



RESPONSE TO REQUEST FOR PROPOSALS (RFP)

CITY OF SIGNAL HILL Updates to City Emergency Operations Plan (EOP) and Development of a Crisis Communications Annex

DECEMBER 6, 2024

Prepared for: CITY OF SIGNAL HILL
Prepared by: TANDEM SOLUTIONS



COVER LETTER

December 6, 2024

Rebecca Lopez, Emergency Management Coordinator
City of Signal Hill
rlopez@signalhillpd.org
(562) 989-7232

Subject: Request for Proposals (RFP) – Update to City Emergency Operations Plan (EOP) and Development of a Crisis Communications Annex

Dear Ms. Lopez,

Tandem Solutions (Tandem) is pleased to provide this proposal to the City of Signal Hill (City) to update the City Emergency Operations Plan (EOP) and the development of a Crisis Communications Annex. Tandem is a Woman Owned; Limited Liability Company established in 2022.

Over the past 20 years, Tandem and our proposed team have supported the development and update to Emergency Operations Plans and Crisis Communications Plans for counties and cities. Tandem assigns senior, experienced consultants at extremely competitive billing rates. We can produce a superior product in less time, with a smaller budget and better results than larger firms. Additional information about Tandem is located at: [Tandemsolutionsusa.com](https://www.tandemsolutionsusa.com).

Tandem is dedicated to assist the City and has the ideal team and experience to accomplish this before the end of the EMPG grant period on April 30, 2025

Pertinent information about Tandem is provided below:

Legal Name:	Tandem Solutions, LLC
Mailing Address:	17616 Summer Ave. Artesia, CA 90701
Phone Number:	323-605-4200
Organization Type:	Limited Liability Corporation
SAMS Number:	9HM25
Federal I.D. Number:	92-2202296
Point of Contact:	Francisco Soto, 323-605-4200, francisco@tandemsolutionsusa.com

Supporting Tandem Solutions in this effort is Navigating Preparedness Associates (NPA), a California Department of General Services (DGS) Certified Small Business and Disabled Veteran Business Enterprise (DVBE) headquartered in Contra Costa County. NPA will support Tandem in plan development.

I am the designated contact and signing authority for Tandem and certify that all the information submitted in this proposal is true and correct. Tandem understands that this proposal is valid for 180 days and that the proposal cannot be withdrawn.

Sincerely,



Francisco Soto, Director
Tandem Solutions
17616 Summer Ave.
Artesia, CA 90701
323-605-4200

A. EXECUTIVE SUMMARY

Tandem Solutions is a Limited Liability Corporation (LLC) established in 2022. Tandem is a Woman Owned Small Business. Our skilled team is experienced in disaster preparedness, response, recovery, and mitigation services that help cities and special districts be better prepared and communities to become resilient after a disaster. Tandem strives to ensure our products exceed our clients' expectations and provides a clear path moving forward.

Our extensive experience includes having previously supported the following jurisdictions with similar EOP and Crisis Communications update/development projects:

- City of Pittsburg EOP Update and Continuity of Operations Plan Development
- Santa Barbara County EOP and Financial Cost Recovery Annex
- Marin County Crisis Communications Plan
- City of Long Beach Crisis Communications Plan
- Castro Valley Sanitary District EOP Development
- East Valley Water District EOC Standard Operating Procedures and Program Review
- Municipal Water District of Orange County
- Manhattan Beach, California
- Hermosa Beach, California

Signal Hill's EOP establishes an emergency management organization to provide a basis for its coordinated actions before, during and after a disaster. The EOP outlines Signal Hill's all-hazard approach to emergency operations to protect the safety, health, and welfare of its customers. The Crisis Communications Plan allows the City to quickly and efficiently disseminate emergency messages to its residents and visitors. Our Approach to meeting the proposed scope of work includes the following 4 Tasks:

- Task 1: Project Management
- Task 2: Update the Current Emergency Operations Plan
- Task 3: Develop a new Crisis Communications Annex
- Task 4: Conduct a Tabletop Exercise (optional)

Tandem offers comprehensive emergency management consulting and disaster response services with a focus on emergency preparedness planning and response operations analysis. Tandem will deliver a thorough, actionable, and sophisticated EOP and Crisis Communications Plan. Our staff have extensive experience in EOP and Crisis Communications Plan development, City emergency response operations, and stakeholder engagement. For Signal Hill, Tandem offers the following advantages and Team:

- A Southern California based project team with unsurpassed experience working with government agencies, Disaster Management Area Coordinator - Area F, Los Angeles County, and the City of Signal Hill. We are headquartered in Los Angeles County (Artesia).
- A project manager who has developed Emergency Operations Plans and led the development of Crisis Communications Plans for various cities, counties, and special districts. Mr. Soto understands the importance of relationships and their key role in effectively preparing and responding to incidents. He excels in stakeholder engagement and has experience collaborating with Police, Fire, Public Works, Health Department, City Management, and Public Information staff to develop an effective plan and response.
- **Mr. Francisco Soto** is the Director of Tandem Solutions and has a master's in emergency services and is Risk and Resilience Certified. Mr. Soto previously worked for the Municipal Water District of Orange County and the City of Long Beach where he led EOC response operations during various wildfires, floods, and debris flows. Mr. Soto will be the project manager and support planner for this effort and will be the main point of contact for the City. Mr. Soto is currently leading emergency preparedness projects for the City of Pasadena, City of Antioch, and various water districts throughout California.
- **Mr. Lee Rosenberg**, Certified Emergency Manager (CEM), Managing Director of NPA, will serve as the lead planner. He possesses extensive knowledge of response operations and has over 30 years of complex response experience. Mr. Rosenberg has led development of EOP's Santa Barbara County, Inyo County, City of Pittsburg, California, and many others. Mr. Soto and Mr. Rosenberg have been working together for over 6 years and previously have collaborated to update EOP's for Inyo County, City of Pittsburg, and our currently developing an Emergency Operations Plan for the City of Pittsburg.
- **Elaine Jennings (MA)**: Ms. Jennings is a distinguished expert in crisis communication, media relations, and an experienced trainer with over two decades of experience. She will serve as the lead planner for the Crisis Communications Annex. Mr. Soto and Ms. Jennings have been working together for over 8 years and have previously collaborated to develop the City of Long Beach Crisis Communications Plan and are currently leading an effort to update Marin County's Crisis Communications Plan.
- **Janlia Riley**: Ms. Riley has more than 20 years of professional experience in providing document review, design, quality assurance, marketing and outreach, and graphic design. She has led as well as supported numerous projects working with leadership and community groups with a focus on equity, inclusivity, and Section 508 compliance. Ms. Riley will lead quality assurance throughout all phases of the project. Mr. Soto and Ms. Riley have been working together for over 10 years and have collaborated on various similar projects.

