

REQUEST FOR PROPOSALS FOR PROFESSIONAL
PLANNING SERVICES RELATED TO:

**CITY OF FULLERTON
LOCAL HAZARD MITIGATION PLAN (LHMP)
UPDATE**



RFQ NO. 2425-08

APRIL 24, 2025



SUBMITTED TO:
CITY OF FULLERTON, CALIFORNIA
303 W. Commonwealth Avenue
Fullerton, CA 92832-1775

Michael Baker
INTERNATIONAL

SUBMITTED BY:
MICHAEL BAKER INTERNATIONAL, INC.
5 Hutton Centre Drive • Suite 500
Santa Ana, CA 92707

April 24, 2025

CITY OF FULLERTON

ATTN: Vanessa Slouka, Buyer
City of Fullerton
303 W. Commonwealth Avenue
Fullerton, California 92832-1775

Subject: Letter of Transmittal - Proposal for the City of Fullerton Local Hazard Mitigation Plan Update

Dear Ms. Slouka,

Michael Baker International, Inc. (Michael Baker) is pleased to submit our proposal for the City of Fullerton (City) Local Hazard Mitigation Plan (LHMP) Update for your consideration. Our team has an excellent track record preparing LHMPs in compliance with Federal Emergency Management Agency (FEMA) guidelines. By selecting the Michael Baker team, Fullerton will benefit from the following advantages:

TRUSTED LOCAL CONTRACTOR | Your Project Manager, Noelle Anderson, is a trusted local contractor and collaborator with neighboring communities including the nearby City of Yorba Linda. She has managed multiple hazard mitigation plans across Southern California, including the award-winning City of Yorba Linda Hazard Mitigation Plan. The Michael Baker team is embedded with local emergency management contacts across Orange County.

FEDERAL AND STATE GRANT FUNDING EXPERTS | The most critical reason to maintain an active LHMP is to maintain eligibility for FEMA hazard mitigation grant programs. Michael Baker crafts hazard mitigation actions to maximize grant funding opportunities. Our HMPs are valuable documents that assist with future resilience-based funding and capital improvement planning. ***Nationally, Michael Baker has helped secure \$1,593,916,535 in grant funding for our clients - \$69 million in funding specifically for California clients.***

PROVEN AND INNOVATIVE APPROACH | The Michael Baker team has prepared LHMPs across United States and prepared the first hazard mitigation plan for a City in California in compliance with the latest hazard mitigation policy update. By applying lessons learned, emerging trends, and best practices from these efforts, we will take a holistic approach to effectively integrate hazard mitigation planning and achieve meaningful results for the City of Fullerton.

We look forward to working with you on the LHMP update. Mr. Richard Beck is authorized to submit proposals on behalf of Michael Baker. The cost and fee proposal included will remain valid for 120 days. No sub-consultants are proposed within this proposal. If you have questions regarding our submittal, please do not hesitate to contact Ms. Noelle Anderson at (949) 855-3683 or noelle.anderson@mbakerintl.com.

Sincerely,



Richard Beck, Principal-in-Charge
Vice President, Practice Executive
(949) 855 – 3687 | rbeck@mbakerintl.com



Noelle Anderson, Project Manager
Community Planning and Resilience Services
(949) 855 – 3683 | noelle.anderson@mbakerintl.com



1. PROPOSAL OVERVIEW & FIRM EXPERIENCE

A. SUMMARY OF PROJECT UNDERSTANDING AND APPROACH

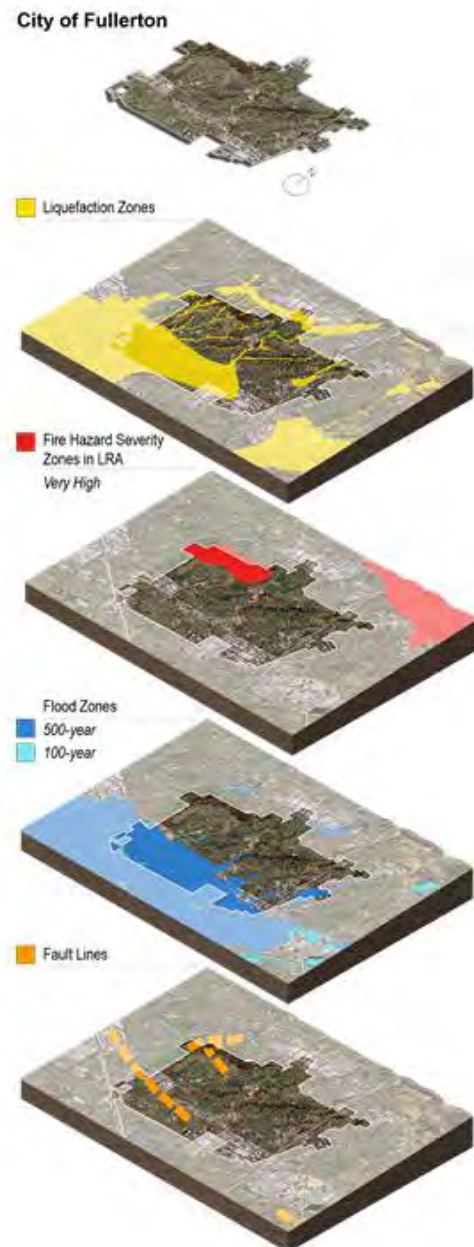
It is our understanding that the City is seeking a consultant to prepare an update to the previous City of Fullerton Local Hazard Mitigation Plan. The Michael Baker team has experience and representative HMPs approved under the 2023 Local Mitigation Planning Policy Guide, issued by FEMA on April 19, 2022, and effective April 19, 2023. **Our local team base prepared and processed the first HMP to be approved in California the policy guidance, for the City of Yorba Linda during Summer 2023.** The 2023 policy guidance required additional stakeholders to be invited to participate in the planning process (such as representatives from academia, nonprofits, and groups that serve socially vulnerable populations) and placed a high priority on considerations for socially vulnerable populations (such as the elderly, disabled, or low-income households). As our team has demonstrated experience preparing and processing HMPs under this policy guidance, our clients have benefited from streamlined and expedited Cal OES and FEMA plan check reviews.

As of April 2025, FEMA has issued an updated Local Mitigation Planning Policy Guide that has eliminated certain requirements that were introduced in the previous 2023 Policy Guide. As our team has demonstrated success in obtaining plan approval in a timely manner under the more rigid 2023 Policy Guide, our team is confident that our current strategies will now easily exceed expectations outlined in the reduced-requirement 2025 Policy Guide.

In addition to experience and project success under FEMA's Local Mitigation Planning Policy Guidance, the Michael Baker team brings the following additional advantages to the LHMP planning process:

- As a preferred contractor by Cal OES and FEMA, our team has personal relationships with plan checkers at both agencies.
- Due to these relationships, our team's last **plan review was expedited from a 90+ day review period to under 50 days**, representing a 4-week schedule savings for our client, the City of San Clemente.
- Our staff member Jake Poland previously interned with Cal OES under the agency's Local Mitigation Planning Unit.
- Our staff members recently coordinated at Cal OES's consultant roundtable to share best practices and stay up to date on all policy and legislative updates related to local mitigation planning.

All Hazards Approach to Community Planning





Michael Baker has enjoyed a close relationship with FEMA for over 40 years. Since 2015, Michael Baker has been the managing partner of Resilience Action Partners, FEMA's CERC contract provider. Michael Baker has executed over 1,000 projects across all 10 FEMA regions and at FEMA Headquarters, ranging from meeting support to innovative solutions including a virtual reality app for flood hazard visualization. Our status as a preferred FEMA contractor through Resilience Action Partners coupled with our strong local contacts position us well to ensure effective collaboration and implementation throughout the planning process.

Key projects completed through the FEMA CERC contract include:

- **Comprehensive Economic Development Strategy and Hazard Mitigation Plan Alignment Resource Guide:** This guide helps practitioners align economic development with hazard mitigation for increased resilience.
- **Plan Implementation and Grants Development Workshops:** Delivered in partnership with FEMA Region 3, these workshops help local officials bridge the gap between hazard mitigation planning and grant application development.
- **Building Community Resilience Through Nature-Based Solutions Guide:** This guide assists communities in planning and implementing nature-based solutions for resilience.

Michael Baker also has extensive experience in public funding, having secured over \$1.5 billion in grants since 2012. Our expertise spans nearly all major U.S. DOT grant programs, as well as grants and loans through the U.S. EDA, FEMA, and USDA. After project completion, our team can easily connect the City with our grant writing specialists to ensure compliance, help implement your mitigation strategy, and secure grant funding identified in the LHMP. This comprehensive support ensures that the City can move forward with confidence in its resilience and mitigation efforts.

Our team has developed an integrated approach that has been tested time and again, while also providing flexibility to respond to the City's specific needs in partnership with the local community. Therefore, Michael Baker proposes the following work program in Section 3 to respond to the City's needs. This work program is anticipated to provide a streamlined process in LHMP preparation, in accordance with Federal Emergency Management Agency (FEMA) and the California Governor's Office of Emergency Services (Cal OES) regulations and guidelines.





MICHAEL BAKER INTERNATIONAL

Entity: Corporation

Established: 1940

Size of Staff: 3,500+

California Offices: 12 | Nationally: 100

Local Offices:

- | | |
|-----------------|-------------|
| ▪ Santa Ana | ▪ Temecula |
| ▪ Los Angeles | ▪ Carlsbad |
| ▪ Long Beach | ▪ Palm |
| ▪ Ontario | ▪ Desert |
| ▪ Thousand Oaks | ▪ San Diego |

Services:

RESILIENCE & SUSTAINABILITY

- Applied Technology & Data Analytics
- Architecture
- Building Engineering
- Climate Resilience
- Coastal Engineering
- Communities & Urban Environments
- Construction Management
- Cyber Resilient Buildings & Infrastructure
- Disaster & Emergency Services
- Emissions Reduction Strategies & Net-Zero
- Energy Infrastructure
- Engineering & Design Services
- Environmental Justice & Social Equity
- Federal Buildings, Infrastructure & Installations
- Grant & Financial Services
- Nature-Based Solutions
- Rating & Reporting Systems
- Organizations & Operations Planning Services
- Transportation Infrastructure
- Water Resilience & Conservation
- Landscape Architecture



B. FIRM BACKGROUND & BUSINESS HISTORY

Michael Baker is a leading global provider of engineering and consulting services which include environmental, planning, engineering, architectural, construction, program management, sustainability and resiliency planning services as well as information technology, communications services, and outreach solutions. *MBI has prepared multiple award-winning Local Hazard Mitigation Plans, most recently for the neighboring City of Yorba Linda. Michael Baker has held a long-standing relationship with the City of Fullerton since 1995.*

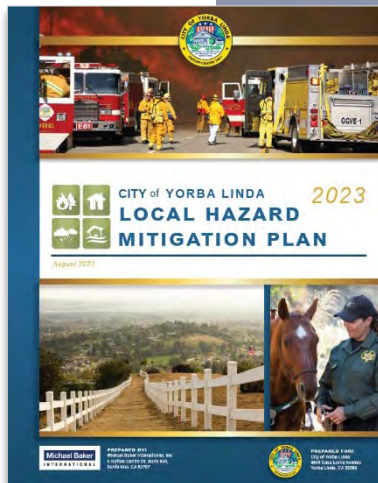
Firm Overview

Headquartered and incorporated in Pittsburgh, Pennsylvania, Michael Baker has more than 3,500 employees in nearly 100 offices across the U.S., including 12 locations in California. Michael Baker has grown and prospered without losing sight of its primary purpose: Creating value for our clients by delivering innovative and sustainable solutions for infrastructure and the environment.

Michael Baker is passionate about the environment and making the world a better place through our designs, innovations and practices. We provide integrated resilience and sustainability services across all sectors, markets, disciplines, geographies and project life cycles – both as part of our company's infrastructure, environmental and community projects, as well as stand-alone or complementary services. With a keen focus on people, we constantly seek to improve communities and create more sustainable, convenient, healthy and attractive places. Together, we plan the future of communities that are sustainable and that meaningfully connect people to their environment.

Cal OES and FEMA Recognize Michael Baker International's **Exceptional Hazard Mitigation Plans.**

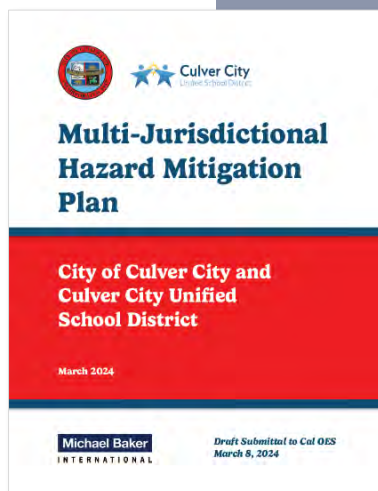
Testimonials and Feedback from plan reviews:



**AWARD OF EXCELLENCE,
American Planning Association**

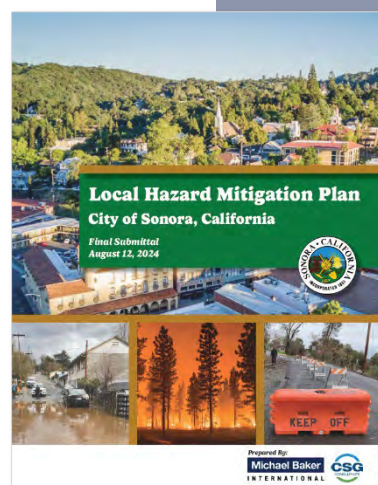
“YOUR **MAPPING PRODUCTS...** ARE VERY STRONG. THEY PROVIDE A CLEAR VISUAL UNDERSTANDING OF WHICH STRUCTURES AND CRITICAL FACILITIES DIRECTLY INTERSECT WITH HAZARD AREAS.”

Annika Braucher, Cal OES



“THE PLAN INCLUDES AN **IMPRESSIVE USE OF** NATIONAL, STATE, AND LOCAL DATA AND **ORIGINAL RESEARCH TO IDENTIFY VULNERABLE POPULATIONS** WITHIN THE PLANNING AREA.”

Emily Breen, FEMA Region 9



“WELL ORGANIZED AND EXCELLENT USE OF TABLES TO HIGHLIGHT A **ROBUST PLANNING TEAM AND WELL-STRUCTURED AND EXECUTED PLANNING MEETINGS.**”

Jaime Symons, FEMA Region 9



C. EXPERIENCE SUMMARY

Included below is a selected list of hazard mitigation plans produced for local clients and produced by the proposed project team within the last five years. All projects listed below are managed by the proposed Project Manager, Noelle Anderson. Details regarding project information and references are also included.

CLIENT INFORMATION	CONTACT INFORMATION	PROJECT INFORMATION
Agency: City of Yorba Linda 4845 Casa Loma Avenue Yorba Linda, CA 92886	Point of Contact: Christopher Peña, Emergency Management cpena@yorbalindaca.gov (714) 961-7118	Local Hazard Mitigation Plan <i>Contract Dates: June 2022 – Dec. 2023</i> Original/Final Contract Amount: \$111,309 No claims filed by consultant or agency.
Agency: City of Seal Beach 911 Seal Beach Blvd Seal Beach, CA 90740	Point of Contact: Brian Gray, Emergency Services Coordinator bgray@sealbeachca.gov (562) 799-4100 x1145	Local Hazard Mitigation Plan <i>Contract Dates: November 2024 – Ongoing</i> Original/Final Contract Amount: \$118,530 No claims filed by consultant or agency.
Agency: City of San Clemente 910 Calle Negocio San Clemente, CA 92673	Point of Contact: Adam Atamian, Community Development atamiana@san-clemente.org (949) 361-6100	Local Hazard Mitigation Plan <i>Contract Dates: June 2024 – Ongoing</i> Original/Final Contract Amount: \$98,750 No claims filed by consultant or agency.
Agency: City of Beverly Hills 455 N Rexford Drive Beverly Hills, CA 90210	Point of Contact: Meena Janmohamed, Emergency Manager mjanmohamed@beverlyhills.org (310) 285-1025	Local Hazard Mitigation Plan <i>Contract Dates: July 2024 – Ongoing</i> Original/Final Contract Amount: \$85,810 No claims filed by consultant or agency.
Agency: City of Culver City 9770 Culver Boulevard Culver City, CA 90232	Point of Contact: Joe Susca, Senior Management Analyst joe.susca@culvercity.org (310) 253-5636	Multi-Jurisdictional Hazard Mitigation Plan <i>Contract Dates: March 2023 – June 2024</i> Original/Final Contract Amount: \$96,130 No claims filed by consultant or agency.
Agency: City of Sonora 94 Washington Street Sonora, CA, 95370	Point of Contact: Melissa Eads, City Administrator meads@sonoraca.com (209) 532-4541	Local Hazard Mitigation Plan <i>Contract Dates: July 2023 – June 2024</i> Original/Final Contract Amount: \$119,885 No claims filed by consultant or agency.
Agency: City of South Gate 8620 California Avenue South Gate, CA 90280	Point of Contact: Lt. Sergio Camacho scamacho@soqate.org (323) 563-5400	Local Hazard Mitigation Plan <i>Contract Dates: March 2023 – ongoing</i> Original/Final Contract Amount: \$145,770 No claims filed by consultant or agency.
Agency: City of Grand Terrace 22795 Barton Rd. Grand Terrace, CA 92313	Point of Contact: Scott Hutter, Planning Director shutter@grandterrace-ca.gov (909) 954-5177	Local Hazard Mitigation Plan <i>Contract Dates: Sep. 2024 – Ongoing</i> Original/Final Contract Amount: \$85,000* No claims filed by consultant or agency.



In addition, Michael Baker produces multijurisdictional and statewide hazard mitigation plans for counties and states across the nation.

A selected list of relevant additional hazard mitigation plan experience outside of the State of California is provided below. Michael Baker has produced 45 hazard mitigation plans within the last five years; a complete client list is available upon request.

PENNSYLVANIA

- Commonwealth of Pennsylvania Hazard Mitigation Plan, 2023
- Allegheny County MJHMP, 2021
- Bucks County MJHMP, 2022
- Carbon County MJHMP, 2022
- Centre County MJHMP, 2021
- Fayette County MJHMP, 2022
- Huntingdon County MJHMP, 2021
- Luzerne County MJHMP, 2020
- Lycoming County MJHMP, 2021
- Mifflin County MJHMP, 2021
- Venango County MJHMP, 2021
- Washington County MJHMP, 2022

COLORADO

- Colorado Hazard Mitigation Plan, 2019
- El Paso County MJHMP, 2021
- Huerfano County MJHMP, In Progress
-

MULTI-COUNTY/REGIONAL GOVERNMENTS

- West Virginia Region I Hazard Mitigation Plan Update
- Wyoming Region 8 Hazard Mitigation Plan

- = State HMP
- = LHMP or MJHMP

OHIO

- Belmont County MJHMP, 2021
- Butler County MJHMP, 2023
- Cuyahoga County MJHMP, 2022
- Defiance County MJHMP, 2022
- Greene County MJHMP, 2021
- Jefferson County MJHMP, 2021
- Muskingum Township MJHMP, In Progress
- Putnam County MJHMP, 2021
- Tuscarawas County MJHMP, 2022

NEW JERSEY

- New Jersey State Hazard Mitigation Plan, 2019 and 2024 updates
- Bergen County MJHMP, 2021
- Monmouth County MJHMP, 2021
- Union County MJHMP, 2022
- Warren County MJHMP, 2022

MARYLAND

- Montgomery County MJHMP, 2019

WASHINGTON

- Clallam County MJHMP, In Progress
- Whatcom County MJHMP, In Progress



SAFETY MITIGATION CONTRACT, CITY OF YORBA LINDA (2022 – 2024)

Michael Baker is providing comprehensive project management and consulting services for several task orders under a singular Safety Mitigation project contract for the City of Yorba Linda. Michael Baker is working with the City on the deliverables and task orders outlined below, funded by both FEMA and CALFIRE grants:

- **Local Hazard Mitigation Plan** is a planning document prepared to assess vulnerability and risk within specific geographies, develop feasible mitigation actions to lower risk, and identify grant funding sources. Included in this work effort is a community outreach program with a survey, web content, and in-person community workshop.
- **Safety Element Update** is being updated to account for changes in land use associated with the Housing Element and to respond to updates in state law (SB 99, AB 747, and SB 1241). Michael Baker is assisting competing priorities from the California Department of Housing and Community Development to increase housing opportunities, and CALFIRE/Orange County Fire Authority to prevent additional residential development within wildfire prone areas.
- **Emergency Operations Plan Update** is focused on enhancing existing information to streamline implementation in the case of an emergency in Yorba Linda. Using the fundamentals of the National Incident Management System and the State's Standardized Emergency Management System, the EOP will meet and exceed Cal OES requirements.
- **Fuel Reduction Treatment Plan & Project Management Services** are being undertaken to identify fuel reduction and treatment sites for wildfire-prone areas within Yorba Linda, and document baseline conditions of project sites.
- **Wildfire Prevention Community Outreach** is being provided in cooperation with the Orange County Fire Authority through educational meetings, signage, and mailers. Topics for outreach include development of defensible space zones, weed abatement, standards of safe use for barbeques, use of fire-resistant plantings, and other relevant wildfire urban interface fire safety information.

The unified goal and purpose of each project component is to reduce the risk of wildfire and other natural disasters in the City, by identifying and implementing key mitigation strategies and communicating risk to constituents. Each deliverable works in coordination with enhancing resiliency and community capacity to reduce "down-time" responding to disasters and get in-front of natural hazards before incidents begin.



Yorba Linda Local Hazard Mitigation Plan Community Outreach



COMMUNITY ENGAGEMENT AND RISK COMMUNICATION (CERC), FEMA, NATIONWIDE (2015 - ONGOING)

Since 2015, Michael Baker is the managing partner of Resilience Action Partners, FEMA's CERC contract provider and has executed more than 1,000 scoped projects in all 10 FEMA regions and at FEMA Headquarters, ranging from meeting support to the creation of a virtual reality app depicting flood hazards on smartphones. Resilience Action Partners is also committed to using an equity-based perspective to review past materials and co-create new materials and messages moving forward. Throughout this work, Resilience Action Partners has helped FEMA make the internal and external changes necessary to engage communities across the nation as full partners in risk identification and mitigation planning and decision making. Key related projects include:

- **Comprehensive Economic Development Strategy and Hazard Mitigation Plan Alignment Resource Guide** is a step-by-step practitioner's guide to identifying opportunities to align economic development and hazard mitigation for increased resilience. An agency-facing document is complete, and a public-facing version is expected in early 2022.
- **State Mitigation Planning Key Topics Bulletins** are a series of brief documents aimed at informing states on how to meet the requirements in the 2015 State Mitigation Plan Review Guide.
- **IS- and L-329: State Mitigation Planning Workshops** are FEMA's first-ever trainings specifically for state planners and agency partners hosted by the Emergency Management Institute.
- **Plan Implementation and Grants Development Workshops** are delivered in partnership with FEMA Region 3. They provide local officials the opportunity to learn how to bridge the gap between hazard mitigation planning and grant application development, with the overarching goal of helping communities implement their mitigation strategy. The workshops are tailored to help communities think about, identify, and develop implementable and fundable projects.
- **Building Community Resilience Through Nature-Based Solutions Guide** helps communities identify and engage the staff and resources that can play a role in building resilience with nature-based solutions. The guide presents the business case and provides background information and practical advice for planning and implementation of nature-based solutions.
- **Virtual and Hybrid Meeting Tools** were developed at the start of the COVID-19 pandemic to help FEMA and its partners shift to all-virtual and, later, hybrid engagements. Guides provide tips and resources for partners to get the most out of their meetings with no loss in customer experience.



