

# PROPOSAL FOR DISASTER PREPAREDNESS PLANNING SERVICES, CITY OF SWEET HOME, OREGON



December 21, 2021

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**SAMPLE CERTIFICATE OF LIABILITY INSURANCE**

## I. COVER LETTER

December 21, 2021

Subject: City of Sweet Home, Oregon, Request for Proposals for Disaster Preparedness Planning Services  
Ray Towry, City Manager  
3225 Main St  
Sweet Home, OR 97124  
Email: [rtowry@sweethomeor.gov](mailto:rtowry@sweethomeor.gov)

Dear Mr. Towry:

WSP USA Solutions Inc. (WSP) and Organizational Quality Associates (OQA) are pleased to submit this proposal in response to the City of Sweet Home and six planning partners' request for Disaster Preparedness Planning Services. We have worked with regional communities throughout Oregon to develop and implement resource-based disaster preparedness plans that leverage strong “can-do” attitudes. While the key deliverables will be an Emergency Operations Center (EOC) Quick Start Guide Template and a Mutual Aid Recommendations Report, we understand that a guiding principle of this initiative is to facilitate a planning process that fosters interagency collaboration for disaster preparedness. Our proposed Team is ready to support the City and its partners throughout the process, here are three ways our team is primed to do so:

**Real World Experience.** Our Team members bring a combined 141 years of on-the-ground emergency management experience, from establishing EOCs and mutual aid agreements, to logistics and resourcing, to planning and exercising. We will facilitate a planning process and develop deliverables leveraging lessons learned and best practices from this experience to right-size and ground-truth our approach.

**Local Expertise in Disaster Preparedness Planning.** We are based in Oregon and Washington and have successfully collaborated with rural emergency management practitioners to develop, implement, and test plans. Our Team has and continues to work with Polk County to update their Emergency Operations Plan, the City of Eugene and their planning partners throughout Lane County to build emergency fuels preparedness capacity, and the Benton-Corvallis Integrated EOP, to name a few.

**The Right Team.** WSP and OQA both bring expertise developing and facilitating emergency preparedness working groups with jurisdictions and special districts in Oregon and elsewhere. Having knowledgeable facilitators familiar with the planning context and emergency management is essential to generating buy-in from stakeholders representing independent organizations, ensuring lasting results.

By the Numbers	
141	Years of emergency management experience
177	Number of emergency management projects supported
23	Number of EOC responses and exercises supported

### DESCRIPTION OF PROPOSERS

**WSP Firm’s Qualifications:** WSP USA Solutions Inc (WSP), founded in New York in 1885, offers a global scale of multidisciplinary services combined with local knowledge of the communities in which we live and work. We provide a local firm’s specialized expertise and responsiveness with global resources and capabilities to deliver complex projects, large or small, successfully. Since 1970, WSP has collaborated with clients to develop technically sound, science-based solutions to the leading environmental challenges of our time. WSP is dedicated to serving local communities; we are emergency and mitigation planners, technical experts, and strategic advisors. WSP develops actionable plans and designs lasting solutions for local governments, tribes, states, and federal agencies. With more than 10,000 employees in 150 offices across the United States, we partner with our clients to help communities prosper.

**OQA's Qualifications:** WSP maintains a longstanding and valued partnership with OQA and has engaged them as our sole subcontractor for support in delivering the desired services. OQA brings WSP and the City extensive experience as local educators and responders in the all-hazard emergency management community, including delivering ICS and emergency management training, EOPs, and exercises. The OQA team serves as members and leaders of Type 1 and 2 Incident Management Teams (IMT), National Area Command Teams, Regional and National Multi Agency Coordination Groups (MAC Groups), EOC staff and Directors. OQA brings direct experience working with Federal, State, and Local government to develop all-hazard, including emergency response plans, training plans and ICS organizations. They have held significant local, regional, and national leadership positions in emergency management providing for a direct relationship to the work products OQA provides. Their associates offer years of experience leading and managing the response to the nation's most significant disasters, including, but not limited to hurricanes, the World Trade Center, the APHIS END incident, the Space Shuttle Columbia Disaster, pandemic disease responses, and numerous catastrophic wildfires.

### **MEETING MINIMUM QUALIFICATIONS STATED IN SECTION 3.3**

WSP possesses the required 5 years' experience with regional, local, and tribal emergency planning and/or facilitating multi-agency projects. Our firm is in good legal standing in Oregon, and in our home state of New York (no bankruptcy, fraud, or illegal activities for the last 10 years) and can furnish insurance coverage as specified in Section 7 of the contract form (see attached sample certificate from WSP's insurer).

### **COBID OWNERSHIP STATUS AND EMPLOYMENT PRACTICES**

WSP is a large business and as such holds no COBID registration. However, we know the state manages socio-economic programs for business inclusion and diversity, promoting opportunities for disadvantaged business enterprises, minority-owned businesses, woman-owned businesses, businesses owned by service-disabled veterans and emerging small businesses. These inclusive practices are common to many of our commercial and government clients, and WSP maintains an extensive database of such qualified firms, as well as employing a full-time in-house small and disadvantaged business participation coordinator to ensure we meet these goals on each project.