Summary Sheet

SUMMARY SHEET

Firm Name: Tandem Solutions, LLC _____

Firm Parent or Ownership: _____

Firm Address: 17616 Summer Ave, Artesia, CA 90701 _____

Firm Telephone Number: 323-605-4200 _____

Website: www.tandemsolutionsusa.com _____

Number of Years in Existence: 2+ _____

Management Contact (person responsible for direct contact with the City of Signal Hill and services required for this Request for Proposals):

Name: Francisco Soto Title: Managing Director _____

Telephone Number: 323-605-4200 Fax: _____

Email: francisco@tandemsolutionsusa.com _____

Project Manager (person responsible for day-to-day servicing of the account):

Name: Francisco Soto Title: Project Manager _____

Telephone Number: 323-605-4200 Fax: _____

Email: francisco@tandemsolutionsusa.com _____

Type of services performed by the firm:

Tandem is a Woman Owned Small Business that provides disaster preparedness, response, recovery, and mitigation services to private and public agencies.

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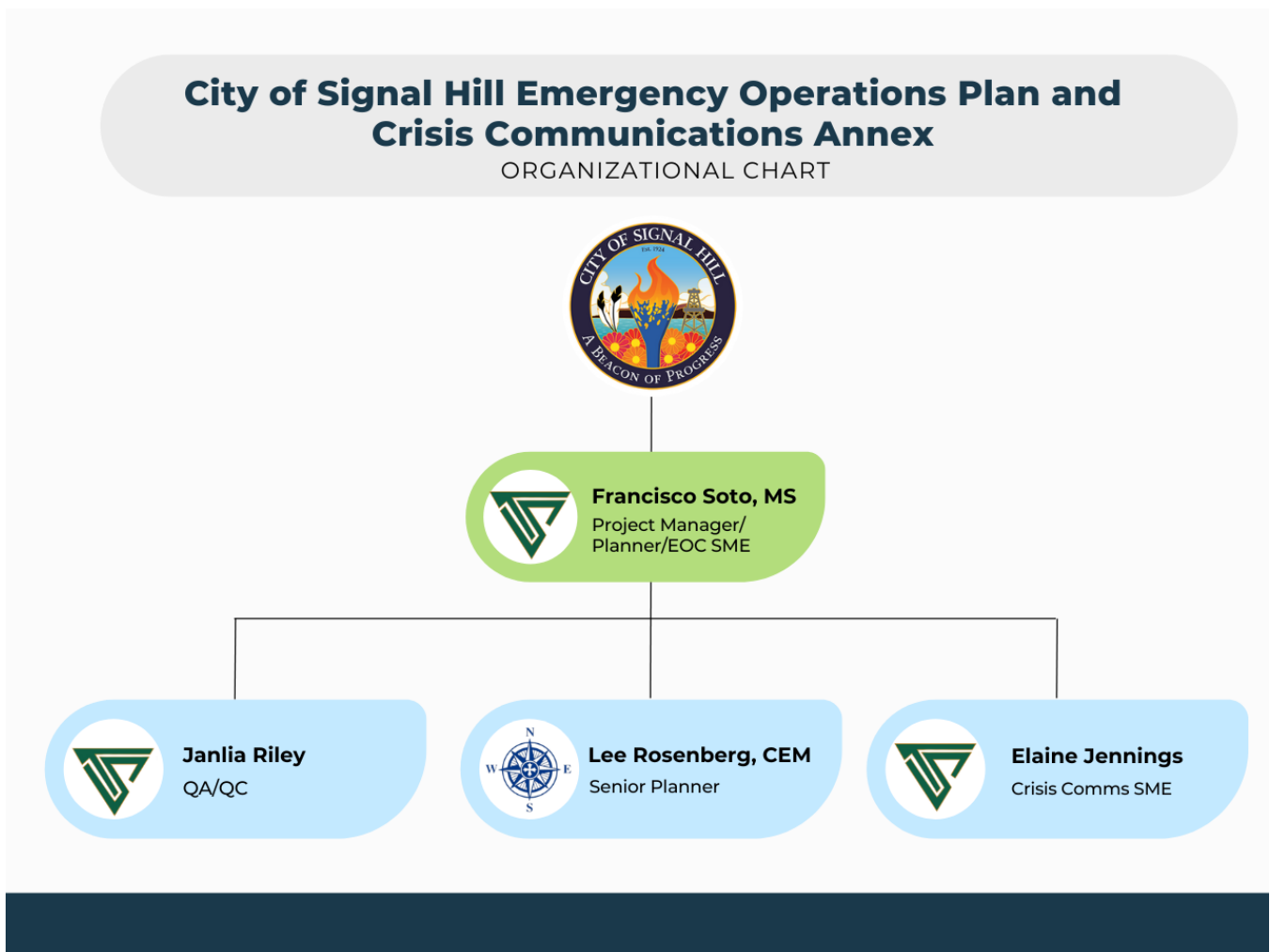
C. KEY PERSONNEL

Our proposed staff have extensive real-world experience in emergency planning specific to the greater Los Angeles, crisis and risk communications, and culturally sensitive crisis communications. Our proposed project manager, Francisco Soto, is supported by a team that includes Lee Rosenberg, Elaine Jennings, and Janlia Riley. These staff have worked together in California for over 15 years. They have all worked extensively in city EOCs during numerous activations and have conducted real world crisis communications during various fires, tsunamis, winter storms, debris flows, and evacuations.

Organizational Chart

Below is an organizational chart of the key team members from Tandem’s team to support Signal Hill in this effort. If additional assistance is needed, Tandem can reassign personnel as needed.

Figure 1. Tandem Team Organizational Chart



The proposed Tandem team provides several unique and valuable benefits to support the City to update the Emergency Operations Plan and Crisis Communications Annexes, they include:

