	Identify COOP and COG Policies			
3.6	Develop AB2311, AB477, and SB 160 Content			
3.7	Develop Training & Exercise Content			
3.8	Identify Plan Maintenance Schedule & Process			





<b>4</b>	<b>PHASE: Plan Development-Part 1 Base Plan</b>	90 days	50%	
4.1	Craft Pre-Decisional Draft #1			
4.2	Draft #1 Content Editing & Proofreading			
4.3	Draft #1 Formatting & Pagination			
4.4	Draft #1 Send to Client for Review & Comments			21-day review period
4.5	Draft #1 Review & Comments Received from Client			
4.6	Draft #1 Edits & Changes per Client			
4.7	Craft Final Deliverable			
4.8	Final Deliverable Quality Check			
4.9	Final Deliverable Send to Client			
<b>5</b>	<b>PHASE: Plan Development-Part 2 EOC Checklists</b>	30 days	10%	
5.1	Craft EOP Part 2 EOC Position Checklists			
5.2	Content Editing & Proofreading			
5.3	Formatting & Pagination			
5.4	Final Deliverable Quality Check			
5.5	Final Deliverable Send to Client			
<b>6</b>	<b>PHASE: Plan Processing and Approvals</b>	15 days	5%	
<b>6</b>	<b>PHASE: Plan Processing and Approvals</b>	15 days	5%	
6.1	Deliverable Acceptance by City			
6.2	Adoption by City (if required)			

Note (1): Draft planning documents are provided in a PDF format for review and comment.

## TRAINING & EXERCISE

### PROJECT OVERVIEW

Training is a crucial component of an effective emergency management program. JGA recognizes its significance and is committed to providing annual emergency management training and exercises to the City of Cathedral City. The primary objectives of these training sessions are:



1. **Activation of the Emergency Operations Plan:** The training will ensure that staff members are well-versed in the activation procedures of the jurisdiction's Emergency Operations Plan. This will enable them to effectively initiate the plan during emergencies, ensuring a swift and coordinated response.
2. **Understanding Roles and Responsibilities:** Participants will gain a comprehensive understanding of their specific disaster roles and responsibilities within the emergency management structure. This will enable them to execute their tasks competently and confidently, contributing to an efficient and well-coordinated response effort.
3. **EOC Operations:** The training will focus on enhancing the participants' knowledge and skills in operating within the EOC. This includes familiarizing them with the EOC's functions, communication protocols, decision-making processes, and coordination mechanisms. By building their EOC competency, the participants will be better prepared to support effective emergency response and management.

By providing comprehensive training and conducting exercises, JGA aims to enhance Cathedral City's emergency management readiness, ensuring that personnel are well-prepared, competent, and confident in executing their roles and responsibilities during emergencies. The training and exercises will contribute to a more resilient and effective response system within the City.

## PROJECT ACTIVITIES

JGA will deliver the following table of Training & Exercise Activities on-site at Cathedral City.

	Course / Activity	Scope	Time Frame
<b>ACTIVITY #1: EMERGENCY MANAGEMENT TRAINING &amp; EXERCISES</b>			
<b>A</b>	<b>Course: Disaster Response for Senior Officials</b>	<b>Time:</b> 2 sessions @ 1.5 hours each <b>Audience:</b> Senior Leadership Staff	TBD (based on City Schedule) <ul style="list-style-type: none"> <li>Delivered 2 times over one year.</li> </ul>
	<p><b>Description:</b></p> <p>This training course will provide City leadership officials, such as the executive leadership team and department heads, with the basic fundamentals of the city's emergency management systems and infrastructure.</p> <p><b>Topics include:</b></p> <ul style="list-style-type: none"> <li>The purpose and scope of ICS/SEMS/NIMS</li> <li>Basic elements of ICS/SEMS/NIMS</li> <li>The functions and basic concepts of ICS/SEMS/NIMS</li> <li>Maintaining training proficiency in ICS/SEMS/NIMS</li> <li>Overview and activation of the Emergency Operations Plan (EOP)</li> <li>Overview and activation of the Emergency Operations Center (EOC)</li> <li>Senior Official's role in preparedness, response, and recovery</li> </ul> <p><b>Note:</b> The Disaster Response for Senior Officials course is designed for those who will not be attending other emergency management training courses in this series.</p>		