### **EMPLOYMENT NONDISCRIMINATION**

**Equal Opportunity Employer.** WSP and OQA are "equal opportunity employers," willing to comply with all applicable provisions of the Civil Rights Act of 1964 as amended by the Equal Opportunity Act of 1972 (See 42 USC 2000) and regulations thereunder (See 42 CFR Parts 60 and 60-1).

**Equity, Diversity, and Inclusion.** WSP and OQA support Diversity, Equity, and Inclusion (DEI) initiatives to ensure the needs and interests of BIPOC (Black, Indigenous, People of Color) and other under-represented groups are prioritized. WSP and OQA are committed to delivering equitable outcomes throughout the City's programs, budgets, decision-making, and service delivery. As large firms with deep-rooted experience and investment in the local communities we serve, WSP and OQA recognize the value of a diverse, equitable, and inclusive workforce and regularly provides internal training to all staff to address diversity and inclusion.

Kind Regards,



Trevor Clifford, Project Manager and Practice Lead – Resilient Communities

Email: [Trevor.Clifford@WSP.com](mailto:Trevor.Clifford@WSP.com)

TEL.: 503-806-9163

WSP USA SOLUTIONS INC. (TAX ID: 13-3622704)

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## II. PROJECT APPROACH & METHODOLOGY

### 1. Project Management

WSP takes a consistent, proven approach to developing emergency response plans to ensure we take advantage of every opportunity for collaboration and mutual success. That approach is summarized here.

#### Activity 1.1 Project Kickoff Meeting



Upon notification of selection, our Project Manager and key members of the Project Team will hold a kick-off meeting with the City of Sweet Home Project Lead and key Planning Partners to discuss the project expectations, objectives, methodology, schedule, and deliverables. During the kick-off meeting, we would request that the City establish a list of Planning Partner representatives; this will provide sufficient time to reach out to the participants before the first workshop.

#### Activity 1.2 Written Work Plan



At the core of our approach to Project Management is the Written Work Plan or Project Management Plan (PMP) that we will submit to City of Sweet Home's Project Lead within 10 days of receiving the Notice of Award. The PMP establishes timelines for drafting and finalizing deliverables and facilitating quality assurance and control. It also helps maintain clear lines of communication, outlines the budget and schedule controls for the project, and establishes the processes for reporting project status and progress. Our PMP is fluid and is updated as the project and needs of the project develop.

#### Activity 1.3 Regular Communication



Clear communication is an essential component of project management and overall project success. Our project team is responsive and dedicated to maintaining frequent and open communication with City of Sweet Home's Project Lead to ensure goals and objectives are achieved and deliverables are provided on time and within budget. Our Portland-based Project Manager, Trevor Clifford, will manage the workflow and coordinate with City of Sweet Home and its jurisdictions to provide on-time, high-quality deliverables.

#### Activity 1.4 Monthly Project Management Check-in Meetings



Within the first two weeks of the contract signature, our Project Manager will schedule recurring, monthly project management check-in meetings with the City of Sweet Home Project Lead. At the discretion of the City of Sweet Home Project Lead, these meetings can be adapted to occur on an as-needed basis. These meetings aim to review the status of the tasks outlined in the PMP, identifying opportunities to adapt to evolving project needs.

#### Activity 1.5 Project Status Reporting



WSP will provide Monthly Project Invoices including a Monthly Status Report that is a polished document meeting any grant-reporting requirements. The Monthly Status Report will be submitted with the monthly invoice by the 10<sup>th</sup> of each month. The report documents activities completed in the prior month and scheduled activities for the next performance period. We will also report any project delays or issues and the corrective actions to address each identified current or foreseeable problem, including:

- A summary of project progress, meetings attended, and stakeholder outreach efforts.
- Detailed descriptions of work performed, and tasks and subtasks completed during the invoice period.
- 30-day look-ahead schedule and schedule tracking narrative.
- Areas of significant risk, including status and any actions taken.
- Recommendations for addressing challenges and resolutions that occurred.

### Task 1 Deliverables

Deliverable	Assumption(s)	Responsible Party
Project Kick-off Meeting	City of Sweet Home Project Lead and colleagues to attend kick-off meeting to discuss project timeline, jurisdictional stakeholder engagement, data call, and document request for review.	WSP, City of Sweet Home
Monthly PM Check-in Meetings	City of Sweet Home Project Lead and WSP Project Manager.	WSP, City of Sweet Home
Monthly Progress Report and Invoice	WSP's Project Manager will provide monthly progress reports and invoices.	WSP
Establish File Sharing Platform	To be determined during kickoff call with City of Sweet Home Project Manager	WSP

## 2. Stakeholder Engagement

We understand that the six parties represented within the scope of work have executed an Inter-governmental Agreement to complete this project. Each party has designated a representative to participate; however, the primary point of contact from the City of Sweet Home will coordinate services for the contract. All workshops will be Teams-based (remote).

