



NAVIGATING A COMPLEX WORLD

PROPOSAL *for* LHMP Update

PREPARED FOR

City of Westminster

May 6, 2026

Updated June 11, 2026



Westminster Police Department
Karla Santillan, Business Services Manager
8200 Westminster Boulevard
Westminster, CA 92683

Dear Ms. Santillan,

With this upcoming update to its LHMP, our team sees that the City of Westminster is taking an important opportunity to improve residents' lives and ensure safety for its residents and businesses. We at Atlas Planning Solutions (APS) know that revising a Local Hazard Mitigation Plan to address your most pressing issues will empower Westminster staff, residents, and decision makers to make the community safer and improve the quality of life. After all, projects such as this play a crucial role in ensuring the City's new development and redevelopment are safe, resilient, and able to meet the needs of future generations. Toward this goal, we would like to offer our team's extensive emergency planning expertise, which includes the following advantages:

- **Prior Experience** – APS Principal Aaron Pfannenstiel was the Project Manager for the development of Westminster's original 2016 Local Hazard Mitigation Plan. Working for Michael Baker International at the time, Mr. Pfannenstiel ensured that the City's first plan required no comments or revisions requested by FEMA.
- **Understanding of Regional Issues and Local Context** – In addition to extensive LHMP development projects, the APS Team has worked throughout Orange County and southern California, supporting cities like Westminster with Local Hazard Mitigation Plan and General Plan Safety Element updates.

We believe that our prior experience in Westminster coupled with our experience throughout the region allows our team to hit the ground running, saving time and avoiding potential pitfalls. APS has prepared this proposal in direct response to the City of Westminster's Request for Proposals (RFP) for LHMP Update Services. This proposal incorporates the RFP and its requirements in their entirety. Our company and staff information, as well as company experience and references, have been included. Our Project Understanding and Approach and Scope of Services outline exactly how APS can fulfill the City's needs. Our team brings direct knowledge of Westminster's hazards, planning framework, and prior mitigation strategies. This familiarity allows us to streamline the update process, focus on meaningful improvements, and efficiently meet FEMA and Cal OES requirements.

Aaron Pfannenstiel will serve as the project manager and primary contact for this project. With more than 20 years of experience, he will ensure adequate staffing and the highest levels of quality control. As a Principal, Mr. Pfannenstiel is authorized to bind the team to the contents of this submittal—valid for 90 days—and negotiate contracts on behalf of the firm. If you have questions or if you would like to schedule an interview, please contact Aaron at (951) 444-9379 or via email at aaron@atlasplanning.org.

Respectfully submitted,

Aaron Pfannenstiel, Principal



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Company Information and Qualifications

Company Overview

Atlas Planning Solutions (APS) is a California-based planning and emergency management consulting firm specializing in hazard mitigation, emergency operations, and resilience planning. The firm’s multidisciplinary team has extensive experience working with local, state, and federal agencies on planning efforts of varying size and complexity.

APS provides a comprehensive range of services, including Local Hazard Mitigation Planning; General Plan preparation with an emphasis on Safety Elements, hazards, evacuation, and climate adaptation; Emergency Operations Planning; resilience planning; climate adaptation planning and analysis; and grant technical assistance. This integrated approach allows APS to support jurisdictions across the full emergency management lifecycle, from risk assessment and mitigation through operational readiness and recovery.

Founded in 2018 as a California S-Corporation, APS is a woman-owned Disabled Veteran Business Enterprise headquartered in Riverside, California. The firm is led by Suzanne Murray, Principal and Chief Executive Officer, and Aaron Pfannenstiel, Principal and Chief Financial Officer. APS’s professional staff includes senior and associate planners with expertise in emergency management, hazard mitigation, GIS analysis, and technical assistance, supported by planning interns as appropriate.



Company Identifiers

Legal Name	Atlas Planning Solutions
Business Entity Type	S-Corporation, incorporated in 2018 in the State of California
Principals / Officers	<ul style="list-style-type: none"> Suzanne Murray – Principal / CEO Aaron Pfannenstiel – Principal / CFO / Project Manager
Contract Signatory	Aaron Pfannenstiel, CFO
Unique Entity ID	KNAKMTPMJ3R3
Address	6578 Barranca Drive, Riverside, CA 92506
Phone	(951) 444-9376
Email	aaron@atlasplanning.org ; suzanne@atlasplanning.org

To better serve the City, APS is collaborating with our frequent partner and colleague firm, Navigating Preparedness Associates. A description of this firm is provided on the next page.