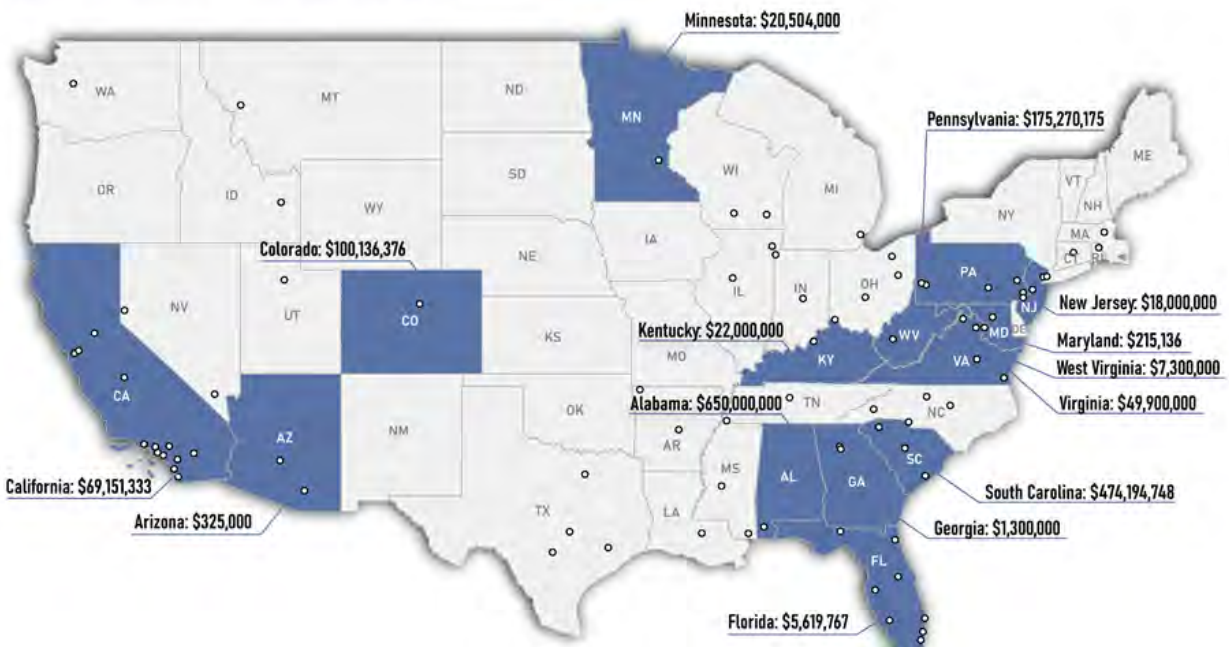


DEMONSTRATED EXPERIENCE IN GRANTS

The Michael Baker team is responsible for leading all facets of public funding, including the identification of funding sources at the federal, state, local, and private levels, application development and submission, and grant administration to ensure program compliance. Since 2012, our team has secured more *than \$1.5 billion for clients across the country*. At the federal level, Michael Baker's grant experience includes nearly all major U.S. DOT grant programs, as well as grants and loans through the U.S. EDA, FEMA, and USDA.

Total Projects: 119

Total Grant Dollars Awarded: \$1,593,916,535



STRATEGIC COMMUNITY OUTREACH AND ENGAGEMENT

As an expert in government communication and public relations, the Michael Baker team focuses hazard mitigation outreach on positive and educational opportunities to streamline input on the LHMP update. Our team specifically selects outreach tools to garner consensus building and local buy-in for the future of the City of Fullerton. Past HMP update approaches have included a "GO TO THEM" approach, selecting convenient locations and times to meet with the public to gather input. Our team proposes integrating community pop-up events at popular City events over the calendar year. Engagement incorporates activity-based opportunities for the public to provide input, and drive.



Pop-Up Outreach for the Beverly Hills LHMP

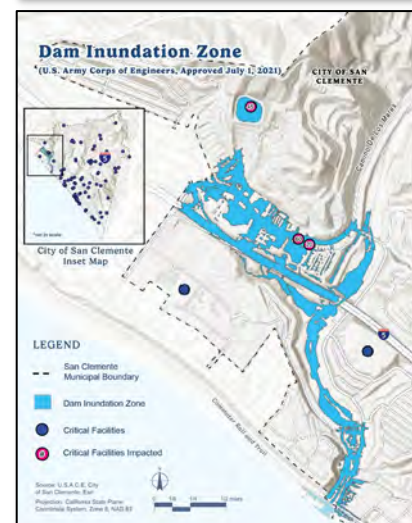
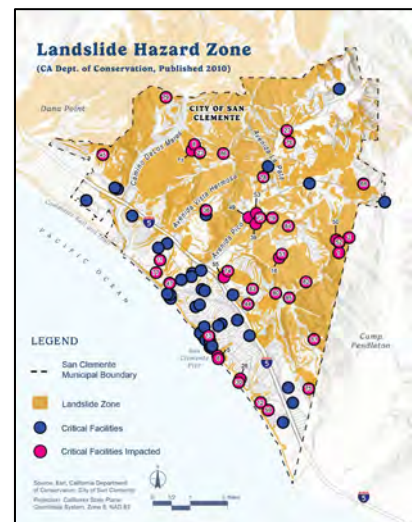
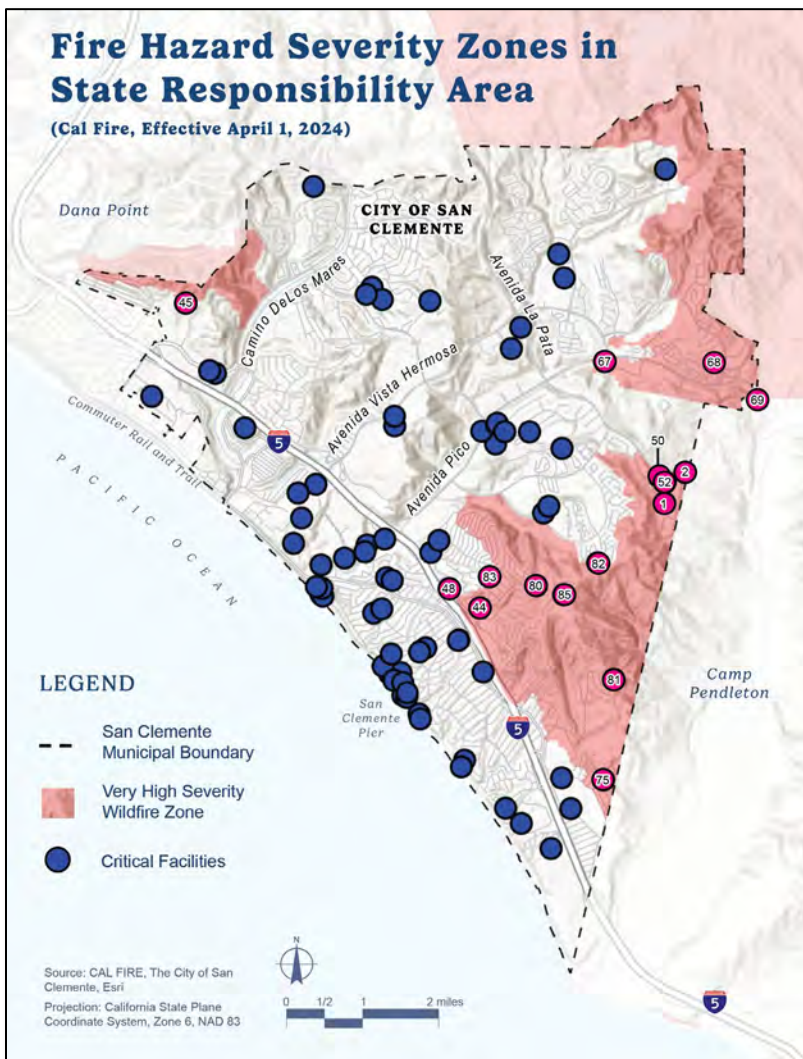


Successful Hazard Mitigation Plan Outreach



ILLUSTRATIVE HAZARD MAPPING

The Michael Baker team produces high quality, illustrative mapping products to accompany all Local Hazard Mitigation Plan submittals to FEMA. Our hazard maps are designed to provide unparalleled clarity, precision and insight, empowering city officials and stakeholders to make informed hazard mitigation decisions with confidence. Deliverables are designed to supplement technical data outputs and HAZUS findings for relevant hazards.





Michael Baker's LHMP deliverables often enjoy expedited review periods due to our team's personal relationships with Cal OES and FEMA plan reviewers, Michael Baker's continued monitoring of changes to state and federal LHMP guidelines, and high-quality plan content. As previously mentioned, our team's recent success in obtaining plan approval from Cal OES in under 50 days (four weeks ahead of the standard 90-day review estimate) for the City of San Clemente demonstrates the effectiveness of Michael Baker's strategies in mitigating any potential delays in the LHMP review process.





2. QUALIFICATIONS OF KEY PERSONNEL

A. IDENTIFICATION OF KEY PERSONNEL

Michael Baker has identified the project team organizational chart on the following page. This team is available to initiate the work program immediately and remain active throughout the term of the contract. Team members will not be replaced or removed from the team without prior written approval from the MJHMP Project Management Team. **Principal-in-charge, Richard Beck, CEP P.W.S., CPESC®, CERP**, is authorized to negotiate the contract on behalf of Michael Baker.

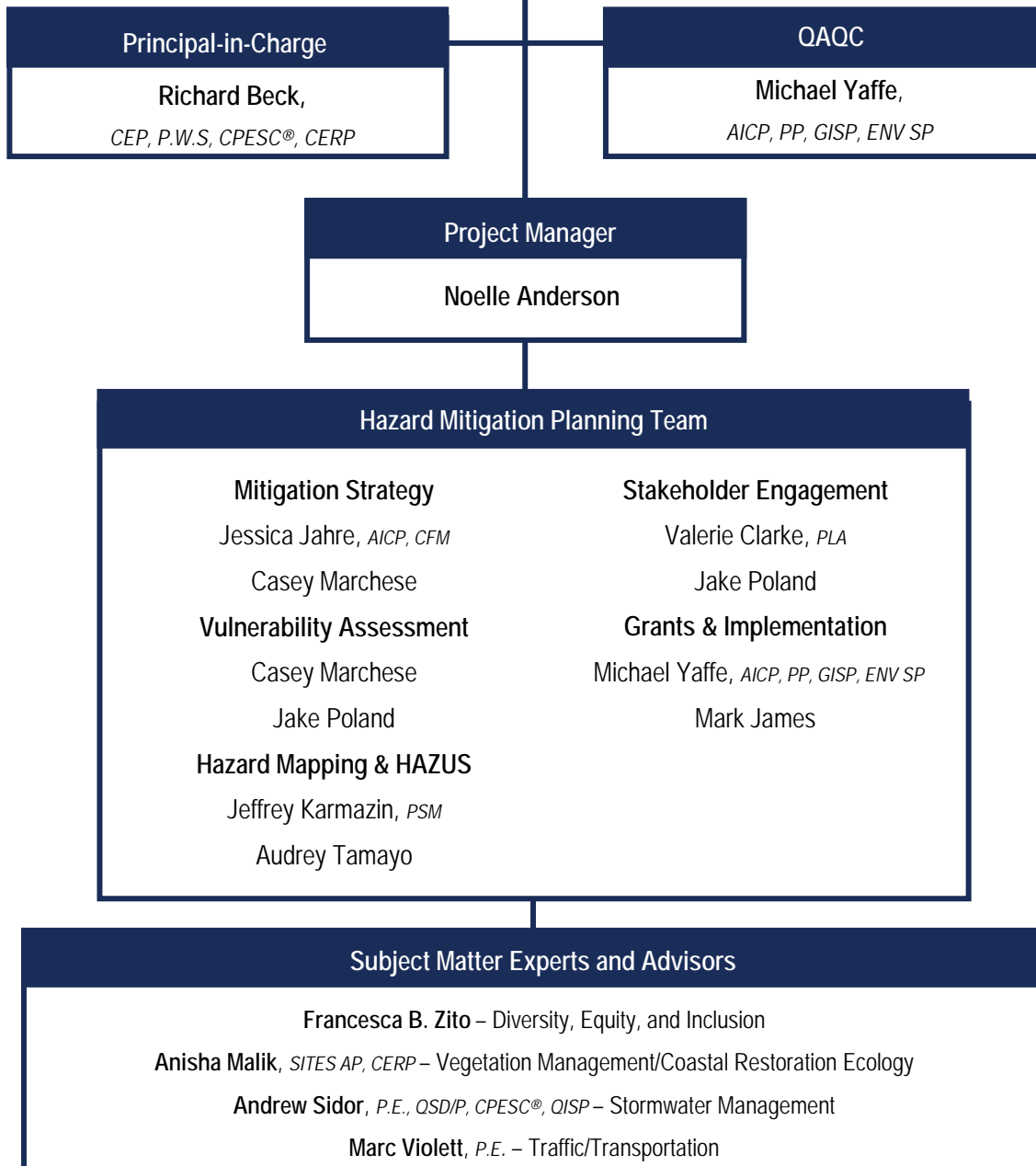
Project Manager, Noelle Anderson, will be the main point of contact, and brings 10 years of hazard mitigation planning experience to the benefit of the MJHMP preparation process. Ms. Anderson regularly leads the development of award-winning Hazard Mitigation Plans, consistent with Cal OES/FEMA requirements. She prides the project team is connecting local jurisdictions to key HMP implementation mechanisms, primarily grant funding opportunities through FEMA Hazard Mitigation Assistance (HMA) programs. She will lead deliverable development under close coordination with a series of subject matter experts in engineering, design, sustainability and DEI.



Project Manager Noelle Anderson speaking at APA Washington about hazard mitigation planning process and strategy.

The Michael Baker Project Team celebrating the Yorba Linda Local Hazard Mitigation Plan award from APA California – Orange Section.







B. RESUMES SUMMARIZING RELEVANT EXPERTISE AND EXPERIENCE

Noelle Anderson

Project Manager



Ms. Anderson provides hazard mitigation and comprehensive community planning services across California. She is skilled in preparing public policy relating to land use, safety, conservation, technology, and environmental justice. Her skill set includes managing multi-disciplinary teams, identifying challenges and opportunities, and implementing realistic and feasible solutions for her clients. Her experience includes managing development of both local and multi-jurisdictional hazard mitigation plans that comply with current California Governor's Office of Emergency Services and FEMA guidelines. In addition to mitigation planning, she has completed several approved emergency action plans with a specific focus on dam/reservoir infrastructure failure and inundation across California. Her background includes coastal and watershed projects, with unique knowledge of sea level rise hazard planning and policy. She is also experienced in developing successful community engagement programs.

Years of Experience

11

Education

M.U.P., 2020, Urban Planning and Development, University of Southern California

B.A., 2014, Environmental Studies/Environmental Planning, University of California, Santa Barbara

Professional Affiliations

American Planning Association (APA)

Urban Land Institute (ULI)

RELEVANT EXPERIENCE

Hazard Mitigation Plans, West Region. Project Manager. Responsible for facilitating comprehensive planning process focused on natural and human-caused disasters per Federal Emergency Management Agency guidelines. ***Prepared the first city-prepared hazard mitigation plan in California in accordance with updated FEMA policy and guidance during 2023.*** Collaborate with both internal representatives from the lead jurisdiction and external stakeholders (such as utilities, school districts, community groups, HOAs, nonprofits/NGOs) to garner consensus building and build community capacity for future resilience actions. Connect clients with FEMA hazard mitigation grant resources with awards up to \$50 million. An abbreviated list of clients and deliverables is included, below:

- City of Seal Beach Local Hazard Mitigation Plan Update, Seal Beach, CA
- City of Beverly Hills Local Hazard Mitigation Plan Update, Beverly Hills, CA
- City of Grand Terrace Local Hazard Mitigation Plan Update, Grand Terrace, CA
- City of San Clemente Local Hazard Mitigation Plan, San Clemente, CA
- City of Yorba Linda Local Hazard Mitigation Plan, Yorba Linda, CA
- City of South Gate Local Hazard Mitigation Plan, South Gate, CA
- City of Culver City and Culver City Unified School District Multi-Jurisdictional Hazard Mitigation Plan, Culver City, CA
- City of Sonora Local Hazard Mitigation Plan, Sonora, CA
- Clallam County Multi-Jurisdictional Hazard Mitigation Plan, Clallam County, WA
- Elsinore Valley Municipal Water District Local Hazard Mitigation Plan, Lake Elsinore Area, CA
- Irvine Ranch Water District Local Hazard Mitigation Plan, Irvine Area, CA
- Whatcom County Multi-Jurisdictional Hazard Mitigation Plan, Whatcom County, WA

Ms. Anderson was also responsible for contributing to the following hazard mitigation plans as a staff planner:

- City of Rancho Santa Margarita Local Hazard Mitigation Plan, Rancho Santa Margarita, CA
- Municipal Water District of Orange County Multi-Jurisdictional Hazard Mitigation Plan, Orange County, CA
- City of Lawndale Local Hazard Mitigation Plan, Lawndale, CA
- McFarland Local Hazard Mitigation Plan, McFarland, CA



Safety Element Updates, California. *Project Manager.* Responsible for managing Safety Element Updates as required by the 6th and 7th Cycle Housing Element Updates for a variety of clients across California. Policy updates focused on compliance with new state requirements including: AB 747 and SB 99, to evaluate evacuation route capacity and viability; SB 379, to incorporate climate vulnerability, climate adaptation and resilience strategies; and, AB 2140, to incorporate LHMP findings by reference. Incorporated relevant community outreach strategies to receive policy feedback. For clients with jurisdiction within the Very High Fire Hazard Severity Zone, facilitated review between Cal FIRE and the Board of Forestry for policy review and concurrence. An abbreviated list of clients and deliverables is included, below:

- City of Yorba Linda Safety Element Update, Yorba Linda, CA
- City of Poway Safety Element Update, Poway, CA
- City of South Gate Safety Element Update, South Gate, CA
- City of Pinole Safety Element Update, Pinole, CA
- City of Los Altos Safety Element Update, Los Altos, CA
- City of Los Altos Hills Safety Element Update, Los Altos Hills, CA
- City of Seal Beach Safety Element Update, Seal Beach, CA

Seal Beach Local Coastal Program. *City of Seal Beach.* Project Manager. Responsible for documenting baseline conditions for environmentally sensitive habitat areas (ESHA), existing land uses, low cost visitor serving accommodations, and beach access/public use. Responsible for planning and coordinating community outreach efforts regarding the local coastal program update, including 10+ stakeholder interviews, pop-up booths at community events, and two open house town hall style forums. Responsible for coordination with the Coastal Commission, updating the Coastal Land Use Plan and Implementation Plan to incorporate policies regarding sea level rise, hazard mitigation, and low-cost visitor serving accommodations. Identified vulnerabilities in Seal Beach and incorporate appropriate sea level rise policies, in accordance with Coastal Commission guidance.

Local Coastal Program Update and Sea Level Rise Vulnerability Assessment. *City of Huntington Beach.* Project Manager. Responsible for updating baseline conditions memo through the Coastal Resiliency Plan, previously prepared during the City's last General Plan Update process. An update to the sea level rise vulnerability assessment was prepared, to further identify critical facilities potentially at risk to sea level rise-related hazards. Including in this analysis was groundwater emergence, a hazard of consideration in low-lying areas in Huntington Beach. The updated vulnerability assessment and Coastal Resiliency Plan will be incorporated into the City's LCP (Coastal Element) for review and approval by the Coastal Commission.

Coastal Hazards Local Coastal Program Section Update and Adaptation Strategy. *City of Avalon.* Project Manager. Responsible for updating the City of Avalon Coastal Hazards LCP Section, to modernize and incorporate policy for sea level rise. Other coastal hazards of concern include storm surge and rogue waves, as Avalon Bay is a largely unprotected harbor that is exposed to extreme weather events. The Coastal Hazards Section update also included policy relating to specific adaptation strategies, programs and policies for Avalon to utilize near-term and long-term. The update will be adopted into the City's existing LCP, for review and approval by Coastal Commission.

Emergency Action Plans, California. *Emergency Response Planner.* Responsible for drafting the following Emergency Action Plans for a variety of dam, reservoir and retarding basin infrastructure across California. Prepared EAPs, circulated for public agency review, tracked comments/input received, and coordinated approval processing with Cal OES.

- Peters Canyon Dam EAP, City of Orange, *OC Public Works*
- Lower Peters Canyon Retarding Basin EAP, City of Tustin, *OC Public Works*
- Agua Chionon Retarding Basin EAP, City of Irvine, *OC Public Works*
- Marshburn Retarding Basin EAP, City of Irvine, *OC Public Works*
- Orchard Estates Retarding Basin EAP, City of Irvine, *OC Public Works*
- Trabuco Retarding Basin EAP, City of Irvine, *OC Public Works*
- Novato Creek Dam EAP, County of Marin, *North Marin Water District*
- Big Creek Dam EAP, County of Tuolumne, *Pine Mountain Lake Association*
- Veeh Dam EAP, City of Laguna Hills, *Crossline Community Church*
- Eastfoot Basin EAP, City of Irvine, *City of Irvine*



Richard Beck, CEP, P.W.S, CPESC®, CERP

Principal in Charge



Mr. Beck has extensive experience in the regulatory and environmental disciplines. He successfully leads federal, state, local, and private-sector clients through the Clean Water Act, California Porter-Cologne Act, California Fish and Game Code, Endangered Species Act, and the California Coastal Act. Mr. Beck, a Professional Wetland Scientist, has conducted hundreds of jurisdictional delineations throughout the southwest. Mr. Beck proactively leads delineation field crews and regulatory specialists that effectively draft, coordinate, and process regulatory agency applications. As a key component to the above processes, Mr. Beck also prepares environmental documents with respect to the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA).

RELEVANT EXPERIENCE

City of Yorba Linda Local Hazard Mitigation Plan, Safety Element, Emergency Operations Plan Update, and Vegetation Removals Work Program. *City of Yorba Linda.* Program Manager. Served as program manager for comprehensive wildfire and safety mitigation work program, that included preparing the City's first hazard mitigation plan, a comprehensive safety element updates and tailored emergency operations plan update. All deliverables included in-depth stakeholder outreach, including many contract service providers to the City. In addition, Mr. Beck served as the program manager for the vegetation removals work program, including fuels reduction mapping, contractor project management and CEQA compliance. In coordination, these projects are designed to substantially reduce wildfire risk to the City of Yorba Linda.

General Plan and Local Coastal Program Update, Carlsbad, California. *City of Carlsbad.* Project Manager. Served as project manager and environmental manager responsible for leading a study to assess vulnerable infrastructure and property in the City from sea level rise as part of preparing the first comprehensive revision of the City of Carlsbad Zoning Ordinance since it was first adopted in the 1950s. Conducted extensive background research and best-practices recommendations for policy revisions relating to sea level rise. Additionally, low-cost visitor serving uses and accommodations policies were updated. A coastline vulnerability study was also produced for the City that identifies coastal areas susceptible to damage from SLR. The project implemented the 2015 General Plan Update and the revised Local Coastal Program and involved a full reorganization of the code consistent with best practices, including the consolidation and streamlining of much of the redundant provisions, new and amended definitions including graphics, and substantial reformatting to make the code user-friendly and easy to navigate. Michael Baker also produced a coastline vulnerability study for the city that identifies coastal areas most susceptible to sea-level rise and provides adaptation strategies for mitigation.