### Workshop 1 – Project Kickoff and Data Call

In Workshop 1, we will conduct introductions between the Planning Partner representatives and our project team, present our methodology for the project, provide our document request with guidance on how to submit those documents to our team, and establish the project timeline.

### Workshop 2 – Proof of Concept to Validate Draft Deliverables

In Workshop 2, we will review any gaps in documents and materials that may have been requested during the kick-off meeting. This will include, but not be limited to, a discussion of After-Action Reviews for the 2020-21 wildfires to understand the areas of sustainment, improvements, and specific difficulties that were faced in EOC establishment during that time; known capabilities and service gaps; and response assets and resources. In preparation for the Mutual Aide Recommendations report, we will discuss current and potential partners for Mutual Aid agreements, engaging the Planning Partners to identify interoperability questions, concerns, and suggestions.

### Task 2 Deliverables

Deliverable	Assumption(s)	Responsible Party
Document Collection and Review	WSP will request related plans from the City and its Planning Partners	WSP, City of Sweet Home
Develop the EOC Quick Start Guide Template Draft	WSP will use the data from the document review and Workshop 1 to develop the Guide Draft	WSP

## 3. The EOC Quick Start Guide Template

### Activity 3.1 Document Collection and Review

Our Team will request related plans and procedures from the City and its Planning Partners as discussed in stakeholder engagement, Workshop 1. These documents will include those identified in the Request for Proposals as well as other documents, such as After-Action Reports, that may play an integral part in developing the Quick Start Guide Template.

To ensure that the Guide is a functional document, we must consider existing plans throughout the project planning processes. In addition to the plans identified in the Request for Proposals, our project team will analyze other documents which include, but are not limited to the following:

- **Strategic Documents:** County, Local, and Organizational Strategic Plans that are designed with risk reduction in mind; our team will ensure we align with policy-level decisions as well as maintain the planning desires of the Planning Partners.
- **Additional Documents:** County, Local, and Organizational Emergency Plans and Programs. County and Local Emergency Operations Plans, Emergency Communication Plans, Standard Operating Procedures, Community wildfire Protection Plans, Mutual Aid Agreements, and After-Action Reports.

### Activity 3.2 Develop the Emergency Operations Center Quick Start Guide Template

Because our project team is composed of members with varying and expansive EOC experience, we will not be approaching this task with a single lens. By combining the experience of WSP and OQA into a dynamic project team, we will meet your challenges with multiple outlooks, expanded knowledge of resources, and a blended approach to resolution.

We understand each of the elements that have been identified for the guide and will leverage our experience in related planning projects to adapt to your needs. For example, our Team has and continues to work with rural communities throughout Oregon, Washington, and California on preparedness for the Cascadia Subduction Zone, wildfires, floods, COVID and emergency fuels planning. Our team is familiar with Oregon Water/Wastewater Agency Response Network (ORWARN) and we have conducted projects that include coordination with multiple agencies and departments to conduct resource typing availability and gaps. Our team is accustomed to multi-agency and multi-organization planning for communities with limited funding sources, and trained State of Idaho Department of Homeland security, Skagit and Walla Walla Counties (WA) emergency coordination and response personnel in development of multiagency EOC operational guides, including position-specific checklists for implementation efficiencies.

WSP and OQA have developed Emergency Support Function (ESF) quick sheets that meet the needs of our clients for emergency operations plans, as well as for incident response. Your completed Quick Start Guide Template will be a usable document that, like emergency response, is flexible and adaptable for incident sizes while allowing for multi- or single-agency response and includes accessible materials like quick sheets.

### Task 3 Deliverables

Deliverable	Assumption(s)	Responsible Party
Document Collection and Review	WSP will review requested related plans from the City and its Planning Partners	WSP, City of Sweet Home
Develop the EOC Quick Start Guide Template Draft	WSP will use the data from the document review and Workshops 1 & 2 to develop the Guide Draft	WSP
EOC Quick Start Guide Template	WSP will provide final materials in digital format	WSP

## 4. Mutual Aid Recommendations Report

Our Recommendation Report will outline how the City will go about the process to ensure they establish inter-operable agreements and will identify specific agreements that would cover gaps identified through review of current agreements in Workshop 2. Based on the RFP request, this document would not only be inclusive of Mutual Aid recommendations but would cover other needed recommendations as outlined below.

**Activity 4.1 Develop the Mutual Aid Recommendations Report Draft**

Our team will prescribe a system and measures to promote ownership and ensure the Mutual Aid Recommendations are active and adaptable. Examples include:

- A strategy for continued community/response agency engagement that City of Sweet Home can take to its planning partners during regular jurisdictional meetings.
- Steering Committee annual meetings to monitor the status of agreements, identify resource needs and evaluate any needed changes to the capabilities assessment based on changes in conditions.
- Procedures, roles, and responsibilities for regular monitoring and evaluation of Mutual Aid Agreements.

**Activity 4.2 Emergency Operations Plan Recommendations**

Our team will review the provided documentation, consistent with both Activities 2 & 3 of this proposal, resulting in Emergency Operations Plan (EOP) update recommendations.