<b>B</b>	<b>Course: Emergency Operations Plan (EOP) Orientation</b>	<b>Time:</b> 2 sessions @ 1.5 hours each <b>Audience:</b> Senior Staff, EOC Responders	TBD (based on City Schedule) <ul style="list-style-type: none"> <li>Delivered 2 times over one year.</li> </ul>
	<p>Description:</p> <p>This training course will provide EOC Responders and other city leadership team staff with a foundational understanding of the City's Emergency Operations Plan (EOP).</p> <p>Topics will include:</p> <ul style="list-style-type: none"> <li>Application and activation of the EOP</li> <li>Authorities and responsibilities of the City</li> <li>Roles and responsibilities of City Departments and other organizations</li> <li>City's emergency organization structure</li> <li>Preemptive emergency actions</li> <li>Concept of emergency response and management</li> <li>Integration with county, state, and federal authorities</li> <li>Role of the City's Emergency Operations Center (EOC)</li> </ul>		
<b>C</b>	<b>Course: EOC Management &amp; Operations</b>	<b>Time:</b> 2 sessions @ 4.0 hours each <b>Audience:</b> EOC Responders	TBD (based on City Schedule) <ul style="list-style-type: none"> <li>Delivered 2 times over one year.</li> </ul>
	<p>Description:</p> <p>This training course will provide EOC Responders with the concepts involved in activating, managing, and operating the City's Emergency Operations Center (EOC).</p> <p>Topics will include:</p> <ul style="list-style-type: none"> <li>Purpose and overview of the EOC</li> <li>Activation policy and criteria for the EOC</li> <li>EOC Activation levels</li> <li>EOC Priorities &amp; Actions</li> <li>Roles and responsibilities of the EOC</li> <li>EOC assignments and Roles for City Departments and other organizations</li> <li>City's EOC organization structure</li> <li>The Planning Cycle of the EOC</li> <li>The Operational Cycle of the EOC</li> <li>Developing an EOC Action Plan</li> <li>Deactivating and demobilizing the EOC</li> </ul>		

<b>D</b>	<b>Course: EOC Section Specific Training</b>	<b>Time:</b> 2 sessions @ 4.0 hours each <b>Audience:</b> EOC Responders	TBD (based on City Schedule) <ul style="list-style-type: none"> <li>Delivered 2 times over one year.</li> </ul>
	<p>Description:</p> <p>This training course will provide EOC Responders with an understanding of the staffing of the EOC Organization and the specific roles and responsibilities of each of the four EOC Sections and each respective EOC Position.</p> <ul style="list-style-type: none"> <li>Jurisdictional EOC organizational structure</li> <li>Department and other organizations assignments within the EOC organization</li> <li>Organizational structure of the EOC</li> <li>Staffing the EOC organization</li> <li>Section coordination and interaction</li> <li>Section roles and responsibilities</li> <li>Section specific considerations</li> <li>Position roles and responsibilities</li> <li>Section and position tools &amp; resources</li> </ul>		
<b>E</b>	<b>Exercise: EOC Tabletop Exercise</b>	<b>Time:</b> 2 sessions @ 2.0 hours each <b>Audience:</b> EOC Responders <b>Type:</b> Discussion-based	TBD (based on City Schedule) <ul style="list-style-type: none"> <li>Delivered 2 times over one year.</li> </ul>
	<p>Description:</p> <p>Utilizing the City of Cathedral City's Emergency Operations Plan (EOP) and Local Hazard Mitigation Plan (LHMP), a tabletop exercise (TTX) will be designed and executed. This discussion-based exercise will be conducted as a group (EOC Response Team) activity to discuss and solve notional response issues based on a probable natural, technological, or human-caused emergency scenario.</p> <p>The focus will be on creating a low-stress, inclusive, discussion-based learning environment providing staff with a practical understanding of the EOP and EOC activation and application.</p> <p>Lessons learned from the TTX will be used to inform the EOC functional exercise.</p> <p><i>Exercises are designed to validate emergency planning; test tools, technology, and procedures; and reinforce staff and team training. Exercise outcomes should inform future emergency planning, improvements in systems and tools, and subsequent emergency training and exercises.</i></p>		