Department of Water and Power Specific Plan Amendment - Regulatory and Environmental Services, Seal Beach, California. *City of Seal Beach.* Project Manager. Responsible for project management. Michael Baker developed a Power Specific Plan Amendment Environmental Impact Report (EIR) for the City of Seal Beach. The EIR consisted of analysis of several different issues, including hazardous materials, land use, aesthetics, traffic, air quality, geology, hydrology, noise, public services, and utilities. The Power Specific Plan Amendment proposed amendments to the 1996 DWP Specific Plan (proposed Specific Plan

Years of Experience

23

Education

B.A., 2000, Environmental Studies,
University of California, Santa Cruz

Certificate, 2010, Ecological
Restoration, Saddleback College,
CA

Licenses/Certifications

Certified Ecological Restoration
Practitioner, 2017, #0099

Certified Environmental
Professional, 2010, 10050455

EPA Watershed Management
Academy, 2008

Certified Professional in Erosion
and Sediment Control, California,
2010, 5611

Wetland Delineator Certification
Program, 2002

Professional Wetland Scientist,
2011, 2160

CRAM for Riverine Wetlands-
Certified Practitioner, 2008

Professional Affiliations

Association of Environmental
Professionals (AEP)

Building Industry Association

Home Builders Council



Amendment) that would allow for the development of a 48-lot residential development. The residential uses would be located on approximately 4.5 acres in the northern portion of the project site. The applicant would construct the project in one phase, which would include the finished pads and all infrastructure necessary to serve the new residential development. Residential units would be developed individually by homeowners as custom homes, depending on market conditions and demand. Maintenance of streets, common landscaped areas, and major infrastructure would be funded through the Community Facilities District Act (i.e., Mello-Roos). The remaining approximately 6.4 acres of the project site would be used for open space and passive recreation uses.

River's End Staging Area and San Gabriel River Bikeway Enhancement IS/MND, Seal Beach, California. *City of Seal Beach.* Environmental Permit Coordinator. Responsible for environmental permitting. Michael Baker prepared the Initial Study/Mitigated Negative Declaration (IS/MND) for the River's End Staging Area and San Gabriel River Bikeway Enhancement project for the City of Seal Beach. Among the major issues analyzed in the IS/MND were aesthetics, air quality, biological resources, cultural resources, geology, hydrology, land use, and noise.

Siena Summit Natural Resources Regulatory Services, Laguna Niguel, California. *Hon Development.* Technical Manager. Responsible for project management. Michael Baker was selected to coordinate with Orange County Transportation Authority (OCTA) for the property's potential acquisition by OCTA as part of the Freeway Mitigation and Resource Protection Program (i.e., renewed Measure M). Michael Baker coordinated and managed multiple efforts and prepared materials presented to OCTA to assist in the evaluation of the property's merits. Michael Baker attended all OCTA Environmental Oversight Committee meetings and coordinated a site visit with OCTA staff in order to facilitate evaluation of the property. In addition, Michael Baker coordinated with the property owner and OCTA for the preparation of a PAR to assess the management and maintenance costs of the on-site habitat.

North Downtown Lancaster Neighborhood Revitalization/Transit Village Plan EIR/EA, Lancaster, California. *City of Lancaster.* Senior Environmental Scientist. Responsible for regulatory/permitting. Michael Baker provided comprehensive services for a redevelopment of a 103-acre portion of the Lancaster North Downtown area. The project, which represents the city's long-term program to retain and revitalize the historic downtown area, included public participation, vision plan, design guidelines and standards, infrastructure studies, environmental impact studies, and required general plan amendments and zoning changes. Formulated with the involvement of various stakeholders in the area, the plan creates a framework to achieve the overall objectives of expanding and locating new institutional uses, providing adequate locations for various service providers, rehabilitating or replacing deteriorated housing stock, providing recreational facilities, and enhancing commercial uses.

Dumbarton Transit Oriented Development Specific Plan EIR, Newark, California. *Dahlin Group.* Environmental Associate. Responsible for regulatory/permitting. Michael Baker prepared an Environmental Impact Report (EIR) for the Dumbarton Transit Oriented Development (TOD) Specific Plan proposed in the City of Newark. The EIR was prepared at a program-level for the Dumbarton TOD Specific Plan, which would provide comprehensive planning policy and regulatory standards to ensure quality future development and redevelopment of the Specific Plan area. The Specific Plan envisions a transit-oriented community that would offer a mix of residential, retail, office, and open space uses. Approximately 2,500 housing units are proposed to meet the needs of the City and the surrounding area. Approval of the Dumbarton TOD Specific Plan would provide a broad range of new housing opportunities, retail and business opportunities, and park and open space amenities, as well as provide the necessary backbone infrastructure for the future Dumbarton Rail Corridor Transit Station.

State Route 241 Bridge Crossing over the Arroyo Trabuco - Regulatory Services, Orange County, California. Project Manager. Responsible for project management. Michael Baker provided regulatory and environmental services for the widening of the S.R. 241 bridge over Arroyo Trabuco Creek. Michael Baker's services included the delineation of jurisdictional waters, coordination with state and federal regulatory agencies, preparation and processing of permit applications, and stormwater and water quality compliance during construction.

Alamitos Park CEQA/NEPA Clearance, Long Beach, California. *City of Long Beach.* Environmental Associate. Managed preparation of environmental documentation for CEQA/NEPA clearance for the Alamitos Park project. The project included roadway improvements at and surrounding the intersection of Martin Luther King Jr. (MLK) Avenue and 7th Street, within the southwestern portion of the City. The project proposed to vacate a portion of MLK Avenue and convert it into a public park use. The project utilized Highway Safety Improvement Program (HSIP) funds through the Federal Highway Administration, and thus required NEPA documentation through the Caltrans District 7 Division of Local Assistance. Michael Baker assisted with preparation of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) clearance documentation for the Alamitos Park project.



Michael Yaffe, AICP, PP, GISP, ENV SP

Quality Assurance & Quality Control



Mr. Yaffe is an accomplished Community Planner and Geographic Information Systems (GIS) Professional. As a planner and GIS professional, he believes in purpose driven environmentally sensitive design to create places that engage people, nurture community, and enhance urban life. Currently,

his focus is on resilience planning, risk and vulnerability assessment, and hazard mitigation planning.

He served as Project Manager on over 150 Jurisdiction's FEMA approved Hazard Mitigation Plans and is familiar with supporting the full Disaster Life Cycle of Response, Recovery, Mitigation, and Preparedness. His work as a Senior Fellow was featured on NPR and NBC News and focused on teaching an urban design studio on resilient design and rebuilding after the devastation of Superstorm Sandy.

RELEVANT EXPERIENCE

International Joint Commission (IJC), United States And Canada, Climate Change Adaptation For Community Resilience Across The Great Lakes Region, US Department Of State, (2023- 2024)

Michael Baker is assisting the International Joint Commission (IJC) to develop general strategies for climate change adaptation and resilience for communities across the Great Lakes region to enable local governments to lead local action on climate change adaptation and resilience. The project team worked with the IJC to develop and deliver guidance and a compendium of tools and resources for local governments to implement climate adaptation strategies that work regionally across the nations. This was done by consulting with a diverse subset of community leaders within the region, facilitating multiple workshops on developed tools and materials, and delivering a database of resources, tools, case studies, and funding guidance to support communities as they advance implementation.

Local and Multi-Jurisdictional Hazard Mitigation Plans. Quality Control & Quality Assurance/Technical Advisor. Responsible for managing, reviewing and advising on multiple local and multi-jurisdictional hazard mitigation plans.

- City of Beverly Hills Local Hazard Mitigation Plan, City of Beverly Hills, CA. Technical Advisor.
- City of Yorba Linda Local Hazard Mitigation Plan, City of Yorba Linda, CA. Technical Advisor
- City of San Clemente Local Hazard Mitigation Plan, City of San Clemente, CA. Technical Advisor
- City of Grand Terrace Local Hazard Mitigation Plan, City of Grand Terrace, CA. Technical Advisor.
- Culver City and CCUSD Multi-Jurisdictional Hazard Mitigation Plan Update. *City of Culver City, CA.* Technical Advisor
- City of South Gate Local Hazard Mitigation Plan Update. *City of South Gate, CA.* Technical Advisor
- City of Sonora Local Hazard Mitigation Plan Update. *City of Sonora, CA.* Technical Advisor
- Monmouth County Multi-Jurisdictional Hazard Mitigation Plan. *Monmouth County, NJ.* Project Manager.
- Union County Multi-Jurisdictional Hazard Mitigation Plan. *Union County, NJ.* Project Manager.
- Warren County Multi-Jurisdictional Hazard Mitigation Plan. *Warren County, NJ.* Project Manager.

Years of Experience

18

Education

M.C.R.P., 2013, City and Regional Planning, Rutgers University

B.S., 2007, Environmental Planning and GIS, Rutgers University

Licenses/Certifications

Certified GIS Professional, 2012, 17910

Envision Sustainability Professional, 2020, #38245

Professional Planner, New Jersey, 2018, 33LI00638100

Professional Affiliations

American Planning Association (APA)

Geographic Information Science Certification Institute (GISP)



Community Engagement and Risk Communications (CERC), Nationwide, United States. *FEMA.* Team Member. Responsible for developing messaging and materials to support the FEMA Region II Planning Team and promoting the development of high-quality training products for flood risk products. Michael Baker is a member of the national Community Engagement and Risk Communication team for the Risk Mapping, Assessment, and Planning program. Michael Baker's services include hazard mitigation planning, community outreach, preparation and dissemination of outreach materials, and development and delivery of training for stakeholders. Michael Baker served as the managing partner of Resilience Action Partners, the Federal Emergency Management Agency (FEMA) national Community Engagement and Risk Communication team for the Risk Mapping, Assessment, and Planning (Risk MAP) program. Resilience Action Partners combined technical and communications expertise to change how FEMA engages with its customers, drive action, and build a strong foundation for a mitigation movement. Our team partnered with FEMA to build an engagement and planning program that has driven behavior changes and catalyzed communities to take ownership in risk awareness and reduction. Michael Baker's services included hazard mitigation planning, community outreach, preparation and dissemination of outreach materials, and development and delivery of training for stakeholders.

Resilient New Jersey Program Management and Oversight, Statewide, New Jersey. *New Jersey Department of Environmental Protection (DEP).* Project Manager. Grant management includes community outreach assistance; analysis of riverine vulnerability by modeling future conditions; developing a standardized risk assessment methodology to assist local resiliency planning; developing a standard cost benefit analysis methodology that will be applied across program regions; internal and external program team coordination; and other areas of grant management including program materials organization and administrative services. Michael Baker is providing program management, monitoring, and oversight for the Regional Resilience Planning Grants Program, known as Resilient NJ, throughout the project's five-year lifecycle. New Jersey received \$10 million in National Disaster Resilience competition funding to support the creation of Resilient NJ to help regions and communities that experience significant flooding to undergo a comprehensive planning process to identify vulnerabilities due to increased flooding risk. In addition to program management and oversight, Michael Baker is providing innovative solutions in scenario planning, vulnerability assessment methodology, and public outreach.

Raritan/Sandy Hook Bay Coastal Resilience Design Study, Monmouth County, New Jersey. *Monmouth County.* Team Member. Performed engineering and planning services for the preparation of a Coastal Resilience Planning Study as a follow-up to the Joint Land-Use Study for Naval Weapons System (NWS) Earle. Developing the study entailed cooperative, strategic planning among the Bayshore municipalities to identify potential sites and projects that would support new coastal resilience measures. Michael Baker created an online, GIS-based site-selection tool through a quantitative, weighted overlay analysis. The analysis identified opportunities and constraints between potential project sites using current and projected conditions. Overlay maps of constraints and opportunities were developed using a rating system that was based on values and weights assigned by a Technical Advisory Committee (TAC).

New Jersey Emergency Operations and Hazard Mitigation Plan Development, Statewide, New Jersey. *New Jersey Department of Treasury.* Project Manager. Provided project administration, research, and GIS and planning analysis required to update the State All-Hazard Mitigation Plan (State HMP). Michael Baker provided planning and comprehensive hazard mitigation services to the New Jersey Office of Emergency Management to update the New Jersey State Hazard Mitigation Plan (SHMP). The SHMP outlines a strategy to reduce risks from hazards and prioritizes future project funding for mitigation projects across New Jersey. Michael Baker demonstrated a unique understanding of resiliency planning, design, and construction work happening in New Jersey to better incorporate updates to capabilities, mitigation actions, and funding sources, making the plan more comprehensive.

Colorado Hazard Mitigation Plan, Statewide, Colorado. *State of Colorado.* Team Member. Provided planning services to assist the State of Colorado with its first Enhanced State Hazard Mitigation Plan (E-SHMP). It worked closely with the State and the planning team through in person meetings, webinars and conference calls, emails, on-line surveys, and other online tools and resources to ensure a transparent and coordinated planning process. Additionally, it reviewed current state planning efforts and documents to be integrated into the SHMP for coordinated hazard mitigation planning across different state agencies and stakeholders and provided risk analysis. Michael Baker provided planning services to assist the State of Colorado with its first Enhanced State Hazard Mitigation Plan (E-SHMP). It worked closely with the State and the planning team through in person meetings, webinars and conference calls, emails, on-line surveys, and other online tools and resources to ensure a transparent and coordinated planning process.



Jessica A. Jahre, AICP, CFM

Senior Planner



Ms. Jahre is a certified professional planner with a background in climate resilience and adaptation, flood risk management, and water resources planning. She has a strong background in program and project management, communication, and strategic planning. Prior to joining Michael Baker, Ms. Jahre worked with New Jersey Department of Environmental Protection to expand its Climate Resilience Program and create the state's first climate resilience strategy. She has also previously worked in the private sector on hazard mitigation plans, resilience plans, National Environmental Policy Act compliance, and flood risk reduction planning.

RELEVANT EXPERIENCE

FEMA Community Engagement and Risk Communication Contract, FEMA Region 5: Minnesota, Wisconsin, Illinois, Indiana, Michigan, and Ohio. FEMA. Task Manager. Responsible for technical content, timelines and budget on two deliverables for FEMA headquarters. Also supported Region 10 in development of community outreach and engagement efforts for the RiskMAP program. Michael Baker is the managing partner of the joint venture Resilience Action Partners, which holds the Community Engagement and Risk Communications contract for FEMA's Risk Management Directorate in support of the Risk Mapping, Mapping, Assessment, and Planning program. Michael Baker's services include hazard mitigation planning, community outreach, preparation and dissemination of outreach materials, program management, and development and delivery of training for stakeholders. Resilience Action Partners supports FEMA Region 5, which executes flood mapping and mitigation projects. The team also helped FEMA create the Region 5 Mitigation Assistance Resource Guides for each Region 5 state and for tribal nations.

Hoboken Ready: Resilient Building Design Guidelines Update, Hoboken, New Jersey. City of Hoboken. Project Manager. Worked with the City of Hoboken to provide non-regulatory guidance on strategies for homeowners to address increased flooding associated with intensive precipitation events. This document is an addendum to the regulatory design guidelines adopted by the city in 2015. This project included a public survey and virtual public meeting to gather feedback from residents. Also led the development of the original building design guidelines at her previous firm. Michael Baker developed an addendum to the City of Hoboken's Resilient Building Design Guidelines (2015) in response to significant flooding that occurred as a result of Hurricane Ida in 2021. The storm's volume and intensity overwhelmed the infrastructure, flooded roadways, and entered residents' homes. Therefore, Michael Baker developed an addendum to the 2015 Guidelines in order to empower residents to take ownership at the building scale and provide a starting point as they work with a licensed professional to determine the best solution for their individual property. The Resilient Building Design Guidelines Addendum includes over 30 flood risk reduction strategies for residents to consider implementing to their property, which is divided into four categories: Maintain Indoor & Outdoor Infrastructure; Floodproofing Strategies: Prevent Flooding; Water-Resistant Construction Strategies: Lessen the Effects of Flooding; and Alleviate the Burden on the Sanitary System: Reduce Water Use & Stormwater Runoff. In addition to providing flood risk reduction strategies, the Addendum explores why Hoboken floods and how to prepare, discusses which permits and approvals are required to implement the flood risk reduction strategies, and includes additional resources such as the public survey results conducted during the project.

FEMA CERC 2.0 Baker Task Order 3, Virginia. FEMA. Task Manager. Responsible for technical content, timelines and budget on two deliverables for FEMA headquarters. Also supported Region 10 in development of community outreach and engagement efforts for the RiskMAP program.

Michael Baker
INTERNATIONAL

Years with Michael Baker

3

Years of Experience

14

Education

M.R.C.P., 2010, City and Regional Planning, Rutgers University

Licenses/Certifications

American Institute of Certified Planners, 2015

Certified Floodplain Manager, 2014



Mark D. James

Senior Planner



Mr. James is active in increasing public awareness of sound floodplain management and community planning through mitigation activities, and community engagement. He has extensive experience in project management, team building and group coordination. As the department manager of the hazard mitigation and resiliency division in the Michael Baker Alexandria office, Mr. James specializes in the coordination of federal, state and local hazard mitigation and disaster recovery planning.

Prior to his work at Michael Baker, Mr. James served as the Maryland State Hazard Mitigation Officer. During this period, he led the mitigation team in Maryland and fostered strong relationships with county executives, state emergency support staff and community leaders.

RELEVANT EXPERIENCE

Community Engagement and Risk Communications (CERC), Nationwide, United States. FEMA. Subject Matter Expert. Responsible for serving as the Mitigation Strategic Planner and National Hazard Mitigation Subject Matter Expert. As a part of the Resilience Action Partners joint venture team, responsible for providing strategy and tactical insight into national hazard mitigation efforts. Specific tasks include developing and delivery of trainings on mitigation planning and project development to ensure communities have the tools to become more resilient and the development of hazard mitigation planning outreach materials including nationally published FEMA fact sheet and job aids. Also the CERC project lead for the 2-year development and delivery of the IS 329 and L329 Hazard Mitigation Planning for States training. Specific regional projects over the past two years include:

- Region III - Substantial Improvement/Substantial Damage Workshop Package
- Region VII - HMA Project Development and Guidance BCA Training
- Region IV – Mitigation Action Monitoring Framework and State Standard Operating Procedures
- Region V – Building Relationships and Resilience Through Floodplain Mapping in Lake St. Claire Communities webinar series

Michael Baker served as the managing partner of Resilience Action Partners, the Federal Emergency Management Agency (FEMA) national Community Engagement and Risk Communication team for the Risk Mapping, Assessment, and Planning (Risk MAP) program. Resilience Action Partners combined technical and communications expertise to change how FEMA engages with its customers, drive action, and build a strong foundation for a mitigation movement. Our team partnered with FEMA to build an engagement and planning program that has driven behavior changes and catalyzed communities to take ownership in risk awareness and reduction. Michael Baker's services included hazard mitigation planning, community outreach, preparation and dissemination of outreach materials, and development and delivery of training for stakeholders.

The Lakes, Princess Anne Plaza, and Windsor Woods Drainage Improvements and Flood Mitigation Program, Virginia Beach, Virginia. *City of Virginia Beach, Virginia.* Assistant Project Manager. Responsible for the coordination and development of two 2018 Community Flood Mitigation Assistance (FMA) applications. This effort involved the collaboration of private partners, local and state agencies to develop two major drainage improvement project applications for the City of Virginia Beach. The projects are part of a long-term flood mitigation plan for this area and include the installation of a tide gate and diversion of a storm drain

Michael Baker INTERNATIONAL

Years with Michael Baker

7

Years of Experience

28

Education

MSc, 1997, Architecture/Urban Planning,
University of Toronto

B.A., 1994, Environmental Sciences, University
of Toronto

Professional Affiliations

Association of State Floodplain Managers
(ASFPM)



that will provide future flood protection of 46 adjacent homes. Michael Baker is providing overall program management, stormwater master planning and analysis, engineering design, and construction support services for the city of Virginia Beach on the multi-phase combined drainage improvements program "The Lakes, Princess Anne Plaza, and Windsor Woods." Improvements are estimated at over \$350 million.

Charles County Hazard Mitigation Plan Update, Charles County, Maryland. *Maryland Environmental Service.* Assistant Project Manager. Responsible for facilitating a comprehensive update for the countywide plan, which includes performing activities such as meeting facilitation, data research, plan writing, website updates, and point of contact for client. Michael Baker updated the Charles County Hazard Mitigation Plan and led the hazard mitigation planning process. Michael Baker's services included data collection, GIS mapping, vulnerability analysis, stakeholder engagement, and plan development.

Montgomery County Hazard Mitigation Plan, Montgomery County, Maryland. *Training Outreach, LLC.* Assistant Project Manager. Responsible for mitigation planning. Also responsible for facilitating a comprehensive update for the countywide plan, which includes three jurisdictions, performing activities such as meeting facilitation, data research, plan writing, website updates, and point of contact for client. Michael Baker updated the Montgomery County Hazard Mitigation Plan. Michael Baker updated the Montgomery County Hazard Mitigation Plan.

Wheaton Branch Flood Mitigation, Montgomery County, Maryland. *Montgomery County, Department of Environmental Protection.* Project Manager. Provided consulting services to develop a benefit cost analysis (BCA) for a Wheaton Branch flood mitigation project that was submitted under the 2020 Hazard Mitigation Assistance grant application cycle. Provided county staff with technical advice for submitting the Wheaton Branch flood mitigation application. All work was compiled and completed in accordance with Montgomery County regulations, Maryland Emergency Management Agency grant requirements, and consistent with FEMA guidance. Michael Baker provided consulting services to develop a benefit cost analysis (BCA) for a Wheaton Branch flood mitigation project that was submitted under the 2020 Hazard Mitigation Assistance grant application cycle. Michael Baker prepared the BCA and provided county staff with technical advice for submitting the Wheaton Branch flood mitigation application. All work was compiled and completed in accordance with Montgomery County regulations, Maryland Emergency Management Agency grant requirements, and consistent with FEMA guidance.

Cambridge Flood Mitigation Project, Cambridge, Maryland. *City of Cambridge, MD.* Project Manager. Responsible for developing a risk-based strategy to protect the City of Cambridge, Maryland against future sea level rise conditions and major storms. The Michael Baker team is providing the City planning services for the design of an innovative hybrid design combining engineered structures with nature-based systems to provide flood protection due to the accelerating sea level rise and climate change impacts resulting in greater frequency and magnitude of coastal storms. This project will protect the city against a projected sea level rise of 2 feet by 2050 combined with a Category 1 storm surge. There flood mitigation project involves an earth embankment flood barrier in open areas and a floodwall where space is limited along private property along the entire length of the Choptank River shoreline. A living shoreline on the river side of the flood barrier with a rock sill/breakwater at the toe will dissipate wave energy, prevent erosion, and enhance ecological development and improve water quality. The project will also have a stormwater component that includes the installation of backflow preventers on storm drain outfalls and a new supplemental system to collect and discharge stormwater that may accumulate on the landside of the flood barrier during major rain events when storms occur during high tides. As part of the planning process assisted the City with the pursuit of a grant opportunities to fund the design and construction of this project. A grants portfolio was created that offered the City numerous Federal and State funding sources for all or part of the project. Michael Baker was responsible for developing a risk-based strategy for a flood mitigation project to protect the city against sea level rise combined with major storms along the Choptank River, the city's highest flood risk area. For the project, Michael Baker provided an innovative hybrid design combining engineered structures with nature-based systems to provide flood protection due to the accelerating sea level rise and climate change impacts resulting in the greater frequency and magnitude of coastal storms.



Valerie Clarke, PLA

Senior Planner



Ms. Clarke brings 12 years of experience in urban planning, urban design, and landscape architecture. She has successfully managed multiple municipal planning projects that involved thorough community outreach throughout Southern California and beyond. Her background in urban planning enables her to adopt a holistic approach to projects, effectively integrating land use, public amenities, and sustainable development in response to demographic, market, economic, physical, and organizational dynamics. At Michael Baker, she leverages site assessments and spatial analytics to conduct comprehensive analyses, accompanied by an inclusive community input process. Notable recent projects include the Sunrise Ranch Master Plan, Redondo Beach's historic harbor amenities plan, and a connectivity master plan for the Port of Los Angeles, where Valerie took the lead in innovative, strategic community planning. She strongly believes that meaningful community engagement fosters a sense of ownership within the community and employs her graphic design skills to effectively communicate ideas during the consensus-building phase of projects. As the Project Manager, Ms. Clarke brings significant experience in managing multi-disciplinary projects with complex scopes, tight schedules, and defined budgets.