- Training is an EOP element we will include as a needed update if it is not already sufficiently outlined. Training needs for key personnel will further be an element of the Quick Start Guide Template. With 3 of our 5 project team members having a background in Incident Command Systems (ICS) and Emergency Management operations and training, we are confident that our recommendations will be helpful and applicable to current procedures and processes.
- WSP will leverage our experience in providing joint planning for Hazard Mitigation projects and EOP’s to determine both benefits and risks of a shared EOP, allowing the planning partners to consider various options available to them. Our project background and visualization capabilities will allow us to provide visual representation of what a shared EOP would look like, as well as potential alternative options.
- WSP will review current ESF’s among the various EOP’s. We will pay particular attention to ESF 7, Resource Support and ESF 15, Volunteers and Donations, to determine clear next steps in planning.

**Task 4 Deliverables**

Deliverable	Assumption(s)	Responsible Party
Draft Mutual Aid Recommendations Report	WSP will use the data from the document review and Workshops 1 & 2 to develop the Draft Mutual Aid Recommendations Report.	WSP
Mutual Aid Recommendations Report	WSP to provide final materials in digital format.	WSP

**5. Proposed Schedule / Project Workplan**

We have provided a scope of work to develop an EOC Quick Start Guide Template and Mutual Aid Recommendations Report for the City of Sweet Home that can be delivered over an 8-month period as outlined in the provided project timeline. Our proposed scope of work and timeline projects three in-person workshops with the Steering Committee and key stakeholders, ensuring the guide and report reflect local concerns and needs. Should your team need the flexibility of remote meetings, we are postured to provide virtual platforms for the workshops. The first workshop will be conducted in February to facilitate review of our proposed scope of work and to develop any changes to the timeline proposed here.

- NTP
- NTP +3 Weeks - Workshop 1
- NTP +8 Weeks - Workshop 2
- NTP +12 Weeks - Draft Deliverables
- NTP +22 Weeks - Final Deliverables

### III. TECHNICAL EXPERTISE AND QUALIFICATIONS

WSP and OQA offer the City of Sweet Home an outstanding mix of national level expertise combined with valuable local knowledge and relationships. WSP is a global, 24/7/365 emergency planning, response and recovery provider steeped in the principles, practices, and techniques of multi-agency emergency management. We work daily with City, State and Local governments to provide these services, and at the national level hold multiple contracts with the Federal Emergency Management Agency (FEMA), the US Army Corps of Engineers (USACE), the Defense Logistics Agency (DLA), and the US Postal Service (USPS) to provide emergency power, risk assessment, EOPs, ICS support and emergency response services, typically with 24-hour response times or less.

We are expert in working within governmental structure and at helping municipal clients identify and tap into the funding resources potentially available to them. The intergovernmental agreements, mutual aid agreements, shared staffing plans, and other logistical planning documents that will underpin this program are familiar to us, not just from our current experience in Oregon, but from other State and municipal clients WSP is aiding as they face similar challenges. Developing and implementing impactful, cost-effective, disaster mitigation strategies by engaging community partners is the heart of our approach to delivering these services, and we are eager to bring that expertise to the City

Our Project Manager, Senior Planner, and other key supporting staff (including subcontractor OQA) are introduced briefly on the following pages. Each brings outstanding experience in providing these services to small and mid-sized public agencies. We chose this team to bring experience specifically in the needs identified in the RFP, focusing on inter-governmental collaboration, the efficient use of shared but limited resources, and the reliance on local community “can-do” strength across every plan. WSP and OQA will work as a cohesive, blended team throughout this project to provide the City with a solid end product that is steeped in local knowledge and experience with the challenges and opportunities of this region.



## Trevor Clifford – WSP

### Project Manager

Trevor Clifford is an experienced project manager and senior planner with eleven years of demonstrated expertise in building resilient communities, businesses, and nations. He has provided local and national-level clients with strategic planning support for all phases of disaster management, emphasizing climate change adaptation, hazard mitigation, and disaster preparedness. Trevor has coordinated and collaborated with stakeholders to design risk and capabilities assessments, innovate actionable strategies, develop and implement plans, and respond to some of the greatest disasters facing our nation. Trevor strives to ensure an equitable and inclusive approach to engaging all stakeholders and community members for sustainable results throughout his projects. As a project manager, he ensures the projects stay on time, fulfill agency requirements for funding, and are responsive to the needs of each community and its members.