- **Francisco Soto** is the Director of Tandem Solutions and has a master's is Emergency Services and is Risk and Resilience Assessment Certified. He has over 10 years of experience managing emergency management programs, writing emergency response plans, and responding to real-world disasters while working for the Municipal Water District of Orange County and the City of Long Beach. He will serve as the Project Manager and support planner. Mr. Soto has led the development and updates to Emergency Operations Plans for the cities of Long Beach, Hermosa Beach, Manhattan Beach, and the Municipal Water District of Orange County. Mr. Soto has served as an EOC Director, EOC Coordinator, and Utilities Liaison for City and County-wide disasters. He thoroughly understands EOC organization, emergency/crisis response operations, and emergency management program development. Most importantly, Mr. Soto understands the importance relationships play in effectively preparing and responding to incidents. He understands how to work with departments like Police, Fire, Public Works, Health Department, City Management, and Public Information to develop an effective plan and response. Francisco Soto resides in Artesia, California and can easily be accessible for in-person bi-weekly meetings, if needed.
- **Mr. Lee Rosenberg**, Certified Emergency Manager (CEM), Managing Director of NPA, will serve as the Lead Planner for the EOP. He has more than 30 years of experience in national security, homeland security and emergency management, Lee has broad and deep knowledge of practical application of government policy in these areas. He has a special focus on response operations and NIMS/SEMS training. He has led development of EOP's for Santa Barbara County, Inyo County, City of Pittsburg, California, and many others. Prior to forming NPA, Lee led the Environmental Services Department of URS for over six years out of their Oakland, California location. While at URS, he directed the company's west coast emergency management/security practice. Before joining URS, Lee served as a FEMA Region IX Federal Coordinating Officer. While on active duty, Mr. Rosenberg served as the Assistant Chief of Staff and Director for Plans and Exercises at U.S. Coast Guard Pacific Area.
- **Elaine Jennings (MA)**: Ms. Jennings is a distinguished expert in crisis communication, media relations, and an experienced trainer with over two decades of experience. She will serve as the lead planner for the Crisis Communications Annex. Specializing in terrorism, emergency response, and strategic communication, Ms. Jennings has collaborated with public and private sector entities to develop robust countermeasures against terrorist threats and implement comprehensive crisis communication strategies. During her tenure in Governor Schwarzenegger's Administration, she held key communication roles, including Director of Media Advance and Press Secretary for the California Department of Corrections. She has worked with prestigious clients such as Super Bowl 50, AEG LA LIVE, Major League Baseball, and Paramount Studios, where she led the development of crisis communication plans.
- **Janlia Riley**: Ms. Riley has more than 20 years of professional experience in providing document design, quality assurance, marketing and outreach, and graphic design. She has led as well as supported numerous projects working with leadership and community groups with a focus on equity, inclusivity, and Section 508 compliance. Ms. Riley will lead quality assurance throughout all phases of the project.

Sub-Contractors

Tandem has partnered with Lee Rosenberg, CEM, of Navigating Preparedness Associates, LLC (NPA) to support this effort for the City. NPA was established in 2014 and has been in business continuously for over ten (10) years. NPA is a well-respected firm that specializes in developing and updating EOPs and LHMPs and has worked with Tandem staff in similar projects over the last eight (8) years. Currently, Tandem and NPA are supporting the following jurisdictions with similar efforts.

- City of Pittsburg Emergency Operations Plan and Continuity of Operations Plan development
- Marin County Emergency Crisis Communications Annex
- City of Pasadena Local Hazard Mitigation Plan Update
- San Bernardino Valley Municipal Water District Hazard Mitigation Plan Update
- San Lorenzo Valley Water District Hazard Mitigation Plan Update
- Inland Empire Utility Agency Emergency Management Program Review

Copies of brief resumes for Tandem's Key Project Staff are provided in the following pages.

EXPERTISE

- > Emergency Response Plan Development
- > City emergency response operations
- > AWWA Utility Risk and Resilience Certificate
- > Hazard mitigation planning
- > HSEEP exercise design and delivery
- > Threat Hazard Identification and Risk Assessments

CERTIFICATIONS & EDUCATION

- > Master of Emergency Services California State University of Long Beach
- > Bachelor of Arts, Criminal Justice, California State University of Dominguez Hills
- > AWWA Utility Risk and Resilience Certificate

Francisco Soto – PROJECT MANAGER

PROFESSIONAL SUMMARY

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

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

RELEVANT WORK EXPERIENCE

Real-World Emergency Operations Center and Incident Management Team Response Operations (Multiple Agencies), – Previously acted as the EOC Director, EOC Coordinator, Planning Section Chief, Logistics Section Chief, and Utilities Liaison for wildland fires, civil unrest, power outages, COVID-19, presidential visits, planned city events, flooding, debris flows, and evacuations in California.

City of Pittsburg, EOP Update and EOC Training, (2023 – 2024), Lead Planner– Updated the 2018 City EOP. Follow on work, now in progress includes developing a City COOP. The new EOP features use of the latest CSTI EOC job aids, improved action plan development guidance and an information collection plan template.

County of Inyo Emergency Operations Plan Update and Tabletop Exercise (2023), Lead Planner - Led a team the updated the Operational Area EOP. The update included developing an EOC standard operating procedure and creating 8 functional and 9 incident specific annexes. Led design and delivery of a county-wide tabletop exercise to validate the update EOP. Participants included county departments, CHP, the Red Cross and CalOES.

East Valley Water District Risk and Resilience Assessment, Emergency Response Plan, and Local Hazard Mitigation Plan Updates – Currently supporting the District with the development and validation of their Risk and Resiliency Assessment, Emergency Response Plans to comply with the America’s Water Infrastructure Act. Additionally, supporting the update to the

San Bernardino Municipal Water District Risk and Resilience Assessment, Emergency Response Plan, and Local Hazard Mitigation Plan, San Bernardino, CA – 2024-Current. Planner – Currently supporting the development of the District’s RRA, ERP and LHMP as a subconsultant. Leading the planning for the District’s Hazard Mitigation Plan which includes a detailed analysis of the District’s risks to natural and human caused hazards.

EXPERTISE

- > Certified Emergency Manager (IAEM)
- > Emergency operations planning and guidance development
- > Over 30 years of operational response experience
- > California hazard mitigation plan development and updates
- > Hazard analysis and risk assessments
- > Emergency preparedness training and HSEEP compliant exercises

CERTIFICATIONS & EDUCATION

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

Lee Rosenberg, CEM – EOP SME

PROFESSIONAL SUMMARY

Lee Rosenberg is the owner and managing director of Navigating Preparedness Associates, a disabled veteran business enterprise. As leader of the company, he provides comprehensive emergency preparedness services to industry. With more than 30 years of experience in national security, homeland security and emergency management, Mr. Rosenberg has broad and deep knowledge of practical application of government policy in these areas. He has a special focus on hazard mitigation plan development and updates in California. Mr. Rosenberg led the URS Corporation's Oakland environmental service department and West Coast emergency preparedness practice from 2006 to 2014. In addition, he served as a Federal Coordinating Officer for FEMA Region IX from 2004 to 2006 where he provided support to states for numerous presidentially declared disasters. Prior to working for FEMA, Mr. Rosenberg completed a 30-year career in the Navy during which he served as the commanding officer of a destroyer, USS Elliot (DD-967) and as the commander of a large amphibious assault hovercraft base. He is a combat veteran of Operation Desert Storm and retired as a Captain.

RELEVANT PROJECT EXPERIENCE

County of Santa Barbara, EOP Update and TTX (2023), Lead Planner - Supported updating the Operational Area EOP. Led design of the TTX to validate the plan. The project included updating all functional annexes, creating a recovery annex and revising the recovery annex. The project was completed in four months.

City of Fairfield, EOP Update and Tabletop Exercise, (2021 – 2022), Project Manager/Lead Planner – Updated the City EOP and conducted a validation exercise for City staff. The EOP was developed rapidly and provided a vastly more operational document than the previous version. The project included creating an EOC standard operating procedure annex, 7 functional annexes including alert and notification and 8 incident specific annexes. The EOP

update was approved by the City Council.