RELEVANT EXPERIENCE

Lake Forest Mixed-Use Zoning Adoption, Lake Forest, California. *City of Lake Forest. Planner.* The City of Lake Forest is working to implement the recently adopted General Plan Update 2040 by developing and adopting code for Mixed-Use Zones. Specifically, the City's General Plan has a mixed-use category that includes five distinct types of mixed-use designations which allow for a blend of residential and complementary retail, hotel, office, and/or industrial uses at varying densities and intensities in key locations throughout the City. The Mixed-Use codes will be clear, user-friendly documents that allow for the General Plan intent to be realized through development standards. The goal is to encourage the development of new, high-quality mixed-use projects that blend residential with non-residential uses. This will be accomplished through the review and revision of the City's Zoning Code to allow for flexibility and diversity in commercial and mixed-use development and to attract new and desired development typologies.

San Pedro Waterfront Specific Plan, Los Angeles, California. *Port of Los Angeles. Project Manager.* Ms. Clarke was tasked with creating a dynamic planning document that outlines connectivity improvements that build upon existing public access and future private development within the Port of Los Angeles. The planning document reconfigures how the public will access and experience San Pedro's waterfront through new goals and policies. The proposed network of connected pedestrian paths, bike routes, trolleys and water taxis will serve not only as transportation modes but also as a dynamic experience in itself. Ms. Clarke conducted stakeholder charrettes and community events to seek input for development of the plan recommendations. Ensuring the project vision is understood by stakeholders and the wider community, Ms. Clarke placed great emphasis on visual clarity and informative packaging. The goal was to further enhance the Los Angeles Waterfront as a destination and attraction for all communities.

King Harbor Amenities Plan, Redondo Beach, California. *City of Redondo Beach. Project Manager.* The Public Amenities Plan serves as a powerful tool to guide growth for both the waterfront's immediate future and its long-term future. The plan conducted a feasibility study to determine which areas to rebuild or renovate; how to improve public access and connectivity; and implementation

Michael Baker
INTERNATIONAL

Years with Michael Baker

1

Years of Experience

11

Education

B.S., 2012, Urban and Regional Planning,
University of Illinois Urbana-Champaign

M.S., 2019, Landscape Architecture, Illinois
Institute of Technology

Licenses/Certifications

Professional Landscape Architect, 2022,
11096115-2202

Professional Affiliations

American Society of Landscape Architects
(ASLA)

Member, American Planning Association (APA)



and phasing for the waterfront's longevity overall. To address environmental issues, the team considered the impacts of sea-level rise and seasonal flooding along the waterfront. To bring all project components to life, the team identified funding sources; built partnerships with stakeholders; and advanced designs. The design team leveraged a creative and multi-layered community outreach approach that included in-person, on-site interactions in concert with online participation to allow residents to express their views organically and in their own time.

Empire Groves Specific Plan, Ontario, California. *City of Ontario. Planner.* The Empire Groves Specific Plan establishes land use regulations, development standards, and design guidelines tailored to the unique goals of the hotel and retail development envisioned at this particular location. The Specific Plan defines the uses that are permitted and their locations, as well as design guidelines for buildings and related on-site improvements. The Michael Baker team drafted the Specific Plan to ensure that the area develops in a coordinated manner with adequate consideration of infrastructure, services, public safety, and project financing. The purpose of the Specific Plan is to provide a planning framework that responds to the physical and market-driven aspects of future development opportunities. The Specific Plan Area is part of the Guasti District, according to the Community Design Element (CD-05 Guasti District Place Type) of the General Plan (also called The Ontario Plan). The district is envisioned to preserve and enhance the historic buildings as the focal point of a vibrant mixed-use area. The district will include intense office, commercial, and lodging uses along the I-10 corridor, and appropriately scaled residential, office, commercial, and lodging near the Guasti Village historic district core. The multimodal mixed-use area within the Guasti District is intended to leverage proximity to the future multimodal transportation center and link the Ontario Convention Center, Guasti compound, and Ontario International Airport through strong physical and visual design.

The Rancho San Gorgonio (RSG) Specific Plan, Banning, California. *City of Banning. Planner.* The Rancho San Gorgonio (RSG) Specific Plan proposes an 831-acre master planned residential community within the City of Banning and its sphere of influence. The RSG Specific Plan aims to fulfill the City of Banning's growth objectives by creating a development that responds to planning needs of the area, incorporates existing natural features and park amenities, and provides a variety of land uses. Michael Baker drafted and organized the Plan to be organized into 44 planning areas (PAs) that include a variety of residential densities, lot types and housing types, common open spaces, an elementary school site, and a commercial area. Parks and paseos are incorporated throughout the community and buffer the converging existing creeks, while providing walking, riding and vehicle access throughout the community and connecting the RSG Specific Plan's distinct walkable "Village" neighborhoods. The RSG Specific Plan proposes a variety of residential opportunities including small, medium and larger lot single-family detached homes; various potential configurations of single-family detached cluster residences, and potential attached multi-family dwellings. The variety of residential uses provides housing at different affordable price levels. Through the use of a masterplan, the proposed RSG Specific Plan responds to the community's vision and objectives by providing a desirable high-quality planned community that integrates residential living areas and amenities throughout the RSG property.

Lakeside Specific Plan, Sterling Heights, Michigan. *City of Sterling Heights. Planner.* The Lakeside Specific Plan is an opportunity to redevelop an underperforming mall into a town center with retail, residential, office, parking decks, an outdoor concert venue, and enhanced green space. The existing circulation spine manages significant grade changes and is utilized for landscape opportunities and programming. Passing through the development, visitors shall be invited to engage in an active and passive program associated with urban and neighborhood parks, curated art interventions, playgrounds, and retail streets with unique personalities. Through multimodal streetscape design, existing street and walkway conditions are improved to provide safe and comfortable spaces for efficient movement of people.

California State University Master Plan, Long Beach, California. *California State University. Planner.* The campus Master Plan's purpose is to further the University's mission and to document the vision for the physical environment. This Campus Master Plan document provides a framework for land use, open space, development, and circulation. The framework builds upon the existing structure defines the campus and promotes open spaces that are active and filled with a vibrant lifestyle. As a sub-consultant, Ms. Clarke completed site analysis work, attended user group meetings, developed guidelines, and created supporting graphics.



Casey Marchese

Planner II



Mr. Marchese supports comprehensive resilience and community planning projects, with a focus on hazard mitigation plans. His experience includes preparing local and multi-jurisdictional hazard mitigation plans in compliance with California Governor's Office of Emergency Services and FEMA guidelines. His research and technical writing skills include identifying and profiling community hazards, evaluating recent and historical hazard occurrences and developing mitigation actions and policies to create enhance safety resiliency for clients and communities across California. Additional project experience includes coastal resiliency programs focused on sea level rise and coastal hazard vulnerability analysis and mitigation. In addition to resilience planning, he supports policy planning and community outreach for Safety Elements and Environmental Justice Elements.

Years of Experience

3

Education

B.A., 2020, Environmental Studies,
University of California, Santa Barbara

RELEVANT EXPERIENCE

Seal Beach Local Coastal Program. City of Seal Beach. City of Seal Beach. Planner. Responsible for documenting baseline conditions for environmentally sensitive habitat areas (ESHA), existing land uses, low cost visitor serving accommodations, and beach access/public use. Responsible for planning and coordinating community outreach efforts regarding the local coastal program update, including 10+ stakeholder interviews, pop-up booths at community events, and two open house town hall style forums. Responsible for coordination with the Coastal Commission, updating the Coastal Land Use Plan and Implementation Plan to incorporate policies regarding sea level rise, hazard mitigation, and low-cost visitor serving accommodations. Identified vulnerabilities in Seal Beach and incorporate appropriate sea level rise policies, in accordance with Coastal Commission guidance.

Yorba Linda Hazard Mitigation Plan, Safety Element and Emergency Operations Plan Update, Yorba Linda, California. City of Yorba Linda. Planner. Responsible for drafting the Local Hazard Mitigation Plan for the City of Yorba Linda and participating in planning meetings with the city, stakeholders and other applicable agencies. Researched and profiled the hazards that may potentially impact Yorba Linda, helped identify and incorporate the City's capabilities for mitigating and responding to hazards, and assisted in identifying critical facilities at risk from the profiled hazards. Responsible for drafting updates to the existing Safety Element and Emergency Operations plan and incorporating the Yorba Linda LHMP create a comprehensive safety and mitigation strategy.

Culver City and Culver City Unified School District Multi-Jurisdictional Hazard Mitigation Plan Update. City of Culver City. Planner. Responsible for drafting updates to the Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) for Culver City and Culver City Unified School District (CCUSD). Participated in four stakeholder coordination meetings with the MJHMP Planning Team. Researched and profiled the hazards that may impact the Culver City and CCUSD, identified and incorporated mitigation capabilities, and conducted a vulnerability assessment for critical facilities and infrastructure. Prepared meeting materials and planning process documentation for inclusion into the final MJHMP.

City of South Gate Local Hazard Mitigation Plan Update. City of South Gate. Planner II. Responsible for drafting updates to the South Gate Local Hazard Mitigation Plan (LHMP). Participated in two planning team meetings and four focus group meetings to garner input from stakeholders on hazard vulnerabilities and mitigation actions. Researched and profiled hazards that may impact the City of South Gate and incorporated updates since development of the last LHMP. Identified and incorporated mitigation capabilities and conducted a vulnerability assessment for critical facilities and infrastructure. Drafted updated mitigation actions based on hazard profiles, vulnerabilities and stakeholder feedback. Prepared meeting materials and planning process documentation for inclusion into the final LHMP.



Shannon Liska

Planner II



Ms. Liska has experience in supporting a variety of policy, ordinance and land development projects including preparation of Housing Elements, community planning documents, entitlement support, environmental studies, NEPA and CEQA documentation, and GIS services. She is an effective communicator and experienced researcher. Her past projects include Housing Element updates and environmental assessments.

RELEVANT EXPERIENCE

Pinole General Housing Element and Safety Element Updates. *City of Pinole.* Planner. Responsibilities included drafting major portions of City's 6th Cycle Housing Element including the review of past accomplishments, constraints on the provision of housing, sites and resources, and programs. Collaborated with the City to craft Programs to include in the Housing Element. Responsible for creating and executing the sites selection strategy to help the City meet its 6th Cycle RHNA. Michael Baker is preparing a comprehensive set of revisions to the city's 6th Cycle General Plan Housing Element and Safety Element and is preparing a new environmental justice element. The project involves a comprehensive public engagement plan in four languages and multiple city council and planning commission workshops. The safety element update includes updating the current safety element to align with the OPR guidelines, bolstering the wildfire section, and addition of several new topics, including climate resiliency, evacuation, drought, dam inundation, the impact of the tsunami, emergency preparedness, crime, and health crises. The safety element update includes a vulnerability assessment of critical facilities that will guide the climate resiliency policies. Michael Baker is also conducting an evacuation routes study in accordance with AB 747 that will evaluate the capacity and viability of evacuation routes during a wildfire event and a dam breach event. The environmental justice element is a new element but will incorporate policies from health element and establish nexus with sustainability and conservation element.

SJC Housing Safety & Environmental Justice Element. *City of San Juan Capistrano.* Planner. Responsibilities included drafting and editing sections of the Housing Element Update, including the constraints to the provision of housing, housing needs assessment, analyzing housing programs, creating new housing programs, and contributing to housing sites analyses. Ensured housing element was compliant with California State Housing Laws. Conducted stakeholder interviews in the community engagement process for the housing element update. Michael Baker is preparing a comprehensive set of revisions to the city's housing element and safety element and is preparing a new environmental justice element. The project involves a comprehensive public engagement plan in multiple languages, including special workshops and outreach to areas of concentrated needs and coordination with community-based organizations to promote fair housing and environmental justice. The safety element focuses on natural and man-made hazards and includes policies addressing health crises and crime prevention through urban design. Multiple consultation sessions were conducted with the California Department of Forestry and Fire Protection (Cal Fire) since parts of city are in a very high fire hazard zone.

Los Altos Housing Element and Safety Element Revisions. *City of Los Altos.* Planner. Responsible for drafting major portions of the housing element draft including the needs assessment, constraints, and analysis of fair housing. Conducted public outreach by drafting a survey, compiling a list of stakeholders, and organizing and facilitating focus groups. Michael Baker is preparing a comprehensive set of revisions to the city's housing element and safety element. The project involved a comprehensive public engagement plan in multiple languages, including special workshops and outreach. The safety element focuses on updating the existing conditions analysis in accordance with the new regulation and OPR Guidelines, integrating county led HMP into the safety element. Michael Baker is also conducting an evacuation routes study in accordance with AB 747 to study the capacity and viability of evacuation routes.

Years of Experience

3

Education

M.C.P., 2020, City Planning, San Diego State University

B.A., 2017, Sociology, Gonzaga University

B.A., 2017, Economics, Gonzaga University

Professional Affiliations

American Planning Association (APA)



Jennifer Gutierrez, AICP

Planner II



Ms. Gutierrez demonstrates the ability to work with municipalities, federal agencies, and community stakeholders in order to improve the quality of living within cities. As a recent graduate from the University of Pennsylvania with a Master of City Planning, her fresh ideas have been an asset in the resilience planning field.

She supports FEMA Region 2 with reducing flood risk in communities across the nation as part of FEMA's Risk Mapping, Assessment and Planning (Risk MAP) Program. Additionally, she has updated the Bergen County Hazard Mitigation Plan and New Jersey's State Hazard Mitigation Plan. She has applied her skills with programs such as Adobe Creative Suite, ArcGIS, and Microsoft Office, and has applied technical skills such as mapping and graphic design in order to support projects within the water and planning departments.

RELEVANT EXPERIENCE

Bergen County Hazard Mitigation Plan. *County of Bergen.* Planner. Responsible for conducting meetings with municipal officials; updating capability assessments and mitigation actions; drafting the risk assessment.

New Jersey State Hazard Mitigation Plan. *New Jersey Department of Treasury.* Planner. Responsible for supporting the New Jersey State Hazard Mitigation Plan update, including compiling demographic and other statistical data; updating hazard profiles; planning and developing materials for stakeholder engagement meetings; and providing graphic design for the final plan document.

FEMA CERC 2.0 Baker Task Order 3, Virginia. *FEMA.* Planner. Responsible for managing the Guides to Expanding Mitigation (GEMs) series; leading the GEMs working group to provide national oversight; conducting research including stakeholder interviews for future development of the sports GEM; leading production of a podcast about expanding mitigation; supporting various client meetings through agenda development and note taking and advising FEMA Region 2 on projects to pursue during TO3.

Flood Hazard Reduction and Resiliency Grant Program (2017-Present), New Jersey. *New Jersey Department of Environmental Protection (DEP).* Planner. Responsible for revising the Resilient NJ outreach document; drafting Resilient NJ scenario actions; drafting materials for the climate conversation meetings; and designing the layout for the NJ Scientific Report on Climate Change. Michael Baker is providing professional and technical services for the Flood Hazard Risk Reduction and Resiliency Grant Program. The program provides grants to eligible municipalities and counties to construct "shovel-ready" flood risk reduction and resiliency projects through a competitive application process. The program utilizes funding awarded to New Jersey from the U.S. Department of Housing and Urban Development under the Community Development Block Grant – Disaster Recovery program. Michael Baker is assisting the NJDEP Grant Manager with the monitoring and oversight of the grant program.

Community Engagement and Risk Communications (CERC), Nationwide, United States. *FEMA.* Planner. Responsible for creating presentations, maps, and graphics for stakeholder meetings; drafting newsletters and invitations; developing hazard mitigation plan outreach materials; coordinating development of Guides to Expanding Mitigation including conducting interviews; drafting script for HMP outreach video; planning NJ insurance workshop; writing hazard mitigation best practice stories. Michael Baker served as the managing partner of Resilience Action Partners, the Federal Emergency Management Agency (FEMA) national Community Engagement and Risk Communication team for the Risk Mapping, Assessment, and Planning (Risk MAP) program. Our team partnered with FEMA to build an engagement and planning program that has driven behavior changes and catalyzed communities to take ownership in risk awareness and reduction.

Years of Experience

8

Education

M.C.P., 2019, City and Regional Planning, University of Pennsylvania

B.A., 2016, Architecture, University of San Francisco

Licenses/Certifications

American Institute of Certified Planners, 2023, 34827

Professional Affiliations

American Planning Association (APA)



Audrey Tamayo

Planner I



Ms. Tamayo supports comprehensive resilience and community planning projects, with a focus on hazard mitigation plans. Her experience includes supporting hazard mitigation planning in compliance with California Governor's Office of Emergency Services and FEMA guidelines, assessment for risk vulnerability using GIS mapping, and community outreach in both English and Spanish. Additional project experience includes environmental restoration.

RELEVANT EXPERIENCE

City of Grand Terrace Local Hazard Mitigation Plan. *City of Grand Terrace.* Planner. Prepared GIS mapping for hazard risk and vulnerability assessments. Researched and profiled hazards that may impact the City of Grand Terrace and incorporated updates since the last LHMP was developed. Incorporated community profile updates and updated hazard profiles for the City of Grand Terrace into the LHMP.

City of Beverly Hills Local Hazard Mitigation Plan Update. *City of Beverly Hills.* Planner. Prepared GIS mapping for hazard risk and vulnerability assessments. Researched and profiled hazards that may impact the City of Beverly Hills and incorporated updates since the last LHMP was developed. Incorporated community profile updates and updated hazard profiles for the City of Beverly Hills into the LHMP.

City of San Clemente Local Hazard Mitigation Plan. *City of San Clemente.* Planner. Prepared GIS mapping for hazard risk and vulnerability assessments. Researched and profiled hazards that may impact the City of Sonora and incorporated updates since the last LHMP was developed. Incorporated community profile updates and updated hazard profiles for the City of South Gate into the LHMP.

Clallam County Multi-Jurisdiction Hazard Mitigation Plan Update. *Clallam County, Washington.* Planner. Research hazard profiles and impact on vulnerable populations.

Culver City and Culver City Unified School District Multi-Jurisdictional Hazard Mitigation Plan Update. *City of Culver City.* Planner. Responsible for drafting updates to the Culver City and Culver City Unified School District (CCUSD) Multi-Jurisdictional Hazard Mitigation Plan (MJHMP). Assisted in updating community profiles for the Culver City and CCUSD and hazard profiles for various natural and human-caused hazards. Prepared planning process documentation for inclusion into the final LHMP.

City of South Gate Local Hazard Mitigation Plan Update. *City of South Gate.* Planner. Responsible for drafting updates to the South Gate Local Hazard Mitigation Plan (LHMP). Researched and profiled hazards that may impact the City of South Gate and incorporated updates since development of the last LHMP. Participated in planning meetings with stakeholders to develop LHMP content. Incorporated community profile updates and updated hazard profiles for the City of South Gate into the LHMP. Assisted in the preparation of meeting documentation and appendices which will be incorporated into the final LHMP and submitted to FEMA for transparency throughout the planning process. Translated outreach material from English to Spanish to community members.

City of Sonora Local Hazard Mitigation Plan Update. *City of Sonora.* Planner. Responsible for drafting updates to the Sonora Local Hazard Mitigation Plan (LHMP). Researched and profiled hazards that may impact the City of Sonora and incorporated updates since the last LHMP was developed. Incorporated community profile updates and updated hazard profiles for the City of South Gate into the LHMP. Assisted in the preparation of meeting documentation and appendices which will be incorporated into the final LHMP and submitted to FEMA for transparency throughout the planning process.

Years of Experience

2

Education

M.C.R.S., 2024, Conservation and Restoration Sciences, University of California, Irvine

B.A, 2017, Political Science and Latin American & Iberian Studies, University of California, Santa Barbara

Licenses/Certifications

ISA Certified Arborist®, WE-15190A

Certificate in Sustainable Business Practices, University of California, San Diego Extension

Professional Affiliations

Association of Environmental Professionals (AEP)



Jake Poland

Planner I



Mr. Poland supports comprehensive resilience and community planning projects, with a focus on hazard mitigation plans. His experience includes preparing local, multi-jurisdictional, and state hazard mitigation plans in compliance with guidelines set forth by Cal OES and FEMA. His research and technical writing skills include identifying and profiling community hazards, evaluating recent and historical hazard occurrences and developing mitigation actions and policies to create enhanced safety resiliency for clients and communities across the United States. Additional project experience includes Emergency Operations Center tabletop exercises. In addition to resilience planning, he supports policy planning for other emergency management plans including Emergency Operations Plans.

RELEVANT EXPERIENCE

State Hazard Mitigation Plans, West Region. Planner. Worked in cooperation with project teams to assist in the planning process, update natural and human-caused hazard profiles, and complete various other mitigation planning activities. Played a role in creating hazard loss tables, hazard dashboards and linking project objectives to mitigation actions. An abbreviated list of clients and deliverables is included, below:

- State of California Hazard Mitigation Plan
- State of Hawaii Hazard Mitigation Plan
- State of Idaho Hazard Mitigation Plan

Local & Multi-Jurisdictional Hazard Mitigation Plans, Nationwide. Planner. Participated in the planning process for a number of city and county hazard mitigation plans. Responsibilities include hazard profiling for natural and human-caused hazards, leading jurisdictional annex data collection efforts by collaborating with special districts and municipalities, assisting in the navigation of updated FEMA guidance, and assisting in public outreach efforts. An abbreviated list of clients and deliverables is included, below

- ❖ Nevada County (CA) Multi-jurisdictional Hazard Mitigation Plan
- ❖ Tri-Valley (CA) Multi-jurisdictional Hazard Mitigation Plan
- ❖ Schuylkill County (PA) Multi-jurisdictional Hazard Mitigation Plan
- City of Los Angeles Local Hazard Mitigation Plan
- City of Beverly Hills Local Hazard Mitigation Plan
- City of San Clemente Local Hazard Mitigation Plan
- City of Roseville Local Hazard Mitigation Plan
- Metropolitan Water District of Southern California Local Hazard Mitigation Plan

Additional Emergency Management Projects, West Region. Planner. Supported additional projects related to emergency management and community planning both in-person and virtually. An abbreviated list of clients and deliverables is included, below:

- Emergency Operations Plan Updates
- COVID After Action Reports
- Comprehensive Emergency Management Plans
- Tabletop Emergency Operations Center Exercises (TTX)
- Repetitive Loss Area Assessments (RLAA)

Years of Experience

2

Education

B.A., 2023, Criminal Justice, California State University, Fullerton

A.S., 2020, Emergency Management, Coastline Community College (IP)

Professional Affiliations

California Emergency Services Association (CESA)

International Association of Emergency Managers (IAEM)



Jeffrey Karmazin, PSM

GIS Analyst



Jeff is a versatile Geographic Information Systems Analyst with years of GIS experience. Topics covered by Jeff's experience using GIS covers a wide range including hazard mitigation, planning, real estate, environmental research, spatial analysis, and more. As a local GIS professional, Jeff enjoys attending events and webinars to further his spatial analysis skills. His planning background began with a focus on green stormwater infrastructure in the city of Philadelphia and now covers all aspects related to hazard mitigation planning. He has worked on hazard mitigation plans at the state and county level, but has also helped provide maps, graphics, and research for business development opportunities.

RELEVANT EXPERIENCE

Pennsylvania State Hazard Mitigation Plan. *State of Pennsylvania.* GIS Analyst. Performed all tasks related to GIS, including data management, spatial analysis, and final map production. Flood, earthquake, and hurricane models were run for all 67 counties, plus jurisdictional, critical facility, and historic asset analysis. Updated all data sources from previous years, found new data sources for current update, and create multiple datasets to be used in analysis. Coordinate with state agencies for data needs and requests. Aided team members in planning related tasks such as event coordination, outreach to stakeholders, and updating planning materials. Final plan includes over 90 maps created for 33 hazard profiles.