### Years of Experience

11

### Education

M.A., Urban and Regional Planning, University of Colorado Denver

B.A., Social Science and Public Policy, University of New South Wales

### Professional Experience

- **Emergency Fuel Needs Assessment and Allocation, City of Eugene, Oregon (2018-Ongoing).** Project Manager responsible for providing the City and its planning partners with training on a statistical model to determine emergency fuel needs and its allocation during a Cascadia earthquake type of event, including the development of a plan with annexes for each planning partner and the facilitation of a tabletop exercise to test the efficacy of the plan.
- **Emergency Operations Plan Update, Confederated Tribes of Siletz Indians, (2021-Ongoing).** Project Director responsible for leading the update of CTSI's EOP to reflect Oregon State's 2021 Comprehensive Emergency Management Plan (CEMP) with revised Emergency Support Function (ESF) Annexes. The project includes a crosswalk of the updated ESFs in relation to the Tribes' departments that will be responsible for the ESFs and the Tribes' emergency response capabilities.
- **Emergency Operations Plan Update, Polk County, Oregon (2020-2021).** Project Manager responsible for leading the updating of the County's EOP, including updating all Incident Annexes, Recovery Support Functions, and Emergency Support Functions (ESF). This includes adding a cybersecurity ESF and updating all public-health related plan sections with lessons learned from COVID-19.
- **Hazard Mitigation Plan, Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians, Oregon (2020-2021).** Project Manager and senior planner for the Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians 2020 HMP update.
- **Oregon Metro, Solid Waste Disaster Preparedness and Resilience Working Group, Oregon (2021-Ongoing).** Project Manager, guiding the project concept, leading QA/QC of materials, and supporting workshop facilitation.
- **Oregon Department of Transportation and Oregon Office of Emergency Management, 2020 Wildfire Debris Management Taskforce, Oregon (2021-Ongoing).** As Project Manager, Trevor is responsible for providing updates to executive leadership at the State of Oregon regarding public information-related efforts in support of the 2020 wildfire recovery efforts. He is also responsible for coordinating engineering support for damage assessments and claims for disaster declarations throughout the state, related to the 2020 wildfires and other disasters.



## Faye Walstead – WSP

### Senior Planner

Ms. Walstead has over 20 years of experience as an Environmental Scientist and Senior Emergency Planner in the US Army and several municipalities. She has a solid understanding of government regulations, permit requirements, and operational standards, having worked for municipalities of various sizes. Faye specializes in hazard mitigation and emergency response, planning, and management. Her experience includes roles within EOC operations and logistics from the exercise and real-incident perspectives, she is currently serving in the Army Reserves as a multi-agency operations liaison. She is a dynamic educator, granted awards for Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) and Hazardous Materials (HAZMAT) Response, and all-hazards emergency response course instruction both in the military and for WSP as part of the Environmental Protection Agencies Superfund Technical Assessment Response Team.

### Years of Experience

21

### Education

Bachelor of Science (BS),  
Environmental Management  
Columbia Southern  
University

### Professional Experience

- **City of Eugene Fuel Assessment Tool and Fuel Needs Assessment and Allocation, Oregon (2018-Ongoing).** In Phase 1, Ms. Walstead worked as Project Manager with a team to develop an assessment tool to inform planning for fuel needs during a disaster. She analyzed multiple catastrophic disasters to inform recommended setpoints for disaster phase timelines and allocating assets among Emergency Support Functions and phases. In Phase 2, Ms. Walstead is providing the City and its planning partners with training on a statistical model to determine emergency fuel needs and its allocation during a Cascadia earthquake type of event, including the development of a plan with annexes for each planning partner and the facilitation of a tabletop exercise to test the efficacy of the plan.
- **Confederated Tribes of Siletz Indians, Emergency Operations Plan, Oregon (2021-Ongoing).** Ms. Walstead serving as project manager for the CTSI 2021 EOP update. The update will align the Emergency Support Function (ESF) Annexes of the plan to the State of Oregon's 2021 Comprehensive Emergency Management Plan's updated ESF structure.
- **Polk County Emergency Operations Plan, Oregon, (2021).** Ms. Walstead is providing support in workshop presentations and training materials to introduce the updates for the Polk County Emergency Operations Plan. The basic plan updates align with recent changes to the State Comprehensive Emergency Management Plan.
- **Benton-Corvallis Emergency Operations Plan, Oregon (March-November 2020).** Benton County, Oregon, and the City of Corvallis teamed for an Integrated Emergency Operations Plan update, which included significant Emergency Support Function Annex re-writes and a template for developing their Continuity of Operations Plan. She worked with the team to identify gaps in Mutual Aid Agreements and developed a plan to close those gaps. As Project Manager and Lead Writer, Ms. Walstead worked with the two entities and multiple departments and partners to ensure all aspects of response were addressed to create cohesion and consistency and allow for a more seamless joint response with their shared assets.
- **Lincoln County Fuel Management, Oregon (2019).** In support of this project, Ms. Walstead developed a Medical Facility Fuel Management Annex template consistent with the Oregon Fuel Action Plan and the Lincoln County Fuel Management Plan. She developed a Player's Handbook and supporting materials for the County to continue performing Tabletop Exercises.