City of Redwood City, EOP Update, (2018 – 2019), Project Manager/Lead Planner – Updated the 2006 City EOP and conducted basic ICS training for all City staff. The EOP was developed rapidly and provided a vastly more operational document than the previous version. The project included conducting a validation workshop with the City Manager and all City Department Directors. The EOP update was approved by the City Council.

City of Pittsburg, EOP Update and EOC Training, (2023 – 2024), Project Manager– Updated the 2018 City EOP. Follow on work, now in progress includes developing a City COOP. The new EOP features use of the latest CSTI EOC job aids, improved action plan development guidance and an information collection plan template.

County of Alameda, EOP Update and TTX (2014), Project Manager/Lead Facilitator – Led a team the updated the Operational Area EOP. The update included developing an EOC standard operating procedure and creating 8 functional and 9 incident specific annexes. Led design and delivery of a county-wide tabletop exercise to validate the update EOP. Participants included county departments, CHP, the Red Cross and Cal OES.

EXPERTISE

- > Media relations
- > Strategic communication
- > External affairs
- > Policy and strategic initiatives
- > Media events
- > Crisis communications
- > Stakeholder engagement

CERTIFICATIONS & EDUCATION

- > Master of Arts Homeland Security and Defense Naval Post Graduate School, Monterey, CA
- > Bachelor of Arts Political Science, California State University Northridge, Northridge, CA
- > Executive Program, Counterterrorism University of Southern California (USC), Los Angeles, CA
- > Emergency Management Specialist California Office of Emergency Services, December 2022
- > Public Information Specialist California Office of Emergency Services, October 2021

Elaine Jennings – COMMUNICATIONS SME

PROFESSIONAL SUMMARY

Executive with over 20 years of experience advising organizations, government officials, and corporate businesses during times of change and opportunity. Expertise in issue and crisis communication management, serving as an on-camera spokesperson. Skilled in drafting and executing communication strategies for key government stakeholders and leaders. Extensive experience supporting key government stakeholders and leaders in drafting communication strategies and advising executive leadership on communication strategy. Proven ability to plan and manage events and media appearances to enhance public image and manage perception. Former Press Secretary and Director of Communications for multiple government organizations, handling both routine and crisis communications. Effective team leader with a talent for bridging gaps across cross-functional stakeholders.

RELEVANT PROJECT EXPERIENCE

Consultant, Communication & Security Risk Management (2013 - Present), Subject Matter Expert – Role includes building strategic alliances with key stakeholders, aligned organizations community influencers to create partnerships and to support clients' business strategies, created Crisis Communication Plans for Paramount Studios, the California State Water Authority, and the City of Long Beach, Office of Emergency Services, led training and developed materials for over 600 of California's Emergency Public Information Officers effective on communication techniques and how to work with the media. Clients include; Anschutz Entertainment Group (AEG)/LA Live, Major League Baseball (MLB), Paramount Studios, Lawrence Livermore National Lab, the City of San Diego and the City of Long Beach, San Joaquin County.

Acting Director of Communications, Governor's Office of Homeland Security, Sacramento, CA (2007-2013), Director of Special Projects – Served under the State's Homeland Security Advisor (HSA) to implement emergency response and counterterrorism initiatives. Served as media spokesperson and led external affairs for the statewide Agency.

Department of Corrections and Rehabilitation, Sacramento, CA (2005-2007), Press Secretary – Appointed by the Governor Supervised a team of 10, oversaw communication strategy for \$7.5 billion agency, serving as senior agency spokesperson and primary liaison to Governor's press office.

Department of Corrections and Rehabilitation, Sacramento, CA (2005-2007), Press Secretary

Director of Media Advance, Office of Advance, Sacramento, CA (2003-2005), Office of the Governor

Arnold Schwarzenegger for Governor Campaign, Press and Media Office (2003-2005), Media Specialist

EXPERTISE

- > QA/QC
- > Emergency Planning Documentation Review
- > Whole Community Planning
- > After Action Report
- > Community Outreach
- > Design, Marketing, and Branding
- > Exercise Development and Conduct Support
- > Section 508 Document Compliance
- > Logistic Planning and Support

CERTIFICATIONS & EDUCATION

- > Bachelor of Visual Arts, Graphic Design, Griffith University (Australia)

Janlia Riley – QA/QC

PROFESSIONAL SUMMARY

Janlia Riley brings over 22 years of experience in community outreach, marketing, and branding to include projects that have been executed with and for cities and counties throughout the nation, as well as Federal clients and programs. She specializes in the implementation of QA/QC measures and the utilization of accurate references, templates, and metrics. Ms. Riley has supported numerous emergency management projects and exercises, in project management and support roles, including document creation, meeting facilitation, as well as logistics. She is excellent in fostering relationships and creating outreach efforts for community engagement and staffing and volunteer recruitment.

RELEVANT PROJECT EXPERIENCE

University of California, Berkeley, Emergency Operations Plan and Annexes – 2024. QA/QC, Compliance Officer, Designer – Assist in the development of the university EOP, graphic design and branding adherence for documents, presentations, and annexes. Section 508 compliance and QA/QC through project.

Tulane University, Emergency Operations Plan – 2023. QA/QC, Compliance Officer, Designer – Assist in the development of the university EOP, graphic design for documents, presentations, and annexes. Development of pocket guide. Section 508 compliance and QA/QC through project.

Napa County, Fire After Action Reports and Improvement Plans – 2021. Project Manager, QA/QC, Compliance Officer, Contributing Author – Facilitation and authoring of AARs and IPs for Lightning LNU Complex Fire and Glass Fire, assessing strengths, findings of areas for improvements, and recommendations in all areas of EOC activation and operations. Stakeholder engagement, interviews, Section 508 compliance, and QA/QC.

California Governor’s Office of Emergency Services (Cal OES), Whole Community Mass Vaccination Site Guidance – 2021. Project Manager, Contributing Author, Graphic Designer – Document and author best practices and lessons learned blueprint of COVID-19 mass testing and vaccination sites rollout. Included interviewing stakeholder groups, documenting findings, and authoring a blueprint for whole community planning.

California Governor’s Office of Emergency Services (Cal OES) Office of Access and Functional Needs, Resource Library Audit & Internal Policies – 2019. Project Manager, Contributing Author – Stakeholder engagement, full audit and updating all resources, providing recommendations to additional resources and materials, and Section 508 compliance. Author of an internal policies document on the procedures and maintenance of the library.

City of Hawthorne, Hazard Mitigation Plan – 2018. Deputy Project Manager / QA/QC Officer – Local Hazards Mitigation Plan. Supported the update of the City of Hawthorne LHMP. The project involved engaging with City staff and manager, and stakeholders. City of Hawthorne is located in close proximity to a major international airport, LAX, and is within the County of Los Angeles.

D. EXPERIENCE AND TECHNICAL COMPETENCE

Professional References

Tandem is pleased to provide Signal Hill with the following five (5) references for our Project Manager, Francisco Soto and Tandem Solutions.