New Jersey State Hazard Mitigation Plan. GIS Analyst. Aided the planning team in performing all Hazus models. Level II analysis was performed through loading state provided datasets for essential facilities, transportation networks, and state-owned facilities. Flood models were performed utilizing depth grids for 100-year flood, 2-foot sea level rise, 3 feet sea level rise, and 5 feet sea level rise. Statewide models were performed for Earthquake and Hurricane estimates. Altogether, over 75 Hazus models were performed for use in the plan for damage estimates. Additional maps were created to be highlighted within the plan for various hazards.

Yorba Linda Hazard Mitigation Plan. *City of Yorba Linda.* GIT Analyst. Responsible for coordinating data collection, creating thematic maps for presentation, and determining a hazard impact analysis. Mapped critical facilities and conducted a vulnerability analysis based on hazard overlays for landslide, fault zones, liquefaction, dam inundation, flood zones, ground shaking and wildfire. Prepared a parcel analysis to determine hazard vulnerability to residential and non-residential parcels within the city.

Culver City and Culver City Unified School District Multi-Jurisdictional Hazard Mitigation Plan Update. *City of Culver City.* GIT Analyst. Responsible for coordinating data collection, creating thematic maps for presentation, and determining a hazard impact analysis. Mapped critical facilities and conducted a vulnerability analysis based on hazard overlays for landslide, fault zones, liquefaction, dam inundation, flood zones, and wildfire. Prepared a parcel analysis to determine hazard vulnerability to residential and non-residential parcels within the city.

City of South Gate Local Hazard Mitigation Plan Update. *City of South Gate.* GIT Analyst. Responsible for coordinating data collection, creating thematic maps for presentation, and determining a hazard impact analysis. Mapped critical facilities and conducted a vulnerability analysis based on hazard overlays for liquefaction, fault zones, flood zones, and hazardous cleanup sites. Prepared a parcel analysis to determine hazard vulnerability to residential and non-residential parcels within the city.

City of Sonora Local Hazard Mitigation Plan Update. *City of Sonora.* GIT Analyst. Responsible for coordinating data collection, creating thematic maps for presentation, and determining a hazard impact analysis. Mapped critical facilities and conducted a vulnerability analysis based on hazard overlays for landslide, fault zones, flood zones, and wildfire. Prepared a parcel analysis to determine hazard vulnerability to residential and non-residential parcels within the city.

Years of Experience

6

Education

P.S.M., 2022, Geographic Information Systems, Temple University

B.A., 2016, Environmental Studies, Temple University

Licenses/Certifications

GIS Certificate, Temple University, 2016



Francesca B. Zito

SME & Advisor – Diversity, Equity, and Inclusion



Ms. Zito has demonstrated experience in private sector hazard mitigation and resilience planning. She is skilled in research, land use, and hazard mitigation planning, with additional experience in disaster recovery. Most recently, she was a Hazard Mitigation and Resilience Planner with Wood Environment and Infrastructure

Solutions, Inc. in Durham, North Carolina. Since joining Michael Baker, she has dedicated her time to working on the Community Engagement and Risk Communications (CERC) contract working on multiple projects. She has supported various regions across the western United States through mitigation planning and Risk MAP outreach projects. She has initiated, planned, and executed multiple in-person engagements, including regional Mitigation Program Consultations, Hazard Mitigation Planning trainings, multi-day planning and grant development workshops. She is also a key member of the Hazard Mitigation Plan Review cadre as both a reviewer and plan review QC partner. In her three years at the firm, she has become trusted counsel to regional FEMA clients and a sought-after teammate across the CERC contract.

Years with Michael Baker

3

Years of Experience

6

Education

M.C.R.P., 2020, City and Regional Planning, University of North Carolina at Chapel Hill

B.A., 2016, Environmental Studies, Tulane University of Louisiana

Professional Affiliations

Association of State Floodplain Managers (ASFPM)

RELEVANT EXPERIENCE

FEMA Community Engagement and Risk Communication Contract, FEMA Region 5: Minnesota, Wisconsin, Illinois, Indiana, Michigan, and Ohio. *FEMA. Planner.* Mitigation planner responsible for supporting FEMA Region 9 on the Resilience Action Partner's CERC 2.0 Contract. Michael Baker is the managing partner of the joint venture Resilience Action Partners, which holds the Community Engagement and Risk Communications contract for FEMA's Risk Management Directorate in support of the Risk Mapping, Mapping, Assessment, and Planning programs. Michael Baker's services include hazard mitigation planning, community outreach, preparation and dissemination of outreach materials, program management, and development and delivery of training for stakeholders. Resilience Action Partners supports FEMA Region 5, which executes flood mapping and mitigation projects. The team also helped FEMA create the Region 5 Mitigation Assistance Resource Guides for each Region 5 state and for tribal nations.

FEMA CERC 2.0 Baker Task Order 3, Virginia. *FEMA. Planner.* Responsibilities included client support and project execution primarily for FEMA Region 9. Specific projects included planning and executing (including travel to) in-person, Mitigation Program Consultations for six states and territories as well as two in-person, three-day Plan-to-Action workshops to support Pacific territories in implementing their mitigation plans. Other work included leading the regional rollout of the updated mitigation planning policies, including webinars and more in-depth training, as well as reviewing plans under the new policy.

Non-Michael Baker Project Experience

County and Regional Multi-Jurisdictional Hazard Mitigation Plan Updates, North Carolina. *NCEM. Planner.* Supported the update of hazard mitigation plans for nine counties and multi-county regions covering over 170 local jurisdictions. She developed hazard profiles for natural and technological hazards; assessed risk, vulnerability, potential impact, and future conditions; supported the planning process through document preparation; and assisted with the data collection, planning process documentation, and plan document preparation effort.

CRS Program Services, City of Savannah, Town of Cutler Bay, Orange County, Florida. *Planner.* Served as a planner for the development of various CRS-compliant planning documents, including Repetitive Loss Area Analyses, Flood Mitigation Plans, and Programs for Public Information to address targeted flood risk mitigation and flood insurance coverage improvement, as well as other CRS programmatic needs, including CRS documentation.



Anisha A. Malik, SITES AP, CERP

SME & Advisor – Vegetation Management/Restoration Ecology



Ms. Malik is a restoration ecologist with experience in voluntary restoration projects for wetlands, riparian systems, and coastal sage scrub habitats, as well as a wide variety of compensatory mitigation projects required for jurisdictional impacts. With a background in chemistry, Ms. Malik brings a unique analytical skill set to her projects. Ms. Malik identifies mitigation site opportunities and designs site plans that will provide beneficial results for stakeholders involved as well as the local watershed. She identifies native species to be included in the plant palette and works with landscape contractors to design the placement of plants. Additionally, she is responsible for baseline studies, including conducting jurisdictional delineations, vegetation mapping, and California Rapid Assessment Method (CRAM) analysis at project sites.

RELEVANT EXPERIENCE

Tesoro Extension Project Environmental Assessment, Orange County, California. *Transportation Corridor Agencies.* Environmental Scientist. Conducted a delineation of the drainages within the study area to determine regulatory agency jurisdiction. Michael Baker provided environmental services to assist with the Tesoro Extension Project. The project, a cooperative effort between the Foothill/Eastern Transportation Corridor Agency and Caltrans District 12, aimed to extend the 241 Toll Road from its current terminus at Oso Parkway to Cow Camp Road near the Ortega Highway to provide an alternative route to the heavily traveled I-5 and local streets. Michael Baker prepared an environmental assessment that considered issues of noise, air quality, hazardous materials, traffic and circulation, biological environment, and community impacts.

Inland Branch 2020 Fire Emergency Clean-Up Response Program, Inland Branch, California. *CalRecycle.* Environmental Specialist. Prepared restoration plans for locations with temporary bridge installments. Worked with the client to determine the most efficient route of restoration that still met agency needs. Michael Baker is providing environmental and emergency permitting services to assist with CalRecycle's coordinated structural debris and hazard tree removal projects in areas damaged by the wildfires that devastated Lake, Mendocino, Napa, Solano, and Sonoma Counties in 2020. For the program, Michael Baker is providing biological and archaeological assessments, biological and archaeological monitoring, agency and tribal coordination, emergency permitting services, guidance and implementation of water-quality best management practices (BMPs), and GIS support.

Santa Ana Levee Repair Mitigation Project, Newport Beach, California. *Orange County Sanitation District.* Environmental Associate. Responsible for quantitative monitoring of the site. Prepared the annual report in order to obtain a sign off by the agencies that the project is complete after year 2. Michael Baker provided mitigation services for the Santa Ana Levee Repair Mitigation site in Newport Beach. The project consisted of the revegetation of big saltbush (*Atriplex lentiformis*), which was temporarily impacted by repairs to the Santa Ana Levee. Following the U.S. Army Corps of Engineers' regulations, Michael Baker identified mitigation sites within the levee's proximity, prepared a conceptual mitigation plan, oversaw the plan's implementation, and conducted follow-up monitoring and reporting for two years.

Years of Experience

9

Education

Graduate Studies, 2022, Natural Resources Stewardship/Ecological Restoration, Colorado State University

A.S., 2013, Biological Sciences, College of San Mateo

A.A., 2013, Interdisciplinary Studies: Science and Society, College of San Mateo

B.S., 2012, Chemistry, Santa Clara University

Certificate, 2009, Biotechnology, College of San Mateo

Licenses/Certifications

CRAM for Riverine Wetlands-Certified Practitioner, California, 2016

SITES Accredited Professional, 2017, 00001261-SITES

Wetland Delineator Certification Program, California, 2016

Certified Ecological Restoration Practitioner, 2017, 0123

Professional Affiliations

Ecological Society of America (ESA)

Society for Ecological Restoration (SER)

U.S. Green Building Council (USGBC)



Andrew J. Sidor, P.E., QSD/P, CPESC®, QISP

SME & Advisor – Stormwater Management



Mr. Sidor is a civil engineer with a variety of experience in the field of stormwater management, namely construction stormwater compliance and NPDES support. He has written and reviewed Water Quality Management Plans (WQMPs), Stormwater Pollution Prevention Plans (SWPPPs), Erosion and Sediment Control Plans (ESCPs), Water Pollution Control Plans (WPCPs), and conducted facility inspections for compliance with municipal and statewide stormwater requirements for both public and private clients. Mr. Sidor has experience in managing teams tasked with both developing full-scale construction stormwater programs, as well as stormwater plans for individual projects. He is a Co-Chair of the CASQA Construction Stormwater subcommittee and interacts regularly with Regional and State Waterboard staff for permit clarifications, responses to Notice of Violations (NOVs), and general knowledge sharing. He provides on-going construction stormwater audits of individual project sites and has assisted in the development of internal audit programs for clients.

RELEVANT EXPERIENCE

Storm Drainage Master Plan, Buena Park, California. *City of Buena Park.* Designer. Responsibilities included stormwater design support. Michael Baker provided engineering services to prepare a citywide drainage master plan. Michael Baker's services included field investigations, video surveys, storm drain mapping, hydrodynamic modeling, regulatory compliance analysis, best management practice (BMP) retrofit recommendations, geodatabase update, and master plan report preparation.

Laguna Woods Village Regional Drainage Improvement Project, Laguna Woods, California. *Third Laguna Hills Mutual.* Designer. Responsibilities included stormwater design support. Michael Baker prepared a Categorical Exemption/Notice of Exemption for a proposed storm drain replacement project in Laguna Woods Village. The document described existing conditions in the project area, provided background information on flooding, and detailed the proposed improvements.

State Parks Surface Water and NPDES Support Services, Statewide, California. *California Department of Parks and Recreation.* Designer. Responsibilities included stormwater design support. Michael Baker is providing on-call stormwater consulting services to the Off-Highway Motor Vehicle Recreation Division at the division's State Vehicular Recreation Areas (SVRA) throughout California. The Michael Baker team works with SVRA staff to produce solutions for surface water challenges, including hydrology and hydraulics studies, erosion and sediment control plans, and regulation interpretation.

Prepare Grading and Infrastructure Plans for Phase 1, Irvine, California. *Irvine Community Development Company.* Designer. Developed Risk Level 2 Stormwater Pollution Prevention Plan (SWPPP). Tasks included: performing a site-specific risk assessment, development of SWPPP document, development of an erosion control plan, and field implementation. Michael Baker contracted with the Irvine Company to prepare the grading and infrastructure plans for Phase 1 of the Irvine Apartment Community project, Planning Area 39. The project will provide approximately 1,750 apartment units, with parks and trails to serve the community.

Years of Experience

13

Education

B.S., 2010, Civil Engineering, University of California, Irvine

Licenses/Certifications

Certified Professional in Erosion and Sediment Control, California, 2013, 7560

Qualified SWPPP Practitioner (QSP), California, 2012, 24618

Qualified SWPPP Developer (QSD), California, 2012, 24618

Professional Engineer - Civil, California, 2013, C82075

Qualified Industrial Stormwater Practitioner, California, 2017, 00686

Construction General Permit Trainer of Record, California, 2017

Professional Affiliations

American Society of Civil Engineers (ASCE)

California Stormwater Quality Association (CASQA)

Chi Epsilon, The National Civil Engineering Honor Society

Toastmasters International



Marc S. Violet, P.E.

SME & Advisor – Traffic/Transportation



Mr. Violet has experience in the traffic and transportation engineering fields producing deliverables from concept to design and various different traffic studies and analyses. With extensive knowledge of multiple municipalities' design standards, Caltrans requirements, and the California MUTCD, Mr. Violet has designed plans, specifications, and estimates for signing and striping, traffic signals, traffic control, and intelligent transportation systems (ITS) for local agencies within Los Angeles, Orange, Riverside, and San Diego Counties. Mr. Violet has also prepared speed surveys, traffic impact analyses, and traffic signal warrant studies. Mr. Violet has a wealth of experience managing on-call contracts for multiple agencies in Southern California. Mr. Violet has the ability to prioritize project schedules and understand project goals through his excellent communication skills.

RELEVANT EXPERIENCE

Studebaker Road Complete Streets Project, Long Beach, California. *City of Long Beach.* Traffic Engineer. Provided quality assurance and quality control for traffic signal and signing and striping design. Michael Baker's work on the Studebaker Road Complete Streets Project included obtaining California Department of Transportation (Caltrans) approval, transit facility location and coordination, public outreach, innovative pavement design, coordination with multiple agencies, improving the roadway profile, and Americans with Disabilities Act (ADA) compliance.

S.R. 22/Interstate 405/Interstate 605 Interchange (West County Connector), Orange County, California. *Orange County Transportation Authority (OCTA).* Traffic Engineer. Reviewed request for information from contractor regarding Ethernet switches to be installed. Researched products that could be installed for the range needed. Suggested appropriate Ethernet switch to exceed conditions. As a member of a project team, Michael Baker provided engineering services for a highway reconstruction and widening project. The work involves widening and reconstructing six existing bridges, constructing two new bridges that will connect HOV travel between the freeways, widening the existing traveled ways, upgrading freeway monitoring and traffic control systems, constructing soundwalls, and rehabilitating the existing landscape. Michael Baker, as a primary subconsultant, was responsible for developing the aesthetics concept and theme for the entire project area.

Laguna Beach-WTBS#1. *City of Laguna Beach.* Traffic Engineer. Prepared traffic control plans along State Route 133 to accompany a Caltrans encroachment permit. Designed traffic control plans to coincide with existing conditions and limited right-of-way. A queue location was proposed within the TWLTL to allow truck movements in and out of the site. Received Caltrans approval after first submittal of the plans. Able to meet proposed project schedule and budget.

Emergency Vehicle Preemption Traffic Signal Upgrades - Design, Construction Management and Inspection Services. *Irvine, California.* Senior Design Engineer. Responsible for providing construction management and inspection services for installation of a city-wide EVP system along arterial roadway corridors including over 200 traffic signal locations. Services include observation and installation inspection of Opticom cable, Opticom detectors on signal mast arms, and new conduit and pull boxes per City standards. Prepared daily and weekly construction reports, reviewed and adjusted invoices from the contractor prior to payment, and maintained a log of overall completion schedule for all intersections. Also, coordinated meetings between the contractor, City, Police Department, and Fire Department and processed all change orders for the project.

Years of Experience

20

Education

B.S., 2004, Civil Engineering, University of Arizona

Licenses/Certifications

Professional Engineer - Civil, California, 2008, 73486

Professional Affiliations

Institute of Transportation Engineers (ITE)

Intelligent Transportation Society of America (ITS)

Orange County Traffic Engineering Council (OCTEC)



3. WORK PLAN

A. PROJECT TIMELINE

Michael Baker has reviewed and agrees upon the tentative schedule as presented within the RFP. Our team has carefully crafted the work program above to deliver a LHMP submittal to Cal OES/FEMA by no later than January 2028. Further details regarding our anticipated schedule are included on the table below. Based on current review times for LHMPs with similar scopes, our team expects approximately six months for plan approval by Cal OES, APA designation by FEMA, and adoption by City resolution. Final plan approval estimates may be adjusted in the event of delayed or extended review times by Cal OES and/or FEMA, which are outside both the City and Michael Baker team's control. This schedule anticipates final plan approval before January 2028 and Michael Baker will prepare a detailed schedule at project kickoff.

See detailed project timeline on the following page.





Local Hazard Mitigation Plan Update Schedule	
LHMP Contract Approval	<i>TBD</i>
Task 1. Project Management and Coordination	
Task 1.1 Kick-Off Meeting	<i>Week 1</i>
Task 1.2 Biweekly Project Coordination and Meeting	<i>Week 1-22</i>
Task 2. Community Engagement and Stakeholder Involvement	
Task 2.1 Community Survey	<i>Week 1 – Week 18</i>
Task 2.2 Web Content and Graphics	<i>Week 1 – Week 4</i>
Task 2.3 Stakeholder Meeting #1 - In-Person	<i>Week 8-Week 12</i>
Task 2.4 Stakeholder Focus Group Meetings #1 - #4 - In-Person and Virtual	<i>Week 4 – Week 8</i>
Task 2.5 Stakeholder Meeting #2 - In-Person	<i>Week 8-Week 12</i>
Task 2.6 Three Community Education Workshops/Pop-Ups - In-Person	<i>Weeks 4-16</i>
Task 3. Hazard Identification and Risk Assessment	
Task 3.1 Hazard Identification and Profiles	<i>Week 1 – Week 4</i>
Task 3.2 Socially Vulnerable Populations Identification and Mapping	<i>Week 1 – Week 4</i>
Task 3.3 Hazard Mapping	<i>Week 1 – Week 4</i>
Task 3.4 Vulnerability Assessment	<i>Week 4 – Week 8</i>
Task 4. Capability Assessment and Plan Integration	
Task 4.1 Capability Assessment	<i>Week 4 – Week 8</i>
Task 5. Mitigation Strategy Development	
Task 5.1 Update LHMP Goals	<i>Week 8 – Week 12</i>
Task 5.2 Develop/Confirm Mitigation Strategies and Actions	<i>Week 8 – Week 14</i>
Task 5.3 Mitigation Action Prioritization and Matrix	<i>Week 14 – Week 15</i>
Task 5.4 Monitoring, Implementation and Continued Public Engagement	<i>Week 15 – Week 18</i>
Task 6. Draft LHMP for Project Management Review	
Task 6.1 Prepare Admin Draft LHMP for Project Management Review	<i>Week 15 – Week 18</i>
Task 6.2 Prepare Public Review Draft LHMP	<i>Week 18 – Week 22</i>
Task 6.3 Prepare Plan Submittal for Cal OES/FEMA Review	<i>Week 22 – Week 24</i>
Task 7. FEMA & Cal OES Submission	
Task 7.1 Obtain Conditional Approval Pending Adoption from FEMA	<i>Varies; anticipated prior to January 28, 2028</i>
Task 8. Plan Adoption and Grant Closeout	
Task 8.0 Plan Adoption and Grant Closeout	<i>Varies; anticipated prior to January 28, 2028</i>



B. PHASED WORK APPROACH/SCOPE

Task 1. Project Management & Coordination

Task 1.1 Kickoff Meeting (In-Person)

Michael Baker will conduct an in-person kick-off meeting with the Hazard Mitigation Planning Committee (HMPC) to review and refine the proposed scope of work, anticipated project schedule, communications protocol, and deliverables, discuss staff expectations, and have an initial discussion of data needs and the community outreach approach. Michael Baker will lead and facilitate this meeting, including the preparation of meeting agendas, topics of discussion, and meeting minutes. The discussion will focus on the required research and analysis to update the previous LHMP and ensure consistency with FEMA's Local Multi-Hazard Mitigation Planning Guidance published on April 19, 2022. Within ten days of the kick-off meeting, Michael Baker will prepare a meeting summary with project objectives, action items, project schedule, milestones, and anticipated dates for public meetings.

As part of the kick-off meeting, Michael Baker will assist the City Project Management Team with the identification and organization of background resource documents. Applicable resource documents to be identified may include, but are not limited to, the previous LHMP, the existing General Plan/Safety Element, City Emergency Operations Plan, and any other hazard-related assessments.

The City shall provide Michael Baker with GIS facility data, along with any mapped hazard-related data for use in identifying vulnerabilities. At this time, sensitive data shall be identified as confidential and will be excluded from publicly accessible documents. Michael Baker will conduct a comprehensive review of all existing planning documents provided by the City.

Deliverables

- Kick-Off Meeting agenda and summary (electronic)
- Formal schedule (electronic)
- List of data requirements and data review (electronic)

Task 1.2 Biweekly Project Coordination and Meetings

Michael Baker will facilitate virtual biweekly (every other week) project coordination meetings (through Microsoft Teams or similar platform) to maintain ongoing/regular communication with City staff, stakeholders, and other relevant agency partners throughout the process of the LHMP update. Financial and project records will be maintained in accordance with FEMA's HMA requirements and 2 CFR Part 200, where applicable.

Deliverables

- Twenty (20) virtual project coordination meetings through Microsoft Teams or similar
- Meeting agendas, minutes, and other relevant handouts/collateral

Task 2. Community Engagement & Stakeholder Involvement

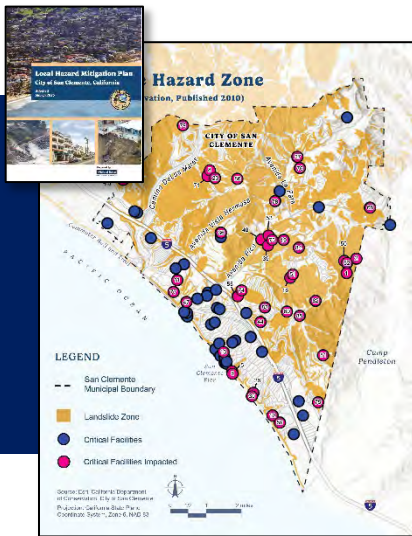
The community engagement below is recommended as a minimum to meet Cal OES/FEMA requirements for a the LHMP plan update process. Each outreach effort will be thoroughly documented for incorporation into the LHMP Appendix, including meeting presentations, agendas, pictures, and minutes. Additional workshops or focus groups can be added through an additional scope and fee.



Task 2.1 Community Survey

Michael Baker will develop an online survey, compile survey results, and provide a detailed summary of input received. The survey will be provided through SurveyMonkey®. The survey will include multiple-choice questions, ranking/rating scales, and open-ended questions, all specifically designed to inform the LHMP planning process.

Michael Baker will coordinate with the City to make the survey link available on the City's website. The City will be responsible for distributing and promoting the survey through the E-newsletter, email list serves, and/or social media.



“The infographics are useful visualization tools to help describe the vulnerability... these tools have been applied where appropriate to other hazards in the vulnerability assessments throughout the plan which helps strengthen the plans content.”

- Avery Frank, FEMA Region 9 (2025)

Deliverables

- Community Survey Link (Survey Monkey, electronic)
- Community Survey Summary (Word Document, PDF)

Task 2.2 Web Content and Graphics

Online outreach provides a cost-effective means for reaching stakeholders and interested members of the public throughout the process. Michael Baker will assist the City in developing web content and graphics that can be used on the City website or on a webpage that is specifically dedicated to the LHMP. The webpage content will provide information about the LHMP, including the planning process, meeting dates, access to community outreach summaries and draft plan documents when available. Website visitors will have an opportunity to provide input and comment on the LHMP or ask questions. The City will be responsible for disseminating information and updates on the plan process through the webpage and social media.