Company Partnership – Navigating Preparedness Associates

Navigating Preparedness Associates (NPA) is a California-certified, Disabled Veteran-Owned Small Business Enterprise based in Lafayette, California. Founded in 2014, NPA provides emergency management services to local, state, and federal agencies. The firm is led by Managing Director Lee Rosenberg, a Certified Emergency Manager (CEM) with more than 35 years of experience in emergency management, including service as a U.S. Navy Captain and FEMA Region IX Federal Coordinating Officer.

Legal Name	Navigating Preparedness Associates, LLC
Business Entity Type	Limited Liability Company
Principals / Officers	<ul style="list-style-type: none"> Lee Rosenberg, Managing Director
Address	3245 Driftwood Drive, Lafayette, CA 94549
Phone	(925) 381-0583
Website	www.NavigatingPreparedness.com

Company Affirmations

Representative Statement

APS' representative will be responsible for all duties outlined in this proposal, from contract negotiations through project completion. If the primary representative is unable to continue with the project, the alternate representative will become the primary representative.

- **Primary representative:** Aaron Pfannestiel, CFO
- **Alternate representative:** Suzanne Murray, CEO

Conflict of Interest Statement

APS has no conflicts of interest to disclose to the City of Westminster. Neither APS nor its principals have any financial, business or other relationship with the City itself nor employees, nor City Council members. APS does not have any current clients with a financial interest in the outcome of this contract.

Financial Responsibility Statement

APS has adequate financial management and accounting systems as required by 48 CFR Part 31 and 2 CFR Part 200, in compliance with City, state, and federal requirements.

Labor, Equipment, and Materials Statement

APS will provide all necessary personnel, instruments, equipment, and/or materials to perform the services described under the scope outlined in this proposal.



Local Business Licensing Statement

APS is prepared to procure a valid City of Westminster business license for the full term of the LHMP update project.

RFP Exceptions Statement

APS does not require any exceptions to any portion of the City of Westminster's RFP and/or the City's standard professional services agreement.

Business Circumstance Statements

- **Bankruptcies:** In the past five years, neither APS nor its principals have been in bankruptcy, receivership, nor reorganization.
- **Litigation, Arbitrations, and Mediations:** In the past five years, neither APS nor its principals have been party to any arbitrations, lawsuits, settlements, nor mediations.
- **Terminated Contracts:** In the past five years, neither APS nor its principals have:
 - a) Had a contract terminated by owner or public agency,
 - b) Failed to complete a project for an owner or public agency, nor
 - c) Been terminated for cause or as a termination for convenience.

Company Staff

The APS team is comprised of key principals with diverse skill sets and experience. We operate under a working principal model, whereby the principal owners of the firm are actively involved in day-to-day client management, deliverable preparation, and project oversight, based on client needs. The team members proposed for this effort are summarized below, and resumes are provided. Please see [Appendix B – Resumes](#) for more detailed information.

Aaron Pfannenstiel will serve as the Management Contact and Project Manager for the APS Team. He has over 20 years of community planning experience, focusing on emergency management, hazard mitigation, and community resiliency. Mr. Pfannenstiel will devote time to each task to ensure the project is executed consistently and smoothly.

Suzanne Murray will support the project team by developing documents, coordinating stakeholder outreach, and conducting research and analysis. With experience supporting emergency preparedness, hazard mitigation and resilience initiatives, Suzanne helps ensure project deliverables are well-organized, accessible, and aligned with project goals and regulatory requirements.