Reference 1	
Client Name	City of Pittsburg
Service Description	Emergency Operations Plan Update and Continuity of Operations Plan Development
Client Project Manager	Zuna Barker
Client Telephone Number	925-252-4129
Client Email	zbarker@pittsburgca.gov

Reference 2	
Client Name	East Valley Water District
Service Description	Emergency Operations Center Standard Operating Procedures
Client Project Manager	Kerrie Bryan
Client Telephone Number	909-806-4087
Client Email	kbryan@eastvalley.org

Reference 3	
Client Name	City of Pasadena
Service Description	Local Hazard Mitigation Plan Update
Client Project Manager	Nallely Procopio
Client Telephone Number	626-744-7276
Client Email	nprocopio@cityofpasadena.net

Reference 4	
Client Name	City of Long Beach Utilities
Service Description	Emergency Response Plan and Risk and Resilience Assessment Update
Client Project Manager	Shaun Curtis
Client Telephone Number	562-570-2486
Client Email	Shaun.curtis@lbwater.org

Reference 5	
Client Name	Santa Clara County Valley Water District
Service Description	Dam Emergency Action Plan compliance
Client Project Manager	Nina Merrill
Client Telephone Number	408-630-2640
Client Email	nmerrill@valleywater.org

Additional references are available upon request.

Tandem's Experience

Tandem and its proposed staff have supported EOP and Crisis Communications Annex projects for over 30 years. Our proposed project manager, Francisco Soto, has led EOP updates for multiple counties, cities and special districts. He is currently leading an update to the City of Pittsburg Emergency Operations Plan and previously supported Santa Barbara County and Inyo County to update their Emergency Operations Plan. Additionally, Mr. Soto was the Project Manager for the development of the City of Long Beach's Crisis Communications Plan and Mass Communications Policy.

Below are projects Tandem staff have worked on and is currently contracted to support that are similar to the City of Signal Hill's scope of work.

- **City of Pittsburg Emergency Operations Plan Update (Current)** –Supported the development of the City's EOP. Conducted stakeholder engagement, led planning meetings, and incorporated feedback.
- **Santa Barbara County Emergency Operations Plan Update (Adopted)** – Tandem and Tandem recently partnered on a team that supported an to update the County's Emergency Operations Plan and Annexes, including Communications and Public Safety Power Shutoff Annexes.
- **Marin County Crisis Communication Annex Update (Current)** –Tandem and NPA are currently working to update the County of Marin's Emergency Communications Annex and develop a sharable template for the regional partners to use to meet the requirements of AB 1638, which mandates local public agencies serving areas with a 5% or more non-English-speaking population to provide emergency information in both English and relevant languages
- **Inyo County, Emergency Operations Plan (EOP) Update and Validation Exercise (Adopted)** – Assisted in the update to the 2016 Inyo County EOP. The new EOP contains multiple incident specific and functional annexes. It was drafted to meet the latest legislative mandates regarding evacuation and equity. It addresses climate change impacts that affect county communities. The plan is pending review by Cal OES. The draft plan was validated at a County-wide tabletop exercise.
- **Castro Valley Sanitary District, EOP Development and EOC SOP (Adopted)** –Supported the development of the District's EOP and EOC SOP. Conducted stakeholder engagement, led planning meetings, and incorporated feedback.
- **City of Long Beach Crisis Communications Plan Development** – The Plan details how the City will communicate crisis information to City employees, external organizations, and the public in a timely and effective manner during large scale emergencies.
- **City of Fairfield Emergency Operations Plan (Adopted)**– The Plan details how the City will communicate crisis information to City employees, external organizations, and the public in a timely and effective manner during large scale emergencies.
- **Municipal Water District of Orange County, EOP Development and EOC Checklist** – Led the development/update of the Emergency Operations Plan (EOP). The update included a streamlined approach, update to current information, and the incorporation of corrective actions from previous training and exercises. Developed Position Specific Checklist and conducted training and tabletop exercises.

- **East Valley Water District Risk and Resiliency Assessment, Emergency Response Plan, and Local Hazard Mitigation Plan Updates** – Currently supporting the District with the development and validation of their Risk and Resiliency Assessment and Emergency Response Plan to comply with the America’s Water Infrastructure Act. Additionally, supporting the update to the District’s Hazard Mitigation Plan update.
- **City of Pasadena Local Hazard Mitigation Plan Update** – Currently the Project Manager for the development of the City Hazard Mitigation Plan which includes a detailed risk assessment and the development of mitigation activities. Conducted stakeholder engagement, led planning meetings, and incorporated feedback from the planning team.

Tandem team has significant experience at all levels of crisis communication, media relations, and incident management. Clients and projects include:

- California Department of State Hospitals, Crisis Communication Plan (2024 – present)
- CSTI, Information & Crisis Communication Instructor (2016 – present)
- California Specialized Training Institute (CSTI) and Cal OES; Emergency Public Information Planning Course and Joint Information Center Concepts Course Instructor (2021-2023)
- City of San Diego, Hepatitis A Emergency Messaging (2019)
- California Department of Water Resources, Emergency Public Information Plan (2017 – 2022)
- Lawrence Livermore National Lab, Community Engagement Strategy for Radiological/Nuclear Events (2016 – 2018)
- Bay Area UASI, Super Bowl 50 Public Communications Plan (2016 – 2017)
- Cal OES; Director for Planning, Preparedness and Emerging Threats (2006 – 2013)

Certifications and Licenses

Several of our staff have emergency services and communications credentials. They include:

- Francisco Soto: Master of Science in Emergency Services
- Lee Rosenberg: Certified Emergency Manager (IAEM), expires 2026.
- Elaine Jennings: Master of Arts in Homeland Security and Defense; Public Information Specialist Certificate

Project Understanding

Tandem understands that Signal Hill desires to develop and mobilize a process to evaluate its Emergency Operations Plan and develop a Crisis Communications Annexes. The EOP update and annex development must meet Federal and State emergency management standards. Our goal is to deliver a product that exceeds Signal Hill's expectations.

Tandem will use FEMA's 2021 Comprehensive Preparedness Guide (CPG) 101 to ensure the updated EOP and Annex meet current industry standards. We have experience developing emergency planning documents and using CPG 101 as a guide to ensure the final product meets the proper guidelines. Using the tool, Tandem will ensure the incorporation of:

- People with disabilities and individuals with access and functional needs. Tandem will incorporate Title II of the American with Disabilities Act into the EOP update where appropriate, to ensure people with disabilities have access to timely and accurate information that is comparable in content and detail to communications shared with the general public.
- Where appropriate, Tandem will incorporate Equity in all phases of the planning process.
- Engage private partners that will play a key role in Signal Hill's response to an emergency,
- An all-hazards approach to plan development
- Clearly identified mission, goals, and objectives.

Our team understands that EOPs require an extensive review process that must include participation by internal and external stakeholders who play a key part in an emergency response. To this end, the Tandem team members have decades of experience managing planning projects and engaging stakeholders. Our EOP update will analyze past events, exercises, and current needs that may not have yet been incorporated into the current version. Where appropriate, we will provide recommendations to address how to better coordinate response efforts internally and with external partners.