Deliverables

- Three community outreach graphics, including notices of availability for public review documents (jpeg)
- Webpage text content (Word Document)

Note: The task does not include creating, designing, and maintaining the website. It is assumed that Michael Baker will only supply the website content. If the City would like Michael Baker to create a separate webpage using platforms such as Squarespace, we will provide a separate scope and budget for the added task.



Task 2.3 Stakeholder Meeting #1 – In-Person

Michael Baker will host an in-person meeting and presentation focused on the LHMP update to kick-off the plan development process. Michael Baker will work with the City to identify key stakeholders to participate in the LHMP update process. Recommended stakeholders include internal City of Fullerton staff members (such as representatives from the Police, Fire, Public Works, and Community Development Department) and external stakeholders (neighboring Cities, the school district, County representatives, utility providers, and NGOs such as the Red Cross). In addition, the updated FEMA regulatory guidance requires the stakeholder group to include major employers and organizations that serve vulnerable populations in the City. Michael Baker will conduct desktop research to identify potential organizations/representatives for participation as a stakeholder on the Fullerton LHMP update.

Michael Baker assumes the City will be responsible for inviting stakeholders to participate to each meeting. Michael Baker will introduce hazard mitigation and the process, explain roles and responsibilities, provide a hazard overview, and conduct preliminary stakeholder data collection. This meeting will require two hours of participation.

Deliverables

- Facilitation of one stakeholder meeting via Microsoft Teams or similar platform
- One meeting presentation and content (PowerPoint)
- One agenda (PDF)
- One meeting summary (PDF)

Task 2.4 Stakeholder Focus Group Meetings – In-Person and/or Virtual

The Michael Baker team will facilitate four stakeholder focus group meetings. After Stakeholder Meeting #1, Michael Baker will organize individuals into four small groups for focused discussion regarding the LHMP update. Michael Baker assumes two focused group meetings will occur in-person and two will occur virtually, through Microsoft Teams or similar. In-person focus group conversations could include a mix of City staff members, elected officials, or appointed commissioners. Virtual focus groups will be offered for external entities such as the City's utility providers, local school districts, or regional governmental partners. Virtual outreach often enhances participation from organizations with representatives outside of the City's jurisdiction.

Each focus group meeting will go over the same information and educational content, to solicit input from each stakeholder. Michael Baker will discuss preliminary results of the risk assessment, solicit feedback on critical facilities updates, and develop mitigation actions. Michael Baker will also solicit additional data and resources to the benefit of the Fullerton LHMP. Each focus group will cover similar topics, but tailor questions/content to the specific participants and their professional experience. After the focus group meetings have concluded, Michael Baker will fold input received into the LHMP.

Deliverables

- Facilitation of four focus group meetings via Microsoft Teams or similar platform
- Four meeting presentations and content (PowerPoint)
- Four agendas (PDF)
- Four meeting summaries (PDF)



Task 2.5 Stakeholder Meeting #2 – In-Person

Michael Baker will host a final virtual stakeholder meeting and presentation to discuss the results/findings of each focus group, the content of the LHMP update, prioritize mitigation actions and develop a plan maintenance process. After this meeting has concluded, Michael Baker will distribute a draft LHMP to participating stakeholders for review and comment. Comments will be incorporated into the LHMP, as necessary.

Deliverables

- Facilitation of one stakeholder meeting via Microsoft Teams or similar platform
- One meeting presentation and content (PowerPoint)
- One agenda (PDF)
- One meeting summary (PDF)

Task 2.6 Three Community Education Workshops/Pop-Ups – In Person

Michael Baker will facilitate three (3) community meetings and/or pop-up events to solicit in-person input and educate the public about the LHMP update process. Our team will work with the City Project Management Team to identify the appropriate method, location, and timing to maximize input from the community. Our team has successfully co-located pop-up booths in other communities at farmer's markets, free summer concerts/movies, or other special events such as National Night Out.

A minimum of two Michael Baker staff members will attend. Michael Baker will design one promotional piece to publicize the opportunity to participate per event. The promotional piece will be provided to the City for review, and one round of revisions is assumed. The promotional piece will be provided in English language. The City will be responsible for the dissemination of the promotional piece through the City's website, social media platform, newsletters, printed mailings, or other methods. All outreach activities will be thoroughly documented within a Public Outreach Log with sign-in sheets, summaries, and pictures, for incorporation into the LHMP per Cal OES and FEMA requirements.

Deliverables

- Facilitation of three community workshop.
- Three meeting presentations and content (including activity-based opportunities to solicit input)
- One agenda (PDF)
- One sign-in sheet (PDF)
- One meeting summary (PDF)

Task 3. Hazard Identification & Risk Assessment

The purpose of the hazard identification and risk assessment update is to account for changed vulnerabilities of identified natural and human-caused hazards, including climate change. Results from the risk assessment will form the foundation for mitigation strategy updates. Michael Baker will conduct the risk assessment update step-by-step, beginning with development of hazard profiles, and concluding with an analysis of vulnerabilities. Existing plans and datasets including previously mentioned City resource documents, the FEMA National Risk Index, Cal OES hazard data, local climate and vulnerability assessments, and historical hazard data will be reviewed and analyzed during this process, as applicable.



Task 3.1 Hazard Identification and Profiles

Michael Baker will prepare hazard profiles updates, based on input received by the Project Management team and LHMP stakeholders. Each profile will include a definition of the hazard, location and extent of past occurrences, the probability of future occurrences, and climate change considerations, as appropriate. Preparation of the hazard profiles and risk assessment will include GIS mapping of relevant hazards (those that can be mapped in Task 3.3, below) and analysis to determine areas of potential susceptibility within the planning area.

Michael Baker takes a unique approach to profiling and incorporating climate change into the LHMP. In recognizing that many natural hazards (flood, drought, etc.) are closely related to climate change, Michael Baker integrates an in-depth analysis of this correlation on a hazard-by-hazard basis. The climate change impacts will focus on localized hazards to the planning area rather than the global impacts. This prevents redundancy in the LHMP and allows for all potential impacts and/or vulnerabilities to be evaluated with consideration for climate change.

Deliverables

- Maximum of sixteen (16) Hazard Profiles, including description, location, extent, previous occurrences, and probabilities of future occurrences (electronic)

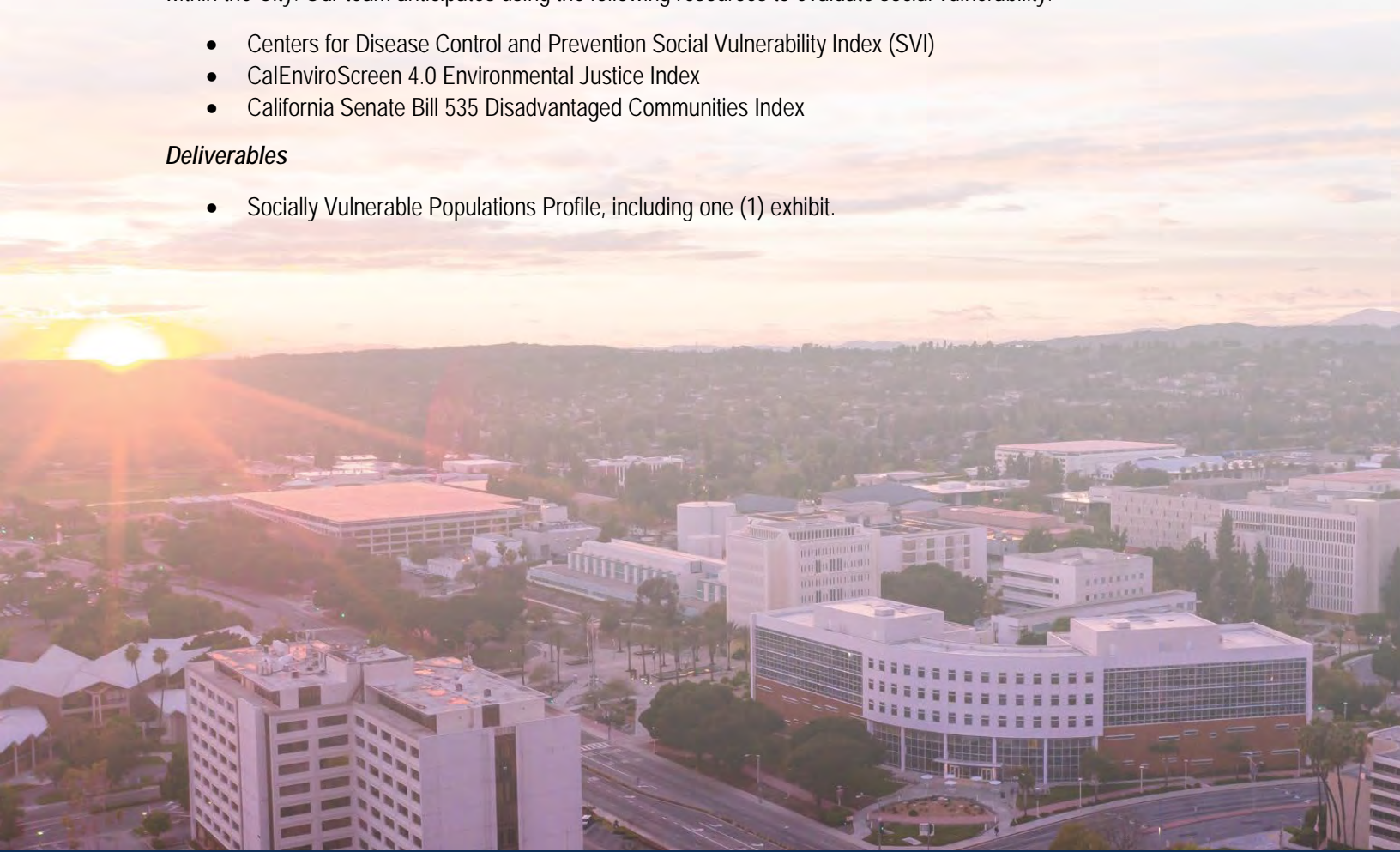
Task 3.2 Socially Vulnerable Populations Identification and Mapping

Michael Baker will utilize publicly accessible social vulnerability data resources to identify disadvantaged communities within the City. Our team anticipates using the following resources to evaluate social vulnerability:

- Centers for Disease Control and Prevention Social Vulnerability Index (SVI)
- CalEnviroScreen 4.0 Environmental Justice Index
- California Senate Bill 535 Disadvantaged Communities Index

Deliverables

- Socially Vulnerable Populations Profile, including one (1) exhibit.





Task 3.3 Hazard Mapping

Michael Baker will prepare updated GIS base maps and develop hazard mapping to support the hazard profiles. Location-based hazard data will be captured in a GIS database compatible with the City's systems. The Michael Baker team will work with the City to identify available GIS data and determine accuracy and appropriateness for hazard profiling. Current and newly created (as needed) data will be used to develop mapping products to illustrate location, extent, severity, and other information for potential hazards within the service area. The preparation of maps will be concurrent with the development of hazard profiles. Michael Baker's standard approach to hazard profiles, mapping, and trend identification is sufficient to satisfy the requirements set forth in California SB 379.

Concurrent with preparation of the hazard maps, Michael Baker will assist the City in updating the critical facilities list as part of the risk assessment. For purposes of the LHMP, critical facilities will focus on community lifelines, such as essential public buildings and infrastructure that support the basic livelihood of citizens and businesses. While critical facilities will be shown in map form, a separate list will be updated for inclusion in the LHMP; preparation of this list is a vital component of the hazard mitigation planning process. Information needed from the City includes building and content valuation to assist with the quantification of potential losses.

Deliverables

- Maximum of ten (10) hazard maps utilizing publicly available data resources.

Task 3.4 Vulnerability Assessment

Upon completion of the hazard profiles, Michael Baker will prepare an updated vulnerability assessment, using the approved critical facilities list and hazard profiles. The vulnerability assessment will consist of an analysis overlaying these two data sets and identifying the facilities that are vulnerable to the profiled hazards. The vulnerability assessment will include the following, based on data availability:

- Types/numbers of buildings, infrastructure, and critical facilities located within identified hazard areas.
- An inventory of all repetitive flood loss structures, as defined by FEMA, if applicable.
- Description of land uses and development trends to advise future land use decisions.

The results will be presented in tables identifying facilities/infrastructure and relevant hazards most likely to affect these facilities. Exhibit maps will correspond to this latest information. Upon completion, both the hazard profiles and vulnerability assessment will be presented to LHMP Project Management Team and stakeholders for review and comment.

In addition, Michael Baker will evaluate the impacts of natural hazards to vulnerable populations. The impacts of natural hazards to vulnerable populations, including those that are reliant on others for their wellbeing, such as young children, individuals with disabilities, individuals dependent on medical equipment, individuals with impaired mobility, as well as people with low socioeconomic levels. Age, socioeconomic status, access to services, physical and mental conditions, and other conditions affect the ability to respond to a natural disaster or man-made hazard event. Michael Baker will conduct a thorough analysis of vulnerable populations within the planning area to better inform mitigation actions directed at increasing capabilities and capacities to assist or respond during a disaster incident.



This task also involves HAZUS modeling and loss estimation for one flood scenario and one earthquake scenario, utilizing critical facilities and relevant flood depth maps (if available). This task excludes HAZUS modeling for hurricane and tsunami hazards, as Fullerton experiences limited risk/vulnerability to hurricanes and tsunamis.

- Maximum of sixteen (16) vulnerability assessment findings and summaries.
- HAZUS modeling for one flood scenario.
- HAZUS modeling for one earthquake scenario.

Task 4. Capability Assessment & Plan Integration

Task 4.1 Capability Assessment

Michael Baker will prepare the policy and process changes through the FEMA required capabilities assessment. A capabilities assessment is a comprehensive review of all the various policies, plans, programs, and procedures that assist in hazard mitigation activities, such as the City General Plan/Specific Plan, Emergency Operations Plan, General Plan Safety Element (in compliance with California AB 2140), regional and state-level mitigation frameworks, resilience studies and/or vulnerability assessments, and other relevant FEMA deliverables. This section provides an understanding of the capabilities and tools currently available to Fullerton, as well as local, state, and federal agencies that contribute to hazards reduction. Opportunities for enhancing hazard mitigation efforts will be considered as part of the capability assessment, which may be reflected in new mitigation actions as part of the LHMP update. The LHMP stakeholders will help identify updated capabilities to inform the updated planning process.

Deliverables

- Capabilities Assessment (electronic)

Task 5. Mitigation Strategy Development

Drawing on the hazard identification, analysis, and assessment of vulnerability and capabilities in the community, the Michael Baker team will prepare a mitigation action strategy for Fullerton. The team will engage the LHMP stakeholders and City staff in development and review of goals and mitigation actions. Previous actions will be reviewed, and a determination will be made on which actions are modified, removed, and retained.

Task 5.1 Update LHMP Goals

Working with the LHMP stakeholders, goals will be updated to ensure adequate communication of desired end states and provide a foundation for meaningful hazard mitigation actions. Goals will define the long-term outcomes the City would like to achieve with the LHMP.

Task 5.2 Develop/Confirm Mitigation Strategies and Actions

The Michael Baker team will develop a comprehensive range of potential mitigation actions and mitigation action updates that will reduce the impacts of each profiled hazard. Mitigation actions will be developed with consideration for potential future state or federal funding through capital improvement bond programs and/or mitigation grant programs. Based on FEMA guidance, mitigation actions and projects refer to hazard mitigation action, activity, process, or physical project designated to reduce or eliminate the long-term risks from hazards. Mitigation actions are intended to reduce risk to existing buildings and infrastructure, as well as limit any risk to new development and redevelopment.



Task 5.3 Mitigation Action Prioritization and Matrix

Michael Baker will develop mitigation actions based upon discussions and feedback from the City and LHMP stakeholders. Michael Baker will develop a process to prioritize identified mitigation actions, such as consideration of the following:

- Social acceptance of the mitigation action
- Technical feasibility of the mitigation action
- Administrative staffing, funding, and maintenance required for the mitigation action
- Political acceptability of the mitigation action
- Legal authority to implement the mitigation action or other legal concerns
- Economic benefit of the mitigation action (including cost effectiveness)
- Environmental impact of the mitigation action

Mitigation strategy prioritization and implementation will be discussed as part of the LHMP Project Team meeting. Michael Baker will work with the LHMP Project Team to identify the following information as part of the mitigation actions table:

- Responsible Department(s): The agency/department which will be responsible for the action identified.
- Potential Funding Source: Sources of future funding that can be used to implement the action.
- Priority: General priority of the action (high, medium, low), based on team input.
- Relative Cost: The relative cost to implement the action, based on cost categories determined by the LHMP Project Team.

Mitigation actions without internal City funding sources will be marked and brought to the attention of the Project Management team. The Michael Baker team of public finance experts will review mitigation actions to identify appropriate funding resources, including grants, bonds, or low interest loans. Identified grants will not be limited to Cal OES/FEMA programs, but will evaluate the comprehensive suite of local, state, and federal funding options available to the City of Seal Beach. The timing, availability, and competitiveness of each funding resource will be evaluated to inform mitigation action prioritization. Additionally, vulnerable populations and climate resilience considerations will be included as part of this prioritization process.

Deliverables

- Hazard Mitigation Goals (Word Document)
- Develop Mitigation Strategies and Actions (Word Document)
- Mitigation Action Prioritization and Matrix (Word Document)

Task 5.4 Monitoring, Implementation and Continued Public Engagement

Michael Baker will update the current plan maintenance process, including how the City will monitor, evaluate, implement, and update the LHMP. Michael Baker will prepare a chapter that identifies the process to ensure the plan is implemented and maintained over the five-year plan period. The chapter will also describe how the mitigation plan elements will be incorporated into other planning mechanisms, as well as how the public will continue to remain involved throughout the future planning process.



Deliverables

- Plan Maintenance and Monitoring Process (Word Document)
- Continued Public Involvement Strategy (Word Document)

Task 6. Draft LHMP Development & Internal Review

Task 6.1 Prepare Admin Draft LHMP For Project Management Review

Upon completion of the preceding tasks, Michael Baker will compile the information into an electronic administrative draft version of the LHMP. The Plan will include all required components, clearly responding to state and federal guidance for hazard mitigation plans (including Cal OES and FEMA's Local Mitigation Planning Policy Guide/Handbook), including documentation of the planning process. The City will be responsible for collecting and providing LHMP Project Team comments to Michael Baker at the end of the review period. Then, LHMP Project Team comments (as applicable) will be incorporated to prepare an updated public review draft document.

Task 6.2 Prepare Public Review Draft LHMP

Michael Baker will incorporate one consolidated set of comments/revisions on the administrative draft version of the LHMP and prepare the public review draft LHMP. The draft document will be made available to the public for any comment and feedback to be incorporated into the LHMP prior to submitting to Cal OES and FEMA for review. The public review draft LHMP will also be distributed to relevant City commissions and City Council for comment. Michael Baker anticipates a minimum 14-day review period, but can extend based on City preferences.

Task 7. FEMA & Cal OES Submission & Revisions

After the public review period has concluded, Michael Baker will initiate the Cal OES/FEMA review process for LHMP approval. This process requires draft plan submittal to Cal OES/FEMA prior to adoption by the local jurisdiction. As such, Michael Baker will compile all comments received on the public review draft LHMP for inclusion as an appendix item and revise the LHMP, as necessary. The LHMP will then be submitted to Cal OES for initial review; the Michael Baker team will address any comments/concerns/Requests for Information (RFIs) from Cal OES before the final LHMP is submitted to FEMA for formal review. Michael Baker will also prepare the FEMA Hazard Mitigation Plan Review Tool that will accompany the Cal OES and FEMA submission.

Task 7.1 Obtain Conditional Approval Pending Adoption from FEMA

If comments are provided by Cal OES and/or FEMA, requiring plan revisions, the Michael Baker team will revise the LHMP prior to adoption by the City. In the past, Michael Baker has successfully completed plans that did not require revisions or required only minor revisions by FEMA prior to adoption, which is our goal for the Fullerton LHMP. As Michael Baker continues to track state and federal regulatory updates to LHMP requirements, Michael Baker continues to employ time-tested strategies to avoid delays in the plan check review process. Michael Baker's personal relationships with Cal OES plan checkers, who assist in advancing review with FEMA, serve as the foundation for the Michael Baker's high quality LHMPs that often experience expedited review periods. The last LHMP that Michael Baker produced, in coordination with the City of San Clemente, was approved in under 50 days. This efficient approval timeframe saved the client approximately four weeks in schedule (compared to the estimated 90-day review period), and FEMA approval was then expedited in only 17 days. Michael Baker continues to maintain these relationships and



track changes to LHMP guidance to ensure our LHMPs continue to be high quality, efficiently approved, and in full compliance with state and federal guidance.

If revisions are necessary, Michael Baker will work with Cal OES and FEMA and perform all necessary follow-up tasks to ensure an "approvable pending adoption" (APA) determination.

Deliverables

- Administrative Draft LHMP (Word Document, PDF)
- Public Review Draft LHMP (Word Document, PDF)
- Cal OES LHMP Submittal (Word Document, PDF)
- FEMA LHMP Submittal (Word Document, PDF)
- Conditional Approval Pending Adoption Letter from FEMA (PDF)

Task 8. Plan Adoption & Grant Closeout

Upon LHMP approval by Cal OES and FEMA and APA determination, Michael Baker will assist the City Project Management Team with presenting the final LHMP to City Council for adoption. As required by FEMA, the City Council must formally approve the LHMP by resolution within one calendar year of receipt of FEMA APA designation. Michael Baker will also assist the Project Management Team in presenting the LHMP for approval by resolution. A minimum of two Michael Baker staff members will attend the adoption by resolution hearing. Three final hard copies of the final LHMP will be delivered to the City, along with one electronic copy.

Michael Baker will review LHMP content that outlines the City's responsibility for plan maintenance and implementation tracking, ensuring future LHMP compliance. Michael Baker will produce project summaries and assist the City in completing grant closeout documentation before January 28, 2028. This project scope assumes the ultimate responsibility for grant reporting and closeout rests with the City of Fullerton.

Deliverables

- Attendance at one City Council LHMP hearing (two staff members)
- Informational Presentation and handouts (PowerPoint, PDF)
- Formal approval letter from FEMA (PDF)
- One electronic copy LHMP (PDF)
- Three hard copy LHMPs (printed)

C. STRATEGIES TO MITIGATE POTENTIAL DELAYS RELATED TO CAL OES AND FEMA REVIEW

See Task 7 for full details on strategies employed by Michael Baker to mitigate potential delays related to Cal OES and FEMA review processes. Michael Baker capitalizes on personal relationships with plan checkers from Cal OES and FEMA and continues to track updates to state and federal LHMP guidance to ensure full compliance during the plan review process. Michael Baker's success on a recent LHMP approval in under 50 days for the City of San Clemente highlights the effectiveness of Michael Baker's time-tested strategies to mitigate potential delays in the plan approval process through quality control, continuous monitoring, and open lines of communication with our state and federal partners.



D. PLAN FOR STAKEHOLDER AND COMMUNITY ENGAGEMENT

See Task 2 above for full details on Michael Baker's stakeholder and community engagement strategy, including a schedule for required meetings and workshops. Michael Baker offers the following stakeholder and community engagement meeting schedule to gather feedback from City residents and other essential planning partners during the LHMP planning process:

- Stakeholder Meeting #1 – In-Person (Task 2.3)
- Stakeholder Focus Group Meeting Series – In-Person and/or Virtual (Task 2.4)
- Stakeholder Meeting #2 – In-Person (Task 2.5)
- Three Community Education Workshops/Pop-Ups – In-Person (Task 2.6)

Michael Baker incorporates the principles of FEMA's whole community approach in LHMP development by actively utilizing both in-person and virtual opportunities to gather input, with a particular focus on socially vulnerable populations. This approach ensures that hazard mitigation planning is inclusive and considers the needs of all community members. By leveraging comprehensive planning, policy development, and community visioning, Michael Baker helps communities become safer, stronger, and more resilient. Efforts include organizing community meetings, workshops, and virtual forums to facilitate broad participation and ensure that voices from socially vulnerable groups are heard and integrated into the LHMP process. This inclusive strategy not only enhances community resilience but also fosters a sense of ownership and collaboration among all stakeholders.