**Years of Experience**

20+

**Education**

M.P.A., Master of Public Administration Disaster Management, American Military University, 2020

B.A., Bachelor of Arts Emergency and Disaster Management, American Military University, 2011

A.S., Associate of Science Emergency Management, Community College of the Air Force, 2007

**Alexander S. Ubiadas Jr., MPA, CEM, TSSP**

**Technical Advisor**

Alexander Ubiadas, Jr. is an experienced emergency management professional with more than 20 years of cumulative experience in the military and civilian sectors. He has been responsible for developing and administering all-hazards emergency management and security programs and projects. These projects have included roles such as an Exercise Evaluation Team (EET) member, Emergency Operations Center (EOC) Director and Manager, Emergency Support Function 5 (ESF-5) representative, Multi-Agency Coordination Center (MACC) representative at various jurisdictional levels, Emergency Responder, Emergency Management Instructor, Incident Commander, and more. His experience has recently focused on managing the ongoing coronavirus pandemic (COVID-19) as the Emergency Manager for the Tri-County Metropolitan Transportation District of Oregon (TriMet).

**Professional Experience**

■ **Oregon Metro On-Call Emergency Management Planning, Portland, Oregon:** Alexander led the facilitation of the regional multi-jurisdictional Solid Waste Disaster Preparedness and Resilience Working Group meetings on behalf of Oregon Metro. He collaboratively planned the forward momentum of the working group on the client’s behalf, ensuring progress toward completion of disaster resilience goals and tasks established by the 2030 Regional Waste Plan. WSP is providing on-call consulting services for disaster-related planning on a task order basis for Oregon Metro.

**Previous Experience**

- **Emergency Manager, Tri-County Metropolitan Transportation District, Oregon (2016-2020).** Alexander was responsible for managing the development and implementation of TriMet's emergency management, law enforcement, and security programs within its jurisdictional boundaries encompassing three counties and a population of over 300,000 people daily across the Bus, Light Rail, Commuter Rail, and Para-Transit service modes. He also served as an on-call Agency Safety Officer, ensuring all federal and state regulatory safety requirements were met, including responding to and investigating mishaps and hazards on the system. Alexander was responsible for TriMet's incident management of the COVID-19 pandemic. Novel coronavirus procedures included:
  - Activating and managing the EOC
  - Activating the ICS structure
  - Implementing the EOP
  - Implementing the Continuity of Operations Plan (COOP)
  - Maintaining close coordination with various public health authorities and other external partners
  - Providing subject matter expertise to the Virus Leadership Team ensuring compliance with current health guidance and industry best practices
  - Providing just-in-time ICS training to staff assigned to the ICS structure
  - Providing various reports to internal and external stakeholders regarding changes in public health guidance and TriMet's plans for ensuring a safe system



## Mike Edrington

### Associate, OQA, Inc.

Mike Edrington has 37 years of experience with the US Forest Service/Bureau of Land Management and the State of Colorado with assignments as a Law Enforcement Officer, District and Forest Fire Management Officer, Assistant District Ranger and District Ranger, Deputy Forest Supervisor, Forest Supervisor, and Regional Director for Fire and Aviation Management. Mr. Edrington now provides local, state, and national NIMS/ICS based training, exercises, planning, and program reviews as an Associate of OQA, Inc. He offers 45 years of key leadership performance in public and emergency management services and is a national expert in ICS and NIMS development, planning, management, and instruction.

### Years of Experience

55+

### Education

BS, Forestry/Forest Recreation, Colorado State University, 1968.

Graduate Course Work, Utah State University, 1979.

Graduate Course Work, Colorado State University, 1975.

Graduate, Colorado Law Enforcement Academy, 1969

### Professional Experience

#### Instruction, Exercises and Planning

- 35 years lead instructor for NWCG, EMI, and NFA courses such as Advanced Incident Management, Area Command, Command and General Staff, AHIMT course, Advanced Incident Leadership for Agency Administrators, C&G for local IMT's. Instructor and course coordinator for Multi-Agency Coordination Groups. Instructor for EMI and NWCG ICS and position courses for Command and General Staff position courses. Mr. Edrington has designed and provided the full range of HSEEP exercises and emergency management planning for Local, Regional, State and Federal agencies. He has provided these services across the United State and in Israel and Spain.

### Incident Command

- Mr. Edrington has 10 years as a single resource and unit leader, 12 years as Type 1 and 2 Incident Commander, command and general staff, 36 years as a member of a National Area Command Team, 16 years as a National Area Commander and 36 years as a MAC Group Coordinator. Currently he is the Deputy Area Commander on National Interagency All Hazards Area Command Team 1. He has led and participated in IMT and Area Command deployments for hurricanes, law enforcement responses, earthquakes, wildland fires, and search and rescue. A number of these deployments included responsibilities for mass care and shelter operations.

### Coordination Project Highlights

- Supported development of the Portland Metro UASI Area MACS and MAC Group processes, exercises, plans and handbooks, training.
- Provided the Bay Area and Alameda County EOC processes and JAS, training, and exercises.
- Provided resource request, and tracking process design, and EOC processes for Skagit County, WA Department of Emergency Management.
- Provided EOC processes, SOPs, and plans for the Idaho Office of Emergency.
- Served as the lead planner, exercise director, and evaluator for multiple functional exercises for the Oregon Region 1 Health Preparedness Program and the OR DPSST.
- Participated in the design and was the lead facilitator for functional exercises for Washington Regions 1 and 4 and development Washington Region 9 ROP, processes and organization for Regional EOC.
- Participated in the design and planning for the PGE northwest EOC.
- Provided training and standards for local counties EOC staff.