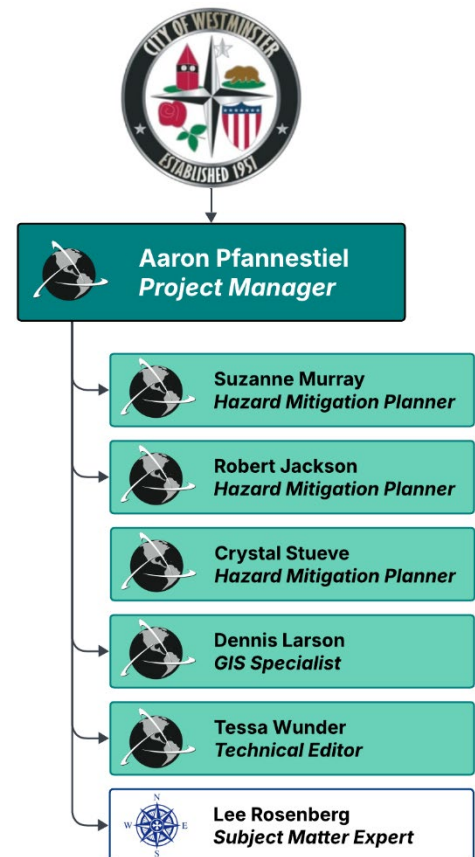
Robert Jackson will serve as a primary researcher and author. Mr. Jackson has supported Atlas Planning for the past five years, updating LHMPs and Safety Elements, and will bring that knowledge and experience to this effort for the City. He holds IS 230, 323, 318, 393, 320, 322, 700, and ICS 100 certifications, and he provides additional GIS support to identify evacuation constraints.

Crystal Stueve will serve as a secondary researcher and author. With a strong background in writing and research and over 18 years of experience working for local and federal agencies, she understands the importance of clear communication, process, and outcome documentation, and the development of plans that are easy to read, understand, and implement.

Dennis Larson will serve as a senior planner and brings over 24 years of experience leading public agency management programs, policy research efforts, and technical analyses. Dennis will provide vital support to plan integration and vulnerability analysis portions of the plan. Mr. Larson's specialties include advanced planning project development, climate resiliency policy, Geographic Information Services, and economic impact analysis.

Tessa Wunder will serve as Technical Editor and Document Formatting Specialist, supporting document development through comprehensive editing, quality assurance, and production. She will ensure clarity, consistency, and regulatory compliance across all deliverables, apply standardized formatting and branding, and prepare polished, accessible final documents suitable for operational use and City adoption.

Lee Rosenberg [NPA] is a Certified Emergency Manager (CEM) with nearly 40 years of experience leading real-world contingency operations and addressing complex emergency and disaster issues. Mr. Rosenberg is a retired US Navy Captain who also served as a FEMA Region IX (RIX) Federal Coordinating Officer. Mr. Rosenberg will serve as a senior planner and subject-matter expert, bringing his experience and leadership to the project.



Company Experience

































Prior City-Specific Experience

APS’ Aaron Pfannestiel, who will be the Project Manager for this proposed endeavor, previously functioned as the Project Manager for the City of Westminster’s 2016 LHMP. As it was the City’s first LHMP, Mr. Pfannenstiel worked closely with the City’s Project Manager (Sgt. Jim Kingsmill) to help them navigate the planning process. Since this new plan required new processes for the staff, Mr. Pfannenstiel collaborated with the Police Department to ensure the plan was completed on time and within budget.

Prior LHMP Project Experience

APS is a mission-based consulting and implementation organization that uses best-in-class methods and approaches to help communities across California prepare for a variety of natural and human-caused hazards. Members of our team have completed over 100 hazard-oriented projects—many of which have provided strong referrals and/or repeat business—with a scope and scale similar to what is being requested by Westminster. Through these efforts, we have gained extensive experience assisting communities as they address the changing legislative requirements and frameworks governing emergency planning within California.

The following table provides a breakdown of our most recent LHMP-relevant work in Orange County jurisdictions, over the past five years. A full table of APS’ LHMP clients from the past five years can be found in [Appendix A – Recent LHMP Client List](#).

Atlas Planning Solutions Orange County LHMP Clients, Past 5 Years (2021–2026)				
Community	LHMP Assistance	Safety Element Assistance	Climate Adaptation Assistance	Evacuation Assistance
City of Aliso Viejo (2025, 2024)				
City of Anaheim (2022)				
City of Brea (2024)				
City of Costa Mesa (2021)				
City of Fullerton (2024, 2019)				
City of Huntington Beach (2022, 2017, 2012)				
City of Irvine (2025, 2020)				
City of Laguna Beach (2023, 2021, 2018)				
City of Mission Viejo (2024)				
City of Stanton (2022)				
East Orange County Water District (2025)				