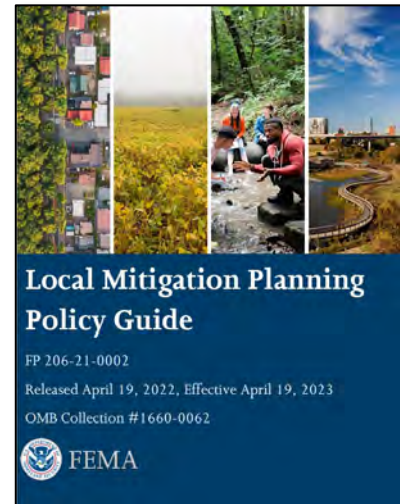
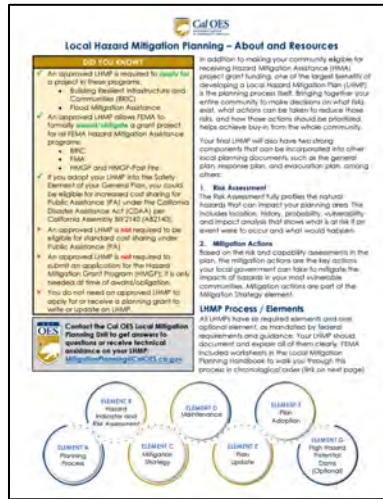
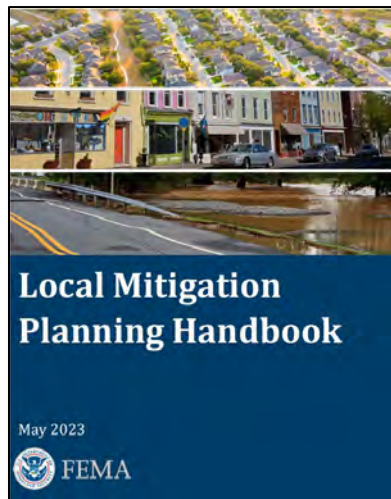
E. PROJECT MANAGEMENT APPROACH

Michael Baker has provided engineering and consulting services for the last 84 years, dating back to our founding in May 1940. Michael Baker International is a leading provider of engineering and consulting services with Practices that encompass all facets of infrastructure, including design, civil engineering, planning, architecture, environmental, construction, and program management. Our company has been a trusted partner to commercial clients, all branches of the military, and federal, state, and municipal governments, providing comprehensive services and solutions. Embracing emerging technologies and the latest innovations – like intelligent transportation and design-build project delivery, Michael Baker is an industry leader that delivers expertise and quality.





Specifically, Michael Baker has provided hazard mitigation services to our clients since 1972. Our multi-risk, multi-hazards approach has helped a multitude of federal, state, and local clients comprehensively plan and prepare for natural disasters, hazardous materials incidents, technological emergencies, internal/external risks, and terrorist threats. We attribute our success to our focus on understanding and meeting our clients' needs most efficiently.



Above are Cal OES and FEMA standards and reference documents that will guide the team's best practices and quality control standards.

As our Project Manager, **Noelle Anderson** has considerable experience managing both local and multi-jurisdictional hazard mitigation plans. Mrs. Anderson will **manage the Scope** by starting with a clear and in-depth understanding of the project and then translating this into a comprehensive work plan, **manage the schedule** by utilizing the resources of our team to meet the project-specific needs and by rigorously holding ourselves to interim milestones so that key delivery dates are met, and **manage the budget** by developing detailed man-hour estimates for each task and vigilantly monitoring weekly timesheets and status reports to determine if there are areas of the project that require extra attention.

Contract Management – Michael Baker has assembled the resources and developed the procedures needed to properly execute this agreement. Members of the Michael Baker Team have worked together extensively in the past, establishing a strong and well-functioning Project Team for this LHMP. Our management approach is to efficiently complete the assignments within budget and on schedule with complete and transparent client coordination.

Managing Project Scope – Communication is the key to managing project scope. Through open communication, documentation of the project goals and objectives in a concept plan, and establishing a clear understanding of project deliverables at the outset, scope creep can be avoided throughout the execution of the project. Should out-of-scope work be requested or identified, the Project Manager will immediately notify the liaison staff in writing prior to performing the task. If approved, a formal technical and price proposal will be prepared and submitted.

Managing Project Costs – After an assignment is received, our Project Manager will establish a budget for the assignment in Michael Baker's Enterprise Resource Planning (Oracle ERP) system. The budget will be broken down as necessary into individual tasks (Work Breakdown Structure – WBS) to better track the expenditures on the assignment. In addition to tracking assignment budgets, the ERP system is used to capture timesheet charges and



produce invoices on a monthly basis for each assignment. ERP has many reports, including the Project Management Report that allows a manager to view weekly updates to project charges against the established budget, see details on all charges, and provide expected budget variances based on calculated percent complete estimates for each task of an assignment. Through this vigilant weekly monitoring of expenditures combined with the monthly senior management Project Status Reviews, adjustments to the work plan can be made rapidly to keep the project on budget.

Managing Project Schedule – The Michael Baker Team's overall effort will be controlled by following a detailed Critical Path Method' schedule driven' Work Plan. By understanding where critical and near-critical activities lie in the schedule (and where activities with substantial float exist), we can dedicate resources toward attacking production activities with the greatest overall schedule efficiency. The schedule will identify the total project duration from receipt of NTP to the submission of the final project deliverables. Major activities, durations, submission dates, required review times, interdependencies, and critical path items will be identified in this schedule. Michael Baker will review and update the project schedule on a regular basis and provide monthly updates with progress reports. When necessary, Michael Baker will develop and provide a recovery plan/schedule if unanticipated factors affect the originally planned project schedule.

Progress Reporting and Invoicing – Progress reports will include a summary of work completed in the previous month, work to be performed, actions/decisions required, and an updated project budget summary for the entire project that indicates the percent of work completed by task and overall. Michael Baker will submit invoices monthly, no later than the 15th of each month (or as requested), and we will comply with Invoicing Procedures.

The success of any project is dependent on clear, concise, and consistent communication between all members of the Project Team. The Michael Baker team will be constructed of planners and engineers that have experience coordinating meetings and maintaining effective communication within the Project Team for analysis and design. Michael Baker's project management philosophy is to deliver high-quality projects that exceed our clients' expectations. While doing so, our approach is to continually strive to develop ways to deliver projects better, cheaper, and faster while adhering to the original goals and objectives.

Quality Control/Assurance Program – Michael Baker has a well-established and standardized company-wide Project and Quality Management Program called *Project Management - The Michael Baker Way*. *Project Management - The Michael Baker Way* serves to clearly define the process for which all projects are managed throughout Michael Baker. The ultimate objective is to improve project performance and product delivery excellence through better organization, tools and methods to monitor budgets, an emphasis on communication, and a structured approach to delivering quality. The key features of *Project Management - The Michael Baker Way* include:



- **Improving project performance** through consistency, organization, and efficiency throughout the entire organization.
- **Defining project management processes** for every project that are consistent yet scalable to appropriately fit the Scope and size of any project.
- **Serving as a one-stop reference** for forms, policies, references, and procedures required to properly manage a project.
- **Leveraging existing best practices** throughout Michael Baker, as well as referencing accepted and established practices from outside sources.



- Providing management tools, procedures, and references at the fingertips of project managers through a user-friendly, intuitive site.



Above are American Planning Association (APA) standards and reference documents including Planning Advisory Service (PAS) Reports that will guide the team's best practices and quality control standards.





4. DEMONSTRATION OF WORK PERFORMANCE

A. STATEMENT OF AVAILABILITY

Michael Baker International is committed to delivering the required services within the proposed timeline. Our team of experienced professionals is dedicated to ensuring that all project milestones are met with the highest standards of quality and efficiency. We have thoroughly reviewed the project requirements and timeline, and we are confident in our ability to allocate the necessary resources to complete the project on schedule. Our track record of successful project completions and our robust project management processes further reinforce our commitment to meeting the proposed deadlines.

Michael Baker is not only committed to completing work within the proposed timeline, but we have demonstrated the ability to significantly expedite projected project timelines. This was most recently evidenced by the approval of the City of San Clemente LHMP, which was approved by Cal OES four weeks ahead of schedule, and FEMA review was expedited to just 17 days.

B. STATEMENT OF RESPONSIBILITY

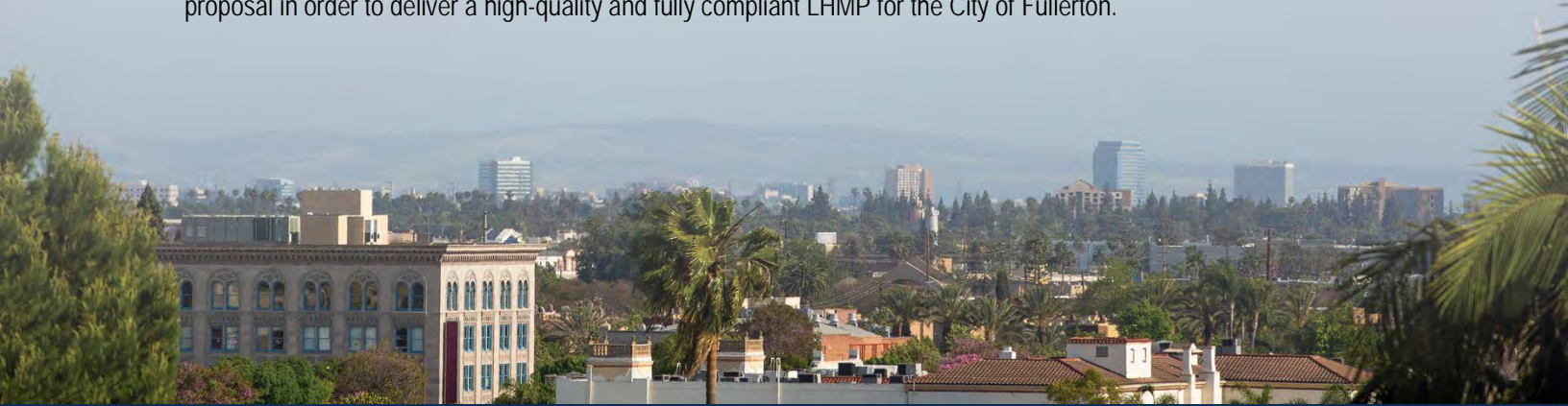
Michael Baker is not proposing the use of subconsultants as part of this scope of work and would accept full responsibility for this contract.

C. WORKLOAD PRIORITIZATION

Michael Baker has a well-established and standardized company-wide Project and Quality Management Program called *Project Management - The Michael Baker Way*. *Project Management - The Michael Baker Way* serves to clearly define the process for which all projects are managed throughout Michael Baker. The ultimate objective is to improve project performance and product delivery excellence through better organization, tools and methods to monitor budgets, an emphasis on communication, and a structured approach to delivering quality. The key features of *Project Management - The Michael Baker Way* include:

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- **Defining project management processes** for every project that are consistent yet scalable to appropriately fit the Scope and size of any project.
- **Serving as a one-stop reference** for forms, policies, references, and procedures required to properly manage a project.
- **Leveraging existing best practices** throughout Michael Baker, as well as referencing accepted and established practices from outside sources.
- **Providing management tools, procedures, and references** at the fingertips of project managers through a user-friendly, intuitive site.

Michael Baker will utilize these key features and best practices to prioritize the workload outlined in the scope of this proposal in order to deliver a high-quality and fully compliant LHMP for the City of Fullerton.





5. REFERENCES

CLIENT INFORMATION	PROJECT INFORMATION	KEY STAFF	FUNDING
Agency: City of Yorba Linda 4845 Casa Loma Avenue Yorba Linda, CA 92886 Point of Contact: Christopher Peña, Emergency Management cpena@yorbalindaca.gov (714) 961-7118	Local Hazard Mitigation Plan (2022-2023) Michael Baker prepared the City of Yorba Linda's first Local Hazard Mitigation Plan. Outcome: Approved 2023	Noelle Anderson Michael Yaffe Casey Marchese Audrey Tamayo	FEMA HMGP grant
Agency: City of San Clemente 910 Calle Negocio San Clemente, CA 92673 Point of Contact: Adam Atamian, Community Development atamiana@san-clemente.org (949) 361-6100	Local Hazard Mitigation Plan (2024-Ongoing) Michael Baker is preparing the Local Hazard Mitigation Plan update for the City of San Clemente. Outcome: In progress.	Noelle Anderson Michael Yaffe Casey Marchese Audrey Tamayo Jake Poland	City General Fund
Agency: City of Seal Beach 911 Seal Beach Blvd Seal Beach, CA 90740 Point of Contact: Brian Gray, Emergency Services Coordinator bgray@sealbeachca.gov (562) 799-4100 x1145	Local Hazard Mitigation Plan (2024-Ongoing) Michael Baker is preparing the Local Hazard Mitigation Plan update for the City of Seal Beach. Outcome: In progress.	Noelle Anderson Michael Yaffe Casey Marchese Audrey Tamayo Jake Poland	FEMA HMGP grant
Agency: City of South Gate 8620 California Avenue South Gate, CA 90280 Point of Contact: Lt. Sergio Camacho scamacho@sogate.org (323) 563-5400	Local Hazard Mitigation Plan (2023-2024) Michael Baker prepared the Local Hazard Mitigation Plan update for the City of South Gate. Outcome: Received FEMA Approval Pending Adoption	Noelle Anderson Michael Yaffe Casey Marchese Audrey Tamayo Jake Poland	City General Fund
Agency: City of Culver City 9770 Culver Boulevard Culver City, CA 90232 Point of Contact: Joe Susca, Senior Management Analyst joe.susca@culvercity.org (310) 253-5636	Multi-Jurisdictional Hazard Mitigation Plan (2023-2024) Michael Baker prepared an update to the Culver City and Culver City Unified School District Multi-Jurisdictional Hazard Mitigation Plan (MJHMP). Outcome: Received FEMA Approval Pending Adoption	Noelle Anderson Michael Yaffe Casey Marchese	FEMA HMGP grant

6. OTHER SERVICES

At Michael Baker, we are dedicated to creating lasting environmental and social impacts through our comprehensive resilience and sustainability services. Our expertise spans all sectors, markets, disciplines, geographies, and project life cycles, whether as part of integrated project and program delivery or as stand-alone services.

Michael Baker provides professional consulting services in the following subject areas that may be beneficial to the City of Fullerton:

RESILIENCE & SUSTAINABILITY

- Applied Technology & Data Analytics
- Architecture
- Building Engineering
- Climate Resilience
- Coastal Engineering
- Communities & Urban Environments
- Construction Management
- Cyber Resilient Buildings & Infrastructure
- Disaster & Emergency Services
- Emissions Reduction Strategies & Net-Zero
- Energy Infrastructure
- Engineering & Design Services
- Environmental Justice & Social Equity
- Federal Buildings, Infrastructure & Installations
- Grant & Financial Services
- Nature-Based Solutions
- Rating & Reporting Systems
- Organizations & Operations
- Planning Services
- Transportation Infrastructure
- Water Resilience & Conservation
- Landscape Architecture

Fee Proposal, Detailed Cost Proposal by Task

	Project Manager	Principal in Charge and QA/QC	Senior Planner	Planner II	Planner I	Total Hours	Total Budget
	\$185	\$250	\$150	\$120	\$110		
1.0 Project Management and Coordination							\$9,150
1.1 Kick-Off Meeting	2	2	4	4		12	\$1,950
1.2 Biweekly Project Coordination and Meeting	16		16	8	8	48	\$7,200
2.0 Community Engagement and Stakeholder Involvement							\$37,090
2.1 Community Survey	2		2	8	8	20	\$2,510
2.2 Web Content and Graphics	2		2		8	12	\$1,550
2.3 Stakeholder Meeting #1 - In-Person	6	2	4	8	12	32	\$4,490
2.4 Stakeholder Focus Group Meetings #1 - #4 - In-Person and Virtual	12		12	16	16	56	\$7,700
2.5 Stakeholder Meeting #2 - In-Person	6	2	4	8	12	32	\$4,490
2.6 Three Community Education Workshops/Pop-Ups - In-Person	30	4	4	40	40	118	\$16,350
3.0 Hazard Identification and Risk Assessment							\$24,340
3.1 Hazard Identification and Profiles	6		10	16	30	62	\$7,830
3.2 Socially Vulnerable Populations Identification and Mapping	2		4	4	8	18	\$2,330
3.3 Hazard Mapping	4		4	4	40	52	\$6,220
3.4 Vulnerability Assessment	4	2	10	16	30	62	\$7,960
4.0 Capability Assessment and Plan Integration							\$1,960
4.1 Capability Assessment			4	4	8	16	\$1,960
5.0 Mitigation Strategy Development							\$16,700
5.1 Update LHMP Goals	2		2	2	2	8	\$1,130
5.2 Develop/Confirm Mitigation Strategies and Actions	2	2	8	8	8	28	\$3,910
5.3 Mitigation Action Prioritization and Matrix	10	2	16	20	28	76	\$10,230
5.4 Monitoring, Implementation and Continued Public Engagement	2		4	2	2	10	\$1,430
6.0 Draft LHMP for Project Management Review							\$23,410
6.1 Prepare Admin Draft LHMP for Project Management Review	6	2	16	30	40	94	\$12,010
6.2 Prepare Public Review Draft LHMP	8	2	10	16	20	56	\$7,600
6.3 Prepare Plan Submittal for Cal OES/FEMA Review	4	2	8	4	8	26	\$3,800
7.0 FEMA & Cal OES Submission							\$2,330
7.1 Obtain Conditional Approval Pending Adoption from FEMA	2		4	4	8	18	\$2,330
8.0 Plan Adoption and Grant Closeout							\$3,280
8.0 Plan Adoption and Grant Closeout	8		12			20	\$3,280
TOTAL HOURS	136	22	160	222	336	876	
LABOR COSTS BY TASK	\$25,160	\$5,500	\$24,000	\$26,640	\$36,960		
						SUBTOTAL	\$118,260
						OTHER DIRECT COSTS (ODC)*	\$3,000
						TOTAL COST	\$121,260

SECTION VII
STATUS OF PAST AND PRESENT CONTRACT FORM

Firm is required to complete and sign the form entitled "Status of Past and Present Contracts" provided in this RFP and submit as part of the proposal. Firm shall list the status of past and present contracts where either the firm has provided services as a prime contractor or a sub-consultant during the past five (5) years and the contract has ended or will end in termination, settlement or litigation. A separate form shall be completed for each contract. If the contract was terminated, list the reason for termination. Firm must also identify and state the status of any litigation, claims or settlement agreements related to any of the identified contracts. If no contract ended in termination, settlement or litigation, a statement to that effect shall be made on this form. Each form must be signed by the firm's confirming that the information provided is true and accurate. *Firm is required to submit a copy of the completed form(s) as part of the electronic proposal submitted in Public Purchase.*

Public Agency city/county/other:	
Contact name:	
Phone:	
Project award date:	
Original Contract Value:	
Term of Contract:	
Status of contract:	
Identify claims/litigation or settlements associated with the contract: Michael Baker International, Inc. (MBI) is a large international firm working on a variety of complex projects at any given point in time. In the normal course of business, MBI occasionally becomes involved in claims and/or litigation, which is not atypical given the work it performs. For a company of its size, with over 80 offices nationwide and close to 4,000 employees, MBI has been involved in relatively few matters that actually proceeded to litigation in the last 5 years. MBI represents that there are no claims and/or litigation, past, pending, or threatened, which may affect MBI's business, financial condition, assets or performance on the Project.	

By signing this Form entitled "Status of Past and Present Contracts," I am affirming that all of the information provided is true and accurate.

Signature Noelle Anderson

Name Noelle Anderson

Date 4/24/2025

Title Project Manager



REVISED WORK PLAN – 6/9/2025

Revised tasks are highlighted below in **yellow**; revised scope language shown in **redline/strikeout**

Task 1. Project Management & Coordination

Task 1.1 Kickoff Meeting (In-Person)

Michael Baker will conduct an in-person kick-off meeting with the Hazard Mitigation Planning Committee (HMPC) to review and refine the proposed scope of work, anticipated project schedule, communications protocol, and deliverables, discuss staff expectations, and have an initial discussion of data needs and the community outreach approach. Michael Baker will lead and facilitate this meeting, including the preparation of meeting agendas, topics of discussion, and meeting minutes. The discussion will focus on the required research and analysis to update the previous LHMP and ensure consistency with FEMA's Local Multi-Hazard Mitigation Planning Guidance published on April 19, 2022. Within ten days of the kick-off meeting, Michael Baker will prepare a meeting summary with project objectives, action items, project schedule, milestones, and anticipated dates for public meetings.

As part of the kick-off meeting, Michael Baker will assist the City Project Management Team with the identification and organization of background resource documents. Applicable resource documents to be identified may include, but are not limited to, the previous LHMP, the existing General Plan/Safety Element, City Emergency Operations Plan, and any other hazard-related assessments.

The City shall provide Michael Baker with GIS facility data, along with any mapped hazard-related data for use in identifying vulnerabilities. At this time, sensitive data shall be identified as confidential and will be excluded from publicly accessible documents. Michael Baker will conduct a comprehensive review of all existing planning documents provided by the City.

Deliverables

- Kick-Off Meeting agenda and summary (electronic)
- Formal schedule (electronic)
- List of data requirements and data review (electronic)

Task 1.2 Biweekly Project Coordination and Meetings

Michael Baker will facilitate virtual biweekly (every other week) project coordination meetings (through Microsoft Teams or similar platform) to maintain ongoing/regular communication with City staff, ~~stakeholders, and other relevant agency partners throughout~~ the process of the LHMP update. ~~It is assumed the Project Manager and Planner II will be responsible for facilitating these coordination calls.~~ Financial and project records will be maintained in accordance with FEMA's HMA requirements and 2 CFR Part 200, where applicable.

Deliverables

- Twenty (20) virtual project coordination meetings through Microsoft Teams or similar
- Meeting agendas, minutes, and other relevant handouts/collateral

Task 2. Community Engagement & Stakeholder Involvement



The community engagement below is recommended as a minimum to meet Cal OES/FEMA requirements for a the LHMP plan update process. Each outreach effort will be thoroughly documented for incorporation into the LHMP Appendix, including meeting presentations, agendas, pictures, and minutes. Additional workshops or focus groups can be added through an additional scope and fee.

Task 2.1 Community Survey

Michael Baker will develop an online survey, compile survey results, and provide a detailed summary of input received. The survey will be provided through SurveyMonkey®. The survey will include multiple-choice questions, ranking/rating scales, and open-ended questions, all specifically designed to inform the LHMP planning process.

Michael Baker will coordinate with the City to make the survey link available on the City's website. The City will be responsible for distributing and promoting the survey through the E-newsletter, email list serves, and/or social media.

Deliverables

- Community Survey Link (Survey Monkey, electronic)
- Community Survey Summary (Word Document, PDF)

Task 2.2 Web Content and Graphics

Online outreach provides a cost-effective means for reaching stakeholders and interested members of the public throughout the process. Michael Baker will assist the City in developing web content and graphics that can be used on the City website or on a webpage that is specifically dedicated to the LHMP. The webpage content will provide information about the LHMP, including the planning process, meeting dates, access to community outreach summaries and draft plan documents when available. Website visitors will have an opportunity to provide input and comment on the LHMP or ask questions. The City will be responsible for disseminating information and updates on the plan process through the webpage and social media.