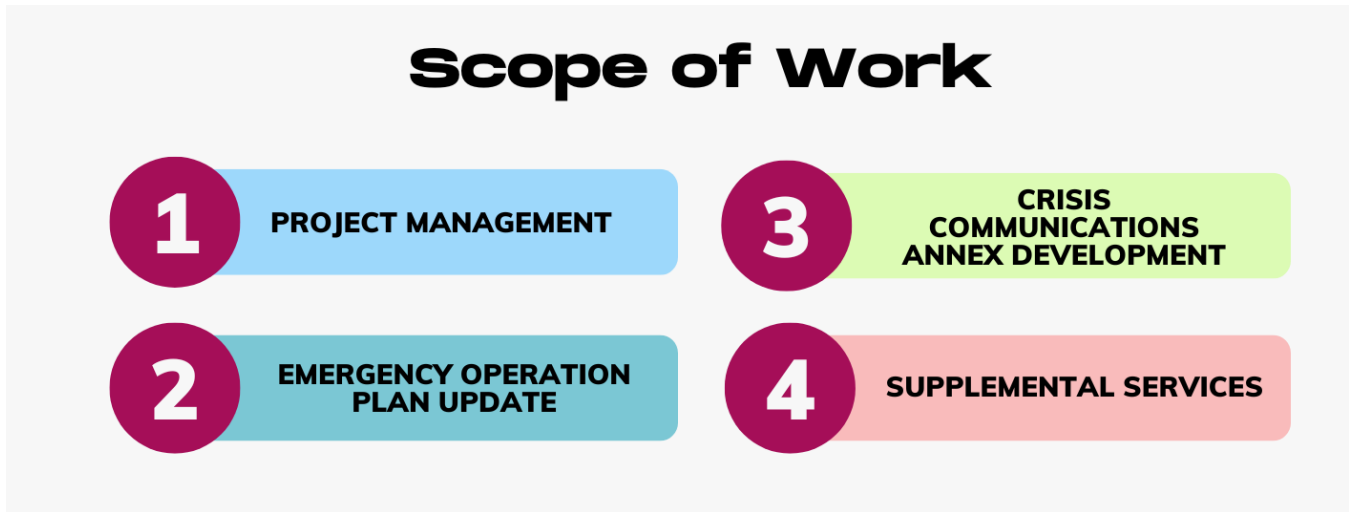
Tandem's approach to meeting goals for the Emergency Operations Plan and Annexes includes:

- Establishing a dedicated and collaborative planning team of City Staff, key response partners and Tandem professionals to gather critical input and review draft documents.
- Review all relevant plans, previous exercises, and real-world events to determine lessons learned and develop a robust needs assessment for the EOP update.
- Providing subject-matter experts, technical analysis, and drafting the EOP.
- Using an interactive process to produce drafts and solicit stakeholder review at critical points in the EOP and Crisis Communications Annex development.
- Comply with additional requirements stated by the grantor, as found in Attachment 4.

Scope of Work

The project Scope of Work shall include (4) four linked phases (tasks) that will produce an Emergency Operating Plan and Crisis Communications Annex that exceeds expectations, meets all objectives and delivers value. **Figure 2** depicts the four phases we propose to update the EOP and develop the Crisis Communications Annex. Task 4 is optional, but Tandem believe a EOP and Crisis Communications Validation Tabletop Exercise is critical in any plan development process.

Figure 2. Scope of Work



Task 1: Project Management

Tandem understands the importance of starting a project on a solid foundation to ensure that the work is completed within the not-to-exceed fees, in accordance with the Project Schedule, and while ensuring that all services and deliverables meet Signal Hill's and project requirements. To accomplish this, Tandem proposes the following:

Kickoff Meeting

We will conduct a Kickoff Meeting to review the project scope of work, deliverables, timeline, communications, and planning team. During this meeting, Tandem will describe team members' roles and responsibilities and any subsequent planning meetings. Tandem will take the information from the kickoff meeting and develop a Project Management Plan (PMP).

Project Design Work Plan/Project Management Plan

Tandem will develop a project management plan that clearly defines the methods for project execution and coordination. This plan will include project objectives, requirements, constraints, schedule, operations plan, communications plan, and a QA/QC plan and will address the following items:

Budget

Upon the Notice to Proceed (NTP), Tandem will develop a plan to monitor the project budget and schedule. A detailed estimate of progress made during each reporting period will be used to prepare status reports. Our team will reassess project progress during weekly meetings to determine if we are within the approved budget and whether the approved schedule is being met. If we find that either one of those indicators is compromised, the Project Manager and Task Leaders will take corrective measures and adjust resources, as necessary.

Grantor Requirements

Tandem is willing and able to comply with additional requirements stated by the grantor, as indicated in Attachment 4.

Document Production

To produce deliverables, we will meet Signal Hill's documentation standards and will confirm the compatibility of software requirements. We will confirm written, presentation, and drawing document requirements, as well as identify software to be used on the project and validation requirements.

Project Technical Requirements

The Tandem team will perform all services in compliance with regulatory and policy requirements. We will address the following:

- Client Directives
- Standard Emergency Management System (SEMS)
- National Incident Management System (NIMS)
- Homeland Security Exercise and Evaluation Program (HSEEP)
- Comprehensive Preparedness Guide (CPG) 101
- California Emergency Services Act
- State of California Emergency Plan
- Tandem team and industry best practices

Risk Management Plan

Our team will manage risk by verifying that project deliverables and supporting documentation are complete and understandable, conform to applicable and reasonable standards relative to their intended purpose, and meet client requirements.

Communications Plan

We recognize that effective communication is critical to the successful delivery of any project. To that end, Francisco Soto of Tandem will be the primary point-of-contact with Signal Hill staff. Unless otherwise requested by Signal Hill, we will hold weekly meetings with the client and select staff to discuss project status, potential project constraints, and opportunities in addition to agenda items dealing with project schedule, budget status, and potential scope creep. At the beginning of the project, we will:

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

Quality Assurance/Control Plan

Although all team members are cognizant and responsible for the quality of their work, we will ensure that Signal Hill's quality standards are met by assigning a Quality Assurance (QA) manager.

- Quality Control (QC) Checking: The document originator and document checker will work together to verify the accuracy and completeness of written material, calculations, spreadsheets, and drawings.
- Quality Control Reviews: QC reviews are conducted as integral components of project activities as follows:
 - Conducted by experienced personnel who are not otherwise involved in producing the documents to provide impartial assessments.
 - Originator reviews the comments and makes necessary changes and additions to the original document.
 - QC Reviewer reviews the revised document and discusses comment resolutions with the Originator and/or Project Manager.
 - Project Manager reviews the QC review comments and revised document.