## Gayla M. Ernst

### Associate, OQA, Inc.

Ms. Ernst has 35 years with the US Forest Service, Bureau of Land Management, US Army Corps of Engineers, and Walla Walla County, WA., with assignments as Public Information Officer, District Ranger, Associate District Manager, Recreation Staff Officer, Center Director, COE Emergency Management Branch Chief, and Walla Walla County Emergency Management Director. Ernst has 11 years as an Associate of OQA, providing local, State, and National NIMS/ICS based training, exercises, planning, and program reviews.

Ernst has 35 years of key leadership performance in Federal and County public and emergency management services and is a national expert in ICS development, management, and instruction.

### Professional Experience

#### Teaching and Facilitation

- Ms. Ernst has 25 years as a facilitator and moderator of meetings and conferences. She excels at helping large and small groups achieve meeting objectives and reach sustainable decisions in inclusive, productive, and creative settings. She specializes in moderating leadership conferences, strategic planning workshops, and union/management partnership meetings.

- She has 14 years' experience as an ICS instructor and has planned and conducted a multitude of emergency exercises and drills for all-hazard scenarios, including table-tops, enhanced tabletops, functional and full-scale exercises –all following standard Homeland Security doctrine and practices.

- Ms. Ernst is a Type 1 Public Information Officer, experienced at all-hazard incident information gathering and dissemination through media, public meetings, and documents.

### Coordination Project Highlights

- Director of Walla Walla EMD, initiating EOC plan development and coordination for Walla Walla County, 5 cities within the county, and fire and police departments.
- Lead instructor for EOC organization and coordination for Skagit County, WA.
- Lead planner for multi-agency exercises for the Los Angeles UASI area.
- Lead for the Homeland Security Dam Sector Exercises, Eastern WA.
- Lead planner for Walla Walla County; Walla Walla District; Army Corps of Engineers; City of Walla Walla, WA, and Phoenix District BLM for COOP development.
- Team member to design and develop Washington R-9 Emergency Operations Plan.
- The EM Branch Chief of Walla Walla District, US Army Corps of Engineers, including EOC activation, ESF response team activation, district-wide levee management and flood response supervision.
- SIM cell team, evaluator, and planner for Oregon OEM Cascadia raising 2019

#### IV. SIMILAR EXPERIENCE AND PAST PERFORMANCE

Project Name	Client Contact	Address	Phone	Email	Company
<b>Emergency Operations Plan 2021 Update, Polk County, OR</b>	Dean Bender, Emergency Manager	Emergency Management Department 820 Ash Street, Dallas, Oregon 97338	503-623-0715	bender.dean@co.polk.or.us	WSP
<p><b>Polk County Emergency Operations Plan 2021 Update, Oregon (2020-2021).</b> WSP is assisting Polk County with their 2021 EOP update, working with County departments and planning partners to update the basic plan and all incident annexes and emergency support functions. This update will ensure that the County’s EOP aligns with the most recent State of Oregon and federal guidance, and include lessons learned from recent wildfire and ongoing COVID-19 response efforts. Additionally, this update will include the addition of a cybersecurity incident annex.</p>					

Project Name	Client Contact	Address	Phone	Email	Company
<b>Emergency Fuels Needs Assessment</b>	Carrie Karl, Emergency Manager	Employee Resource Center 940 Willamette St. Suite 200 Eugene, OR 97401	Desk 541.682.5130; Cell 541.214.6964	CKarl@eugene-or.gov	WSP
<p><b>Project Summary: City of Eugene Emergency Fuels Needs Assessment and Allocation Planning, Oregon (2018-Ongoing)</b></p> <ul style="list-style-type: none"> <li>■ <b>Project Phase 1 (2018-2020).</b> WSP supported the City of Eugene and its partners with conducting a fuel needs and storage capacity assessment to better understand requirements before, during, and after a disaster. Key outcomes for this project included: <ul style="list-style-type: none"> <li>▪ A Fuel Needs Assessment enhances the energy sector's resilience in the project area. It improves the community’s ability to respond to and recover from disasters, including a Cascadia Subduction Zone (CSZ) earthquake.</li> <li>▪ A data-driven analysis of fuel needs for the project areas described in the RFP reflects seasonal variations and fuel needs for emergency operations.</li> </ul> </li> <li>■ <b>Project Phase 2 (2021-Present):</b> The second phase will expand the scope of the assessment to ensure the modeling program is updated from the standard data settings to reflect each jurisdictions’ specific data. WSP will then provide training on the assessment modeling program to the City of Eugene’s planning partners, ensuring the data informing the models are continuously updated and correct, thus verifying the model outputs are accurate. This will result in a product that is easily understood and replicable to support ongoing fuel needs assessments and allocation.</li> </ul> <p><b>Oregon Statewide Capabilities Assessment Tool, (2012-Ongoing).</b> Continuity of Government (COG) Plan was developed for the Cow Creek Band of Umpqua Tribe of Indians’ (CCBUTI’s or Tribe’s) departments. WSP is supporting the Tribe with developing a robust program guided by policy from the Tribal leadership, implemented by staff with defined roles and responsibilities, supported by management processes, and validated through documentation and continuous improvement. WSP is supporting this effort through a multi-phased process:</p> <ul style="list-style-type: none"> <li>■ <b>Phase 1:</b> Gap Assessment: developing a proper understanding of the Tribe’s pain points and existing gaps in continuity of government.</li> <li>■ <b>Phase 2:</b> Impact Analysis: identifying targets for minimum service and system requirements as a reasonable time-based goal for full-service restoration.</li> </ul> <p><b>Phase 3:</b> Program Development: creating system-wide and department-specific plans and procedures to guide COG operations and ensure adequate resources for program implementation.</p>					