Deliverables

- Three community outreach graphics, including notices of availability for public review documents (jpeg)
- Webpage text content (Word Document)

Note: The task does not include creating, designing, and maintaining the website. It is assumed that Michael Baker will only supply the website content. If the City would like Michael Baker to create a separate webpage using platforms such as Squarespace, we will provide a separate scope and budget for the added task.

Task 2.3 Stakeholder Meeting #1 – In-Person

Michael Baker will host an in-person meeting and presentation focused on the LHMP update to kick-off the plan development process. Michael Baker will work with the City to identify key stakeholders to participate in the LHMP update process. Recommended stakeholders include internal City of Fullerton staff members (such as representatives from the Police, Fire, Public Works, and Community Development Department) and external stakeholders (neighboring Cities, the school district, County representatives, utility providers, and NGOs such as the Red Cross). In addition, the updated FEMA regulatory guidance requires the stakeholder group to include major employers and organizations that serve vulnerable populations in the City. Michael Baker will conduct desktop research to identify potential organizations/representatives for participation as a stakeholder on the Fullerton LHMP update.



Michael Baker assumes the City will be responsible for inviting stakeholders to participate to each meeting. Michael Baker will introduce hazard mitigation and the process, explain roles and responsibilities, provide a hazard overview, and conduct preliminary stakeholder data collection. This meeting will require two hours of participation.

Deliverables

- Facilitation of one stakeholder meeting via Microsoft Teams or similar platform
- One meeting presentation and content (PowerPoint)
- One agenda (PDF)
- One meeting summary (PDF)

Task 2.4 Stakeholder Focus Group Meetings – In-Person and/or Virtual

The Michael Baker team will facilitate ~~three~~four stakeholder focus group meetings. After Stakeholder Meeting #1, Michael Baker will organize individuals into four small groups for focused discussion regarding the LHMP update. Michael Baker assumes ~~one~~two focused group meetings will occur in-person and two will occur virtually, through Microsoft Teams or similar. In-person focus group conversations could include a mix of City staff members, elected officials, or appointed commissioners. Virtual focus groups will be offered for external entities such as the City's utility providers, local school districts, or regional governmental partners. Virtual outreach often enhances participation from organizations with representatives outside of the City's jurisdiction.

Each focus group meeting will go over the same information and educational content, to solicit input from each stakeholder. Michael Baker will discuss preliminary results of the risk assessment, solicit feedback on critical facilities updates, and develop mitigation actions. Michael Baker will also solicit additional data and resources to the benefit of the Fullerton LHMP. Each focus group will cover similar topics, but tailor questions/content to the specific participants and their professional experience. After the focus group meetings have concluded, Michael Baker will fold input received into the LHMP.

Deliverables

- Facilitation of ~~three~~four focus group meetings via Microsoft Teams or similar platform
- ~~Three~~Four meeting presentations and content (PowerPoint)
- ~~Three~~Four agendas (PDF)
- ~~Three~~Four meeting summaries (PDF)

Task 2.5 Stakeholder Meeting #2 – In-Person

Michael Baker will host a final virtual stakeholder meeting and presentation to discuss the results/findings of each focus group, the content of the LHMP update, prioritize mitigation actions and develop a plan maintenance process. After this meeting has concluded, Michael Baker will distribute a draft LHMP to participating stakeholders for review and comment. Comments will be incorporated into the LHMP, as necessary.

Deliverables

- Facilitation of one stakeholder meeting via Microsoft Teams or similar platform
- One meeting presentation and content (PowerPoint)
- One agenda (PDF)



- One meeting summary (PDF)

Task 2.6 Three Community Education Workshops/Pop-Ups – In Person

Michael Baker will facilitate three (3) community meetings and/or pop-up events to solicit in-person input and educate the public about the LHMP update process. Our team will work with the City Project Management Team to identify the appropriate method, location, and timing to maximize input from the community. Our team has successfully co-located pop-up booths in other communities at farmer's markets, free summer concerts/movies, or other special events such as National Night Out.

A minimum of two Michael Baker staff members will attend. Michael Baker will design one promotional piece to publicize the opportunity to participate per event. The promotional piece will be provided to the City for review, and one round of revisions is assumed. The promotional piece will be provided in English language. The City will be responsible for the dissemination of the promotional piece through the City's website, social media platform, newsletters, printed mailings, or other methods. All outreach activities will be thoroughly documented within a Public Outreach Log with sign-in sheets, summaries, and pictures, for incorporation into the LHMP per Cal OES and FEMA requirements.

Deliverables

- Facilitation of three community workshop.
- Three meeting presentations and content (including activity-based opportunities to solicit input)
- One agenda (PDF)
- One sign-in sheet (PDF)
- One meeting summary (PDF)

Task 2.6 Three Community Education Pop-Ups Materials Production and FacilitationThree Community Education Workshops/Pop-Ups – In Person

The Michael Baker team will work with the City to identify three locations or events to facilitate a pop-up booth, with the objective of educating the public about the hazard mitigation planning process. The Michael Baker team will develop content (including interactive activities, boards, flyers and other equipment) for each pop-up booth. It is anticipated that each pop-up booth will largely use the same approach and activities to receive feedback. Our team has successfully co-located pop-up booths at farmer's markets, free summer concerts/movies, or other special events, and regularly interacts with over 200 booth attendees within a three-to-four-hour period at a pop-up booth.

For all three pop-up booths, the Project Manager and Planner II will facilitate the outreach event and manage the booth. Our team welcomes, but does not require, participation from City staff while facilitating the pop-up booth. Each event is anticipated to involve three to four hours of tabling with thirty minutes of set up and breakdown, for a maximum amount of six hours of labor per person, per event. Handouts and outreach content can be translated into Spanish for use during the pop-up booth. The Michael Baker team will also be responsible for all outreach documentation (including pictures, summaries and other feedback) for inclusion and consideration into the LHMP update.

This scope also notes that there may be cost efficiencies identified by coordinating community outreach on other deliverables the City is concurrently preparing; the Michael Baker team will work with the City at project kick-off to identify other cost-saving opportunities on community outreach efforts.



Michael Baker will facilitate three (3) community meetings and/or pop-up events to solicit in-person input and educate the public about the LHMP update process. Our team will work with the City Project Management Team to identify the appropriate method, location, and timing to maximize input from the community. Our team has successfully co-located pop-up booths in other communities at farmer's markets, free summer concerts/movies, or other special events such as National Night Out.

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Deliverables

- Facilitation of three community workshop.
- Onemeeting production and content for use in three pop-up booth events (including activity-based opportunities to solicit input)
- Two (2) Michael Baker staff members to facilitate three (3) pop-up booths
- One agenda (PDF)
- One sign-in sheet (PDF)
- One meeting summary (PDF)

Task 3. Hazard Identification & Risk Assessment

The purpose of the hazard identification and risk assessment update is to account for changed vulnerabilities of identified natural and human-caused hazards, including climate change. Results from the risk assessment will form the foundation for mitigation strategy updates. Michael Baker will conduct the risk assessment update step-by-step, beginning with development of hazard profiles, and concluding with an analysis of vulnerabilities. Existing plans and datasets including previously mentioned City resource documents, the FEMA National Risk Index, Cal OES hazard data, local climate and vulnerability assessments, and historical hazard data will be reviewed and analyzed during this process, as applicable.

Task 3.1 Hazard Identification and Profiles

Michael Baker will prepare hazard profiles updates, based on input received by the Project Management team and LHMP stakeholders. Each profile will include a definition of the hazard, location and extent of past occurrences, the probability of future occurrences, and climate change considerations, as appropriate. Preparation of the hazard profiles and risk assessment will include GIS mapping of relevant hazards (those that can be mapped in Task 3.3, below) and analysis to determine areas of potential susceptibility within the planning area.

Michael Baker takes a unique approach to profiling and incorporating climate change into the LHMP. In recognizing that many natural hazards (flood, drought, etc.) are closely related to climate change, Michael Baker integrates an in-depth analysis of this correlation on a hazard-by-hazard basis. The climate change impacts will focus on localized hazards to the planning area rather than the global impacts. This prevents redundancy in the LHMP and allows for all potential impacts and/or vulnerabilities to be evaluated with consideration for climate change.



Deliverables

- Maximum of sixteen (16) Hazard Profiles, including description, location, extent, previous occurrences, and probabilities of future occurrences (electronic)

Task 3.2 Socially Vulnerable Populations Identification and Mapping

Michael Baker will utilize publicly accessible social vulnerability data resources to identify disadvantaged communities within the City. Our team anticipates using the following resources to evaluate social vulnerability:

- Centers for Disease Control and Prevention Social Vulnerability Index (SVI)
- CalEnviroScreen 4.0 Environmental Justice Index
- California Senate Bill 535 Disadvantaged Communities Index

Deliverables

- Socially Vulnerable Populations Profile, including one (1) exhibit.

Task 3.3 Hazard Mapping

Michael Baker will prepare updated GIS base maps and develop hazard mapping to support the hazard profiles. Location-based hazard data will be captured in a GIS database compatible with the City's systems. The Michael Baker team will work with the City to identify available GIS data and determine accuracy and appropriateness for hazard profiling. Current and newly created (as needed) data will be used to develop mapping products to illustrate location, extent, severity, and other information for potential hazards within the service area. The preparation of maps will be concurrent with the development of hazard profiles. Michael Baker's standard approach to hazard profiles, mapping, and trend identification is sufficient to satisfy the requirements set forth in California SB 379.

Concurrent with preparation of the hazard maps, Michael Baker will assist the City in updating the critical facilities list as part of the risk assessment. For purposes of the LHMP, critical facilities will focus on community lifelines, such as essential public buildings and infrastructure that support the basic livelihood of citizens and businesses. While critical facilities will be shown in map form, a separate list will be updated for inclusion in the LHMP; preparation of this list is a vital component of the hazard mitigation planning process. Information needed from the City includes building and content valuation to assist with the quantification of potential losses.

Deliverables

- Maximum of ten (10) hazard maps utilizing publicly available data resources.

Task 3.4 Vulnerability Assessment

Upon completion of the hazard profiles, Michael Baker will prepare an updated vulnerability assessment, using the approved critical facilities list and hazard profiles. The vulnerability assessment will consist of an analysis overlaying these two data sets and identifying the facilities that are vulnerable to the profiled hazards. The vulnerability assessment will include the following, based on data availability:

- Types/numbers of buildings, infrastructure, and critical facilities located within identified hazard areas.



- An inventory of all repetitive flood loss structures, as defined by FEMA, if applicable.
- Description of land uses and development trends to advise future land use decisions.

The results will be presented in tables identifying facilities/infrastructure and relevant hazards most likely to affect these facilities. Exhibit maps will correspond to this latest information. Upon completion, both the hazard profiles and vulnerability assessment will be presented to LHMP Project Management Team and stakeholders for review and comment.

In addition, Michael Baker will evaluate the impacts of natural hazards to vulnerable populations. The impacts of natural hazards to vulnerable populations, including those that are reliant on others for their wellbeing, such as young children, individuals with disabilities, individuals dependent on medical equipment, individuals with impaired mobility, as well as people with low socioeconomic levels. Age, socioeconomic status, access to services, physical and mental conditions, and other conditions affect the ability to respond to a natural disaster or man-made hazard event. Michael Baker will conduct a thorough analysis of vulnerable populations within the planning area to better inform mitigation actions directed at increasing capabilities and capacities to assist or respond during a disaster incident. This task also involves HAZUS modeling and loss estimation for one earthquake scenario, utilizing critical facilities and establishing loss estimations. This scope includes working with the client to develop assumptions on earthquake magnitude and epicenter based on historical earthquakes that could affect the planning area.

~~This task also involves HAZUS modeling and loss estimation for one flood scenario and one earthquake scenario, utilizing critical facilities and relevant flood depth maps (if available). This task excludes HAZUS modeling for hurricane and tsunami hazards, as Fullerton experiences limited risk/vulnerability to hurricanes and tsunamis.~~

- Maximum of sixteen (16) vulnerability assessment findings and summaries.
- ~~HAZUS modeling for one flood scenario.~~
- HAZUS modeling for one earthquake scenario.

Task 4. Capability Assessment & Plan Integration

Task 4.1 Capability Assessment

Michael Baker will prepare the policy and process changes through the FEMA required capabilities assessment. A capabilities assessment is a comprehensive review of all the various policies, plans, programs, and procedures that assist in hazard mitigation activities, such as the City General Plan/Specific Plan, Emergency Operations Plan, General Plan Safety Element (in compliance with California AB 2140), regional and state-level mitigation frameworks, resilience studies and/or vulnerability assessments, and other relevant FEMA deliverables. This section provides an understanding of the capabilities and tools currently available to Fullerton, as well as local, state, and federal agencies that contribute to hazards reduction. Opportunities for enhancing hazard mitigation efforts will be considered as part of the capability assessment, which may be reflected in new mitigation actions as part of the LHMP update. The LHMP stakeholders will help identify updated capabilities to inform the updated planning process.

Deliverables

- Capabilities Assessment (electronic)

Task 5. Mitigation Strategy Development



Drawing on the hazard identification, analysis, and assessment of vulnerability and capabilities in the community, the Michael Baker team will prepare a mitigation action strategy for Fullerton. The team will engage the LHMP stakeholders and City staff in development and review of goals and mitigation actions. Previous actions will be reviewed, and a determination will be made on which actions are modified, removed, and retained.

Task 5.1 Update LHMP Goals

Working with the LHMP stakeholders, goals will be updated to ensure adequate communication of desired end states and provide a foundation for meaningful hazard mitigation actions. Goals will define the long-term outcomes the City would like to achieve with the LHMP.

Task 5.2 Develop/Confirm Mitigation Strategies and Actions

The Michael Baker team will develop a comprehensive range of potential mitigation actions and mitigation action updates that will reduce the impacts of each profiled hazard. Mitigation actions will be developed with consideration for potential future state or federal funding through capital improvement bond programs and/or mitigation grant programs. Based on FEMA guidance, mitigation actions and projects refer to hazard mitigation action, activity, process, or physical project designated to reduce or eliminate the long-term risks from hazards. Mitigation actions are intended to reduce risk to existing buildings and infrastructure, as well as limit any risk to new development and redevelopment.

Task 5.3 Mitigation Action Prioritization and Matrix

Michael Baker will develop mitigation actions based upon discussions and feedback from the City and LHMP stakeholders. Michael Baker will develop a process to prioritize identified mitigation actions, such as consideration of the following:

- Social acceptance of the mitigation action
- Technical feasibility of the mitigation action
- Administrative staffing, funding, and maintenance required for the mitigation action
- Political acceptability of the mitigation action
- Legal authority to implement the mitigation action or other legal concerns
- Economic benefit of the mitigation action (including cost effectiveness)
- Environmental impact of the mitigation action

Mitigation strategy prioritization and implementation will be discussed as part of the LHMP Project Team meeting. Michael Baker will work with the LHMP Project Team to identify the following information as part of the mitigation actions table:

- Responsible Department(s): The agency/department which will be responsible for the action identified.
- Potential Funding Source: Sources of future funding that can be used to implement the action.
- Priority: General priority of the action (high, medium, low), based on team input.
- Relative Cost: The relative cost to implement the action, based on cost categories determined by the LHMP Project Team.

Mitigation actions without internal City funding sources will be marked and brought to the attention of the Project Management team. The Michael Baker team of public finance experts will review mitigation actions to identify appropriate funding resources, including grants, bonds, or low interest loans. Identified grants will not be limited to Cal



OES/FEMA programs, but will evaluate the comprehensive suite of local, state, and federal funding options available to the City of Seal Beach. The timing, availability, and competitiveness of each funding resource will be evaluated to inform mitigation action prioritization. Additionally, vulnerable populations and climate resilience considerations will be included as part of this prioritization process.

Deliverables

- Hazard Mitigation Goals (Word Document)
- Develop Mitigation Strategies and Actions (Word Document)
- Mitigation Action Prioritization and Matrix (Word Document)

Task 5.4 Monitoring, Implementation and Continued Public Engagement

Michael Baker will update the current plan maintenance process, including how the City will monitor, evaluate, implement, and update the LHMP. Michael Baker will prepare a chapter that identifies the process to ensure the plan is implemented and maintained over the five-year plan period. The chapter will also describe how the mitigation plan elements will be incorporated into other planning mechanisms, as well as how the public will continue to remain involved throughout the future planning process.

Deliverables

- Plan Maintenance and Monitoring Process (Word Document)
- Continued Public Involvement Strategy (Word Document)

Task 6. Draft LHMP Development & Internal Review

Task 6.1 Prepare Admin Draft LHMP For Project Management Review

Upon completion of the preceding tasks, Michael Baker will compile the information into an electronic administrative draft version of the LHMP. The Plan will include all required components, clearly responding to state and federal guidance for hazard mitigation plans (including Cal OES and FEMA's Local Mitigation Planning Policy Guide/Handbook), including documentation of the planning process. The City will be responsible for collecting and providing LHMP Project Team comments to Michael Baker at the end of the review period. Then, LHMP Project Team comments (as applicable) will be incorporated to prepare an updated public review draft document.

Task 6.2 Prepare Public Review Draft LHMP

Michael Baker will incorporate one consolidated set of comments/revisions on the administrative draft version of the LHMP and prepare the public review draft LHMP. The draft document will be made available to the public for any comment and feedback to be incorporated into the LHMP prior to submitting to Cal OES and FEMA for review. The public review draft LHMP will also be distributed to relevant City commissions and City Council for comment. Michael Baker anticipates a minimum 14-day review period but can extend based on City preferences.

Task 7. FEMA & Cal OES Submission & Revisions

After the public review period has concluded, Michael Baker will initiate the Cal OES/FEMA review process for LHMP approval. This process requires draft plan submittal to Cal OES/FEMA prior to adoption by the local jurisdiction. As such, Michael Baker will compile all comments received on the public review draft LHMP for inclusion as an appendix item and revise the LHMP, as necessary. The LHMP will then be submitted to Cal OES for initial review; the Michael



Baker team will address any comments/concerns/Requests for Information (RFIs) from Cal OES before the final LHMP is submitted to FEMA for formal review. Michael Baker will also prepare the FEMA Hazard Mitigation Plan Review Tool that will accompany the Cal OES and FEMA submission.

Task 7.1 Obtain Conditional Approval Pending Adoption from FEMA

If comments are provided by Cal OES and/or FEMA, requiring plan revisions, the Michael Baker team will revise the LHMP prior to adoption by the City. In the past, Michael Baker has successfully completed plans that did not require revisions or required only minor revisions by FEMA prior to adoption, which is our goal for the Fullerton LHMP. As Michael Baker continues to track state and federal regulatory updates to LHMP requirements, Michael Baker continues to employ time-tested strategies to avoid delays in the plan check review process. Michael Baker's personal relationships with Cal OES plan checkers, who assist in advancing review with FEMA, serve as the foundation for the Michael Baker's high quality LHMPs that often experience expedited review periods. The last LHMP that Michael Baker produced, in coordination with the City of San Clemente, was approved in under 50 days. This efficient approval timeframe saved the client approximately four weeks in schedule (compared to the estimated 90-day review period), and FEMA approval was then expedited in only 17 days. Michael Baker continues to maintain these relationships and track changes to LHMP guidance to ensure our LHMPs continue to be high quality, efficiently approved, and in full compliance with state and federal guidance.

If revisions are necessary, Michael Baker will work with Cal OES and FEMA and perform all necessary follow-up tasks to ensure an "approvable pending adoption" (APA) determination.

Deliverables

- Administrative Draft LHMP (Word Document, PDF)
- Public Review Draft LHMP (Word Document, PDF)
- Cal OES LHMP Submittal (Word Document, PDF)
- FEMA LHMP Submittal (Word Document, PDF)
- Conditional Approval Pending Adoption Letter from FEMA (PDF)

Task 8. Plan Adoption & Grant Closeout

Upon LHMP approval by Cal OES and FEMA and APA determination, Michael Baker will assist the City Project Management Team with presenting the final LHMP to City Council for adoption. As required by FEMA, the City Council must formally approve the LHMP by resolution within one calendar year of receipt of FEMA APA designation. Michael Baker will also assist the Project Management Team in presenting the LHMP for approval by resolution. A minimum of two Michael Baker staff members will attend the adoption by resolution hearing. Three final hard copies of the final LHMP will be delivered to the City, along with one electronic copy.

Michael Baker will review LHMP content that outlines the City's responsibility for plan maintenance and implementation tracking, ensuring future LHMP compliance. Michael Baker will produce project summaries and assist the City in completing grant closeout documentation before January 28, 2028. This project scope assumes the ultimate responsibility for grant reporting and closeout rests with the City of Fullerton.

Deliverables

- Attendance at one City Council LHMP hearing (two staff members)



- Informational Presentation and handouts (PowerPoint, PDF)
- Formal approval letter from FEMA (PDF)
- One electronic copy LHMP (PDF)
- Three hard copy LHMPs (printed)

Fee Proposal, Detailed Cost Proposal by Task - 6/9/2025

	Project Manager	Principal in Charge and QA/QC	Senior Planner	Planner II	Planner I	Total Hours	Total Budget
	\$185	\$250	\$150	\$120	\$110		
1.0 Project Management and Coordination							\$6,830
1.1 Kick-Off Meeting	2	2	4	4		12	\$1,950
1.2 Biweekly Project Coordination and Meeting	16			16		32	\$4,880
2.0 Community Engagement and Stakeholder Involvement							\$27,090
2.1 Community Survey	2		2	8	8	20	\$2,510
2.2 Web Content and Graphics	2		2		8	12	\$1,550
2.3 Stakeholder Meeting #1 - In-Person	6	2	4	8	12	32	\$4,490
2.4 Stakeholder Focus Group Meetings #1 - #3 - In-Person and Virtual	9		9	12	12	42	\$5,775
2.5 Stakeholder Meeting #2 - In-Person	6	2	4	8	12	32	\$4,490
2.6 Community Outreach Pop-Up Event	21			32	5	58	\$8,275
3.0 Hazard Identification and Risk Assessment							\$22,660
3.1 Hazard Identification and Profiles	6		10	16	30	62	\$7,830
3.2 Socially Vulnerable Populations Identification and Mapping	2		4	4	8	18	\$2,330
3.3 Hazard Mapping	4		4	4	40	52	\$6,220
3.4 Vulnerability Assessment	4	2	4	4	36	50	\$6,280
4.0 Capability Assessment and Plan Integration							\$1,960
4.1 Capability Assessment			4	4	8	16	\$1,960
5.0 Mitigation Strategy Development							\$16,700
5.1 Update LHMP Goals	2		2	2	2	8	\$1,130
5.2 Develop/Confirm Mitigation Strategies and Actions	2	2	8	8	8	28	\$3,910
5.3 Mitigation Action Prioritization and Matrix	10	2	16	20	28	76	\$10,230
5.4 Monitoring, Implementation and Continued Public Engagement	2		4	2	2	10	\$1,430
6.0 Draft LHMP for Project Management Review							\$23,410
6.1 Prepare Admin Draft LHMP for Project Management Review	6	2	16	30	40	94	\$12,010
6.2 Prepare Public Review Draft LHMP	8	2	10	16	20	56	\$7,600
6.3 Prepare Plan Submittal for Cal OES/FEMA Review	4	2	8	4	8	26	\$3,800
7.0 FEMA & Cal OES Submission							\$2,330
7.1 Obtain Conditional Approval Pending Adoption from FEMA	2		4	4	8	18	\$2,330
8.0 Plan Adoption and Grant Closeout							\$4,520
8.0 Plan Adoption and Grant Closeout	8		8	8	8	32	\$4,520
TOTAL HOURS	124	18	127	214	303	786	
LABOR COSTS BY TASK	\$22,940	\$4,500	\$19,050	\$25,680	\$33,330		
						SUBTOTAL	\$105,500
						OTHER DIRECT COSTS (ODC)*	\$1,500
						TOTAL COST	\$107,000