Planning Team Development

Tandem, in conjunction with Signal Hill's lead personnel, will develop an Project Planning Team which may consist of Signal Hill's staff, County staff, staff from local, state, and federal agencies. We will guide the Planning Team through the planning process to ensure the objectives of the EOP are met. To do this, the Planning Team will:

- Participate in the planning process, attend meetings, and provide data as requested.
- Review drafts of the plan and provide input.

Weekly One-on-One Meetings with Signal Hill

Francisco Soto and key staff will meet with Signal Hill once a week to review work activities completed within the week, future activities, and any issues and actions that require Signal Hill’s attention. Tandem is flexible and will work with Signal Hill to ensure the weekly/bi-weekly either in person or virtual meetings work with Signal Hill’s schedule.

Coordination and Communication with External Agencies

Tandem is prepared and experienced in coordinating and communicating with external agencies. Francisco Soto, our proposed project manager has a long relationship with key partners in Los Angeles County. We will support in drafting correspondence related to Tandem’s project design activities as requested by Signal Hill.

Public Outreach

We understand that the update to this EOP will not require public outreach, but if needed, Tandem can conduct public outreach activities such as, a public survey, social media content, and press release templates to get the community’s input. We have completed similar efforts with past emergency plans that require public engagement.

Task 1 Deliverables

- ✓ Kickoff meeting to align expectations, confirm scheduling, and discuss project management
- ✓ Project Design Workplan/Project Management Plan which will include a QA/QC Plan
- ✓ Additional Planning Meetings
- ✓ Weekly or twice-a-week meetings between Signal Hill and Tandem project managers
- ✓ Monthly invoices that report work accomplished, percent of project completed
- ✓ Meeting agendas, minutes, and presentations for all project meetings
- ✓ Public Outreach, if required

Task 2: Emergency Operations Plan Assessment, Review, and Update

Review of Emergency Operations Plans and Alignment

To conduct an EOP update that provides value to Signal Hill, Tandem will review all relevant plans, previous exercises, and real-world events to determine lessons learned and develop a robust needs assessment for the EOP update. The analysis along with new 2024 CalOES guidance will be the foundation for the EOP review.

Tandem proposes to align the EOP with the following guidance:

- FEMA Developing and Maintaining Emergency Operations Plans
- Comprehensive Planning Guidance (CPG) 101
- Cal OES Emergency Plan Review Crosswalk Local Government Agencies (2023)

Additionally, we will customize the EOP to ensure it addresses recommendations and operational priorities of the following plans:

- Additional City of Signal Hill Emergency Planning Documents
- Los Angeles County Operational Area Emergency Operations Plan
- County COVID-19 After Action Report
- City of Long Beach COVID-19 After Action Report
- 2024 State Emergency Plan
- City of Long Beach EOP

Develop Updated Emergency Operations Plan Table of Contents and Expanded Outline

As an initial step, Tandem will use the information and material collected during Tasks 2 to develop a table of contents and expanded outline for the updated EOP and provide it to the City project manager for review and approval. A comment matrix will accompany the table of contents and expanded outline to allow for tracking of multiple staff inputs. After a two-week period of review, Tandem will consolidate inputs, adjudicate conflicts with the City project manager and then provide a final table of contents and an expanded outline.

Develop a Draft Updated Emergency Operations Plan

Tandem will produce a tailored, City specific draft EOP. The EOP will focus on response to incidents that require the City to manage resources and support field response operations. The updated EOP will include descriptions and actionable guidance covering:

- City emergency organization
- A quick start guide for first arriving staff to activate the EOC and start response operations
- Staff notification systems, processes, and procedures
- EOC activation thresholds including advance warning orders for expected events
- EOC activation levels and staffing
- EOC configuration
- EOC position checklists
- Information collection plan template

- Relationship of the EOC with other agencies during emergency response
- Emergency communications systems, processes, and procedures
- Standard reports
- Action planning processes including ICS forms and how to use the Planning P
- Pandemic preparedness and response

The draft EOP will meet ISO 22320 Security and Resilience - Emergency Management - Guidelines for incident management standards and comply with guidance provided by the National Incident Management System (NIMS) and the California Standardized Emergency Management System (SEMS). It will provide sufficient guidance so that staff that do not regularly support incident operations can use the EOP to activate the EOC and begin operations to initiate an effective emergency incident response. Once the draft EOP is developed, Tandem will provide it to the City project manager and stakeholders for review and comment.

Delivery of a Final Updated Emergency Operations Plan

After consolidating and adjudicating comments provided by the review by the planning team, Tandem will develop a final EOP. The final EOP will be provided to the City project manager for a concluding review. At the end of this review, the new EOP will be presented to the City Council for adoption, if needed.

Task 2 Deliverables

- ✓ Assessments of the EOP
- ✓ Recommendations on what approach to use for the EOP update and specific strategy
- ✓ A draft table of contents and expanded outline for the Plan in electronic format
- ✓ Comments matrix
- ✓ After a two-week review period, a final table of contents and expanded outline for the EOP in electronic format
- ✓ Draft EOP and Final EOP
- ✓ Facilitate review and approval process for the updated
- ✓ EOP City Council Presentation, if requested

Task 3: Crisis Communications Annex Development

Review, Assess, and Summarize Regional and Federal Best Practices

Tandem will collaborate with the City's Project Manager to review applicable guidelines, documents, and requirements. We will ensure that all products comply with established regulations and best practices. Tandem emphasizes the importance of incorporating existing best practices into all plans and procedures. This is especially important with plans that require significant focus on Limited English Proficiency (LEP) and Access and Functional Needs (AFN) communities, as a failure of either will be deeply felt by the impacted communities. Tandem will collaborate with the City Project Manager to identify relevant State, regional, and federal guidelines/best practices for incorporation within the Annex.

We will also review existing Los Angeles County plans and documents that are provided by the County and relevant to emergency communications and public outreach. This might include fire and law enforcement plans with a significant community component, public health plans, and any After-Action Reports/Improvement Plans in which impacts to AFN/LEP communities were of particular concern. We will also review relevant emergency communications plans from the City of Long Beach and Los Angeles County.

Best practices, guidelines, and standards/regulations that may be considered, include:

- CDC Culturally and Linguistically Appropriate Services (CLAS) National Standards
- State of California Alert & Warning Guidelines
- CDC Crisis & Emergency Risk Communication (CERC) Plan Guidance
- SAMHSA Risk Communication Guidelines for Public Officials

Develop a Crisis Communications Annex Table of Contents/Expanded Outline

Tandem will draft a Crisis Communications Annex Table of Contents (TOC) and outline for review by the City. The TOC will be the skeleton by which the updated Annex is developed. This TOC will include references, links, and brief topical descriptions of each item or subject to provide Signal Hill with insight into the development process. Development of the first draft of the Plan and templates is pursuant to the TOC's approval by the City.

Identify Messaging Templates and Develop Sample Templates

Tandem plans to first develop a sample messaging template for a hypothetical hazard. This will provide the City with a standardized message format that can be used by City stakeholders during an emergency. The Planning Team will review the template to ensure it conforms to their vision for the updated Annex and satisfaction of California Bill AB 1638. Tandem will also provide recommendations to alterations of the messaging, if needed, to make the messaging more compliant with the Bill's intent.