<b>F</b>	<b>Exercise: EOC Functional Exercise</b>	<b>Time:</b> 1 session @ 4.0 hours each <b>Audience:</b> EOC Responders <b>Type:</b> Operations-based	TBD (based on City Schedule) Delivered 1 time over one year.
<p>Description:</p> <p>Incorporating lessons learned from the TTX, an EOC Functional Exercise (FE) will be designed and executed to further validate and condition the City's EOP, EOC, and EOC Response Team. The FE may use the same general emergency event scenario but will include variations to provide problem-solving challenges for participants.</p> <p>This operations-based exercise will provide an opportunity for participants to utilize available technology, tools, resources, and the EOC facility to solve incident challenges and apply best practice response approaches in real time. This exercise is hands-on focused while the table-top exercise was discussion-based.</p> <p>A debriefing will be held to solicit participant feedback.</p> <p><i>Exercises are designed to validate emergency planning; test tools, technology, and procedures; and reinforce staff and team training. Exercise outcomes should inform future emergency planning, improvements in systems and tools, and subsequent emergency training and exercises.</i></p>			

Note (1): The cost for training and exercises is computed for activities that will be provided in a bundled format, with the condition that no more than two on-site visits are required.

## PROJECT SCHEDULES

	PROJECT	TIME
<b>1</b>	Hazard Mitigation Plan Update	35 weeks
<b>2</b>	Emergency Operations Plan Update	32 Weeks
<b>3</b>	Emergency Operations Training & Exercise	TBD

# LHMP TIMELINE

Task/Milestones	Cost
Task A: Project Management	<b>2 weeks/ongoing</b>
Task B: Stakeholder Engagement	<b>ongoing</b>
Task C: Hazard Identification and Risk Assessment	<b>5 weeks</b>
Task D: Vulnerability Analysis	<b>6 weeks</b>
Task E: Mitigation Strategy Development	<b>6 weeks</b>
Task F: Prepare Draft LHMP and EOP, Revisions, and Compliance	<b>5 weeks</b>
Task G: EOC	<b>separate timeline</b>
Task H: Review and Approval Process	<b>5 weeks*</b>
Task I: Implementation and Maintenance	<b>5 weeks</b>
<b>Duration:</b>	<b>35 weeks</b>

**\*Review time from Cal OES and FEMA will vary**



10/3/2024

Technical Score (max = 70 points):

Firm's experience with LHMPs	0 - 10
Firm's size, structure and resources	0 - 10
Qualifications of firm	0 - 10
Qualifications of firm - team members	0 - 10
Adequacy of proposed staffing plan	0 - 10
Thoroughness of proposal for new LHMP	0 - 10
Commitment to timeliness	0 - 10

**Total** **0 - 70**

**Combined Total**

Interwest Consulting			Kahlen Group			Jacob Green & Associates			Dynamic Planning + Science (DP+S)		
1	2	3	1	2	3	1	2	3	1	2	3
5.0	4.0	3.0	7.5	7.0	5.0	8.0	9.0	9.0	6.0	9.0	9.0
6.0	10.0	3.0	6.0	8.0	7.0	6.0	10.0	8.0	5.0	10.0	7.0
6.0	4.0	3.0	8.0	4.0	6.0	8.0	10.0	9.0	6.0	10.0	8.0
6.0	4.0	6.0	8.0	7.0	7.0	9.0	10.0	9.0	6.0	7.0	9.0
6.0	5.0	3.0	6.0	7.0	7.0	7.0	10.0	8.0	6.0	10.0	8.0
6.0	5.0	3.0	7.0	8.0	7.0	8.0	10.0	9.0	6.0	8.0	8.0
6.0	6.0	3.0	5.0	4.0	3.0	8.0	9.0	9.0	5.0	8.0	8.0
<b>41.0</b>	<b>38.0</b>	<b>24.0</b>	<b>47.5</b>	<b>45.0</b>	<b>42.0</b>	<b>54.0</b>	<b>68.0</b>	<b>61.0</b>	<b>40.0</b>	<b>62.0</b>	<b>57.0</b>
<b>103.0</b>			<b>134.5</b>			<b>183.0</b>			<b>159.0</b>		

Total Scores				
Score:	Tech.	Cost	Total	
Interwest Consulting	103.0	24.0	127.0	42%
Kahlen Group	134.5	66.0	200.5	67%
Jacob Green & Associates	183.0	90.0	273.0	91%
Dynamic Planning + Science (DP+S)	159.0	60.0	219.0	73%