Atlas Planning Solutions Orange County LHMP Clients, Past 5 Years (2021–2026)				
Community	LHMP Assistance	Safety Element Assistance	Climate Adaptation Assistance	Evacuation Assistance
Municipal Water District of Orange County Multi-Jurisdictional Hazard Mitigation Plan (2025) **				
<p>* Project includes cooperative work with all of the following: Cities of Half Moon Bay, Burlingame, Atherton, and San Bruno</p> <p>** Project included cooperative work with all of the following: El Toro Water District, Laguna Beach County Water District, Mesa Water District, Moulton Niguel Water District, Orange County Sanitation District, Orange County Water District, Santa Margarita Water District, Serrano Water District, South Coast Water District, South Orange County Wastewater Authority, Trabuco Canyon Water District, Yorba Linda Water District, Costa Mesa Sanitary District, Irvine Ranch Water District, Municipal Water District of Orange County</p>				

Prior LHMP Project Experience – NPA

NPA has completed the development of, or updates to, dozens of LHMPs. Key relevant past projects completed by NPA are identified below:

Completed LHMP Projects

- San Bernardino Valley Municipal Water District (2025)
- San Lorenzo Valley Water District (2025)
- City of Artesia (2020)
- City of Lynwood (2020)
- City of Torrance (2020)
- City of Hawthorne (2020)
- City of La Mirada (2023)
- Oro Loma Sanitary District (2023)
- Gila County, AZ – Multi-jurisdiction LHMP (2018)

Current LHMP Projects

- City of Antioch
- East Valley Water District
- City of San Leandro
- Omnitrans

Prior LHMP Project References

The following projects, completed by APS within the past five calendar years, highlight experience relevant to this proposed LHMP update project.

Note regarding RFP requirement: Stated contract values are inclusive of plan development fees only. APS is not directly involved in engineering or development projects; no design services, construction value, nor addenda/change orders were a part of APS' work.

1. City of Brea – New LHMP Creation (2024)

Engagement scope and outcome: This was the first LHMP prepared by the City. Brea is located in northern Orange County and the City is susceptible to wildfires (due to proximity to the Puente Hills) as well as seismic hazards from active earthquake faults and landslides; therefore, as part of the planning process, APS frequently assisted with coordination of the multiple entities involved with wildfire response and mitigation—as well as the neighboring jurisdictions and the Orange County Operational Area—to enlist support and feedback on the plan. The plan was approved by FEMA in September 2024 without any need for revision.

- **Duration:** May 2023 – October 2024
- **Funding source:** FEMA grant-funded
- **Contract value:** \$71,340
- **Relevant APS staff:** Aaron Pfannenstiel, Suzanne Murray, Crystal Stueve, Robert Jackson, Dennis Larson

Project Reference	
Client Name	City of Brea
Contact Name	Lisa Keyworth, Emergency Preparedness Coordinator
Contact Telephone	(714) 990-7622
Contact Email	lisak@cityofbrea.net

2. City of Laguna Beach – LHMP Update (2023) and Safety Element Update (2021)

Engagement scope and outcome: APS has supported several projects for the City of Laguna Beach, including the 2021 update of the General Plan Safety Element, consisting of streamlining the 1995 document, ensuring compliance with SB 1241, SB 379, and AB 2140, guiding the City through Cal Fire/Board of Forestry review, and facilitating engagement with the Emergency and Disaster Preparedness Committee. APS also supported the 2023 update of the City's LHMP, originally developed by Aaron Pfannenstiel prior to joining APS, which addressed key hazards such as wildfire, flooding, and landslides, and implemented extensive community outreach through social media, interactive workshops, and an online survey. APS is currently assisting the City with an update to the Emergency Operations Plan. Sarah Limones (the current Emergency Manager) previously worked at the City of Aliso Viejo, where APS supported an LHMP Update with Ms. Limones while there.



- **Duration:** April 2023 – December 2023
- **Funding source:** City-funded
- **Contract value:** \$61,220
- **Relevant APS staff:** Aaron Pfannenstiel, Suzanne Murray, Crystal Stueve, Robert Jackson, Dennis Larson

Project Reference	
Client Name	City of Laguna Beach
Contact Name	Sarah Limones, Emergency Operations Coordinator
Contact Telephone	(949) 497-0350
Contact Email	slimones@lagunabeachcity.net

3. City of Anaheim – LHMP Update (2022)

Engagement scope and outcome: APS recently updated the 2017 City of Anaheim LHMP. The collaboration between the City and APS focused most heavily on revisions to mitigation actions and re-prioritizing plan goals to ensure future actions were implementable, which was a big concern for the City. As part of this effort, APS also updated the City's General Plan Safety Element (adopted on 1/10/2023) to address climate adaptation and evacuation concerns. This plan was approved in May 2022 and received zero comments from FEMA during their review. This project was also completed on time and within the original budget.