Project Name	Client Contact	Address	Phone	Email	Company
<b>Regional Disaster Preparedness Organization (Portland Metro UASI Region – five counties)</b>	Denise Barrett, Manager	Regional Disaster Preparedness Organization 3732 SE 99th Ave. Portland, OR 97266	503-823-8632	Denise.barrett@portlandoregon.gov	OQA
<p><b>Project Summary: Portland Metro Area UASI and Oregon Region 1 Health Preparedness Organization Operational Planning, Training, and Exercises (2012-Ongoing).</b> OQA’s work included development of operational plans, handbooks, training, and exercises for the five county Portland Area UASI and the Oregon Region 1 Health Preparedness Organization (HPO) for coordination and the Multi Agency Coordination Systems. ICS, position, and Incident Management Team training was developed and given by OQA for the HPO and agencies within the Portland UASI Region. Each year follow up training and exercises are developed by OQA and given for both HPO Multi Agency Coordination Group (MACG) and the UASI Region MACG. OQA Associates have given direct support during the past year’s COVID-19 response to both MACGs. The OQA ICS planning course has been given to both the UASI Regional agencies and the HPO member agencies. OQA is now conducting an AAR covering the past year’s Covid-19, wildland fires, civil unrest, and ice and snowstorm responses for all the coordination organizations in the UASI Region.</p>					

## V. FAMILIARITY WITH AND AVAILABILITY TO THE RESPONSE AREA

Our Project Manager, Trevor Clifford, is based in the Portland metro area and leads emergency and hazard mitigation related plans for several counties, tribes, and cities in Oregon, including the City of Eugene, the Confederate Tribes of Siletz Indians (CTSI), the Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians (CTCLUSI), Polk County, and various Oregon State agencies. All three WSP key personnel are Portland-based, working on these projects and others, including Lincoln County and a joint project with Benton County and the City of Corvallis.

The Linn County EOP was developed by Ecology and Environment, Inc., which is now WSP. Our historical engagement in that project allowed our team to become intimately familiar with the Linn County plan, particularly from the perspective of understanding the needs and capabilities of jurisdictions that adjoin the County, where WSP serves several other municipal clients with related services. We know the communities of Lincoln, Benton, and Lane well, and understand their individual situations, strengths and needs within Linn County and the Willamette basin. We have the added benefit of a team member who served as the Agency Administrator for the Willamette National Forest, U.S. Forest Service with a satellite office in Sweet Home for five years.



**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)  
4/29/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Arthur J. Gallagher Risk Management Services, Inc. 250 Park Avenue, 5th Floor New York NY 10177		<b>CONTACT NAME:</b> AJG Service Team <b>PHONE (A/C, No, Ext):</b> 212-994-7100 <b>FAX (A/C, No):</b> 212-994-7047 <b>E-MAIL ADDRESS:</b> GGB.WSPUS.CERTREQUESTS@AJG.COM	
<b>INSURED</b> WSP USA Solutions Inc. One Penn Plaza New York, NY 10119		WSPGLOB-01 <b>INSURER(S) AFFORDING COVERAGE</b> INSURER A : Liberty Insurance Corporation <b>NAIC #</b> 42404 INSURER B : Zurich American Insurance Company      16535 INSURER C : INSURER D : INSURER E : INSURER F :	

**COVERAGES**      **CERTIFICATE NUMBER:** 1816179594      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			GLO983581908	5/1/2021	5/1/2022	EACH OCCURRENCE \$ 3,500,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 7,500 PERSONAL & ADV INJURY \$ 3,500,000 GENERAL AGGREGATE \$ 7,000,000 PRODUCTS - COMP/OP AGG \$ 3,500,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			AS7-621-094060-031	5/1/2021	5/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N <input checked="" type="checkbox"/> N/A If yes, describe under DESCRIPTION OF OPERATIONS below			WA7-62D-094060-011	5/1/2021	5/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 THIRTY (30) DAYS NOTICE OF CANCELLATION.  
 AS A MATTER OF RECORD

<b>CERTIFICATE HOLDER</b>  AS A MATTER OF RECORD	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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