Tandem will develop a list of emergencies and hazards based on the City’s updated Local Hazard Mitigation Plan for which messaging is developed and/or updated. The City will then approve this list prior to commencement of the draft subsequent messaging for the other emergencies/hazards.

Draft Crisis Communications Annex

Tandem will produce a tailored, City specific draft Crisis Communications Annex. The Annex will focus on emergency messaging to incidents that have the potential to impact City residents and visitors. The updated Annex will ensure alignment with the City of Long Beach Crisis Communications Plan. Tandem recommends the Planning Team includes a member of the City of Long Beach’s Public Affairs Staff to ensure both plans complement each other. Tandem will incorporate any feedback from key stakeholders and interviewees in this initial draft. The updated Annex will include descriptions and actionable guidance covering:

- Emergency Communications Critical Actions – QuickStart Guide
- Introductions – Purpose, Scope, Annex Objectives
- Activation Phase
- Response Phase
- Recovery Phase
- Appendices – JIC Sample Forms/Job Aids, Equipment List (JIC), Sample Messages

Facilitate Crisis Communications Annex Review and Approval

Tandem will work with Signal Hill’s stakeholders and executive management staff during the review and approval process. Tandem is available to present the final Crisis Communications Annex to the City Council for formal adoption.

Task 3 Deliverables

- ✓ Draft and Final Table of Contents
- ✓ Draft and Final Messaging Templates
- ✓ First draft of the updated Crisis Communications Annex for Signal Hill’s Project Manager and staff feedback
- ✓ Second draft of the Crisis Communications Annex for Signal Hill’s Project Manager and staff feedback
- ✓ Final Draft
- ✓ Facilitate review and approval process for the updated Crisis Communications Annex

Task 4: Supplemental Services (Optional)

EOP and Crisis Communications Annex Validation Tabletop Exercise

The effectiveness of emergency plans relies heavily on the frequency of its practice. This is why Tandem is proposing to provide a Homeland Security Exercise and Evaluation Program (HSEEP) compliant Tabletop Exercise for Signal Hill that will evaluate the updated EOP and result in lessons learned that will be incorporated into the final EOP. To cut down on cost and be cognizant of the Planning Team’s time, the tabletop exercise planning meetings can take place during a regular EOP planning meeting or can take place virtually.

Task 4 Deliverables

- ✓ Develop and Implement a Tabletop Exercise
- ✓ Coordinate exercise design meetings
- ✓ Draft and finalize Tabletop Exercise Documents
- ✓ Tabletop Exercise After-Action Report

Draft Schedule

Tandem proposes the following schedule in **Table 1** below.

Table 1: Proposed Schedule

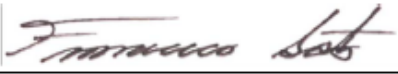
Task/Month	Jan	Feb	Mar	Apr
Task 1: Project Management and Planning Meetings	Project Kickoff/ Planning Meeting/Bi- Weekly Meetings	Planning Meeting/Bi- weekly Meeting	Planning Meeting/Bi- weekly Meeting	Final Planning Meeting/ Project Closeout
Task 2: EOP Update	Draft TOC	Final TOC Draft Base EOP	Updated Draft EOP	Final EOP/Council Presentation/Council Adoption EOP Workshop (Optional)
Task 3: Crisis Comms Annex	Draft TOC	Final TOC Draft Base Annex	Updated Draft Annex/ Draft Message Templates	Final Annex/ Council Presentation/Council Adoption

E. CERTIFICATE OF PROPOSAL

CERTIFICATION OF PROPOSAL TO THE CITY OF SIGNAL HILL

1. The undersigned hereby submits its proposal and, by doing so, agrees to furnish services to the City in accordance with the Request for Proposal (RFP), _____, and to be bound by the terms and conditions of the RFP.
2. This firm has carefully reviewed its proposal and understands and agrees that the City is not responsible for any errors or omissions on the part of the Respondent and that the Respondent is responsible for them.
3. It is understood and agreed that the City reserves the right to accept or reject any or all proposals and to waive any informality or irregularity in any proposal received by the City.
4. The proposal includes all of the commentary, figures and data required by the Request for Proposal, dated 12/6/24, including any addenda issued thereafter.
5. This firm has carefully read and fully understands all of the terms and conditions of the RFP.
6. The proposal shall be valid for 180 days from the date submitted to the City.

Name of Firm: Tandem Solutions, LLC

By: 
(Authorized Signature)

Type Name: Francisco Soto

Title: Managing Director

Date: December 6, 2024

F. COST PROPOSAL

Tandem will complete the scope of work outlined in the Proposal, on a time and material basis, for a not to exceed amount of \$35,000. Tandem submits the following proposed Fee Schedule (**Table 2**) in replacement of Attachment VII: Fee Schedule. **Table 3** includes a proposed Tabletop Exercise that will help validate the EOP update and Crisis Communications Annex Development.

Table 2: Cost Proposal

City of Signal Hill					
EOP Update and Crisis Communications Annex Development	Rate	Task 1: Project Management	Task 2:Emergency Operations Plan Update	Task 3: Crisis Communications Annex	Total Hours/ODCs
EOP/Crisis Comms Annex					
Project Manager/Planner	180.00	18	40	40	98
EOP Planner	160.00		50		50
Crisis Communications SME	140.00			50	50
QA/QC	120.00		8	8	16
ODCs					
Materials			440	-	440
Travel			-	-	-
Total Hours		18	98	98	214
Labor Cost		3,240	16,160	15,160	
Labor + ODCs		3,240	16,600	15,160	\$35,000

Table 3: Cost Proposal (Includes Task 4- Supplemental Services)

City of Signal Hill						
EOP Update and Crisis Communications Annex Development	Rate	Task 1: Project Management	Task 2:Emergency Operations Plan Update	Task 3: Crisis Communications Annex	Task 4: Supplemental Services (EOP TTX)	Total Hours/ODCs
EOP/Crisis Comms Annex						
Project Manager/Planner	180.00	18	40	40	15	113
EOP Planner	160.00		50		10	60
Crisis Communications SME	140.00			50		50
QA/QC	120.00		8	8	6	22
ODCs						
Materials			420	-	-	420
Travel			-	-	-	-
Total Hours		18	98	98	31	245
Labor Cost		3,240	16,160	15,160	5,020	
Labor + ODCs		3,240	16,580	15,160	5,020	\$40,000

G. INSURANCE REQUIREMENTS

Tandem is willing and has the ability to provide the required insurance coverage at the time of award as listed in the Professional Services Agreement (Attachment 3B) of the RFP.

H. COMPLIANCE WITH EMPLOYMENT NONDISCRIMINATION LAWS

Tandem Solutions, LLC is in compliance with employment and nondiscrimination laws and has not received any decisions or orders governing these subjects.