- **Duration:** June 2021 – January 2023
- **Funding source:** FEMA grant-funded
- **Contract value:** \$110,000
- **Relevant APS staff:** Aaron Pfannenstiel, Suzanne Murray, Crystal Stueve, Robert Jackson, Dennis Larson

Project Reference	
Client Name	City of Anaheim
Contact Name	Jannine Wilmoth, PhD, RN, CEM
Contact Telephone	(714) 296-5161 (714) 520-2201
Contact Email	jwilmoth@anaheim.net

4. City of Huntington Beach – LHMP Updates (2022, 2017, 2012)

Engagement scope and outcome: APS completed the City’s 2022 LHMP update; this was the third LHMP project supported by APS staff, following prior updates in 2012 and 2017. Each update project involved reviewing City plans and policies, identifying critical facilities, prioritizing hazards, developing hazard profiles and risk assessments, and updating mitigation actions. APS facilitated meetings with City departments and stakeholders and coordinated closely with staff to ensure an



accurate, focused document. Public outreach included an online survey distributed to more than 3,000 residents and stakeholders. Both the 2012 and 2017 plans received minimal comments from Cal OES and FEMA, and the 2022 plan received zero comments and was adopted in December 2022. All LHMP updates, including the 2022 project, were completed on time and within budget.

- **Duration:** July 2021 – December 2022
- **Funding source:** City-funded
- **Contract value:** \$29,500
- **Relevant APS staff:** Aaron Pfannenstiel, Suzanne Murray, Robert Jackson, Dennis Larson

Project Reference	
Client Name	City of Huntington Beach
Contact Name	Brevyn Mettler
Contact Telephone	714-374-1565
Contact Email	Brevyn.Mettler@surfcity-hb.org

5. City of Irvine – LHMP Update (2020)*

Engagement scope and outcome: APS prepared the 2020 update of the City of Irvine’s LHMP. This update focused on refreshing the last plan (from 2005) and ensuring the current version met all the new FEMA requirements introduced in 2011. As part of the update, the APS team had to navigate the changing conditions associated with COVID-19 restrictions and demands on staff time and capacity. The plan's update received minimal comments from Cal OES and obtained FEMA approval without comment.

** APS is also currently assisting Irvine with their 2026 LHMP update.*

- **Duration:** August 2019 – August 2020 [2026 in-process]
- **Funding source:** City-funded
- **Contract value:** \$51,680
- **Relevant APS staff:** Aaron Pfannenstiel, Suzanne Murray, Robert Jackson

Project Reference	
Client Name	City of Irvine
Contact Name	Brendan Manning
Contact Telephone	949-724-7315
Contact Email	bmanning@cityofirvine.org

Project Understanding and Approach

The City of Westminster faces a unique set of hazard mitigation challenges shaped by its highly urbanized environment, aging infrastructure, and regional transportation network. Based on the City’s prior LHMP and current RFP, key considerations for this update include:

- **Flooding and Drainage Constraints:** Localized urban flooding caused by heavy rainfall and limited drainage capacity remains a primary concern.
- **Transportation Corridors:** Major roadways and regional connectivity increase risk related to transportation incidents and evacuation constraints.
- **Vulnerable Populations:** Westminster’s significant Vietnamese-American community and other underserved populations require culturally and linguistically appropriate outreach strategies.
- **Climate Change Impacts:** Increasing frequency and intensity of storm events and extreme weather will require updated vulnerability and mitigation strategies.

APS will build upon the City’s existing LHMP foundation to refine risk assessments, prioritize implementable mitigation actions, and ensure continued eligibility for FEMA funding. Understanding that the City needs an LHMP that is FEMA-compliant and supports staff decision making on risk reduction projects, the APS team has developed the following [Scope of Services](#). Our approach proposes a structured, collaborative methodology that is directly aligned with the tasks outlined in the RFP.

Planning Framework & Compliance

APS will develop the LHMP using established best practices and regulatory guidance to ensure full compliance with State and Federal standards, including the Disaster Mitigation Act of 2000 (DMA 2000) and FEMA guidance, as well as all applicable California requirements. This framework ensures the plan is operationally sound, interoperable with partner agencies, and eligible for State and Federal grant funding opportunities.

Guiding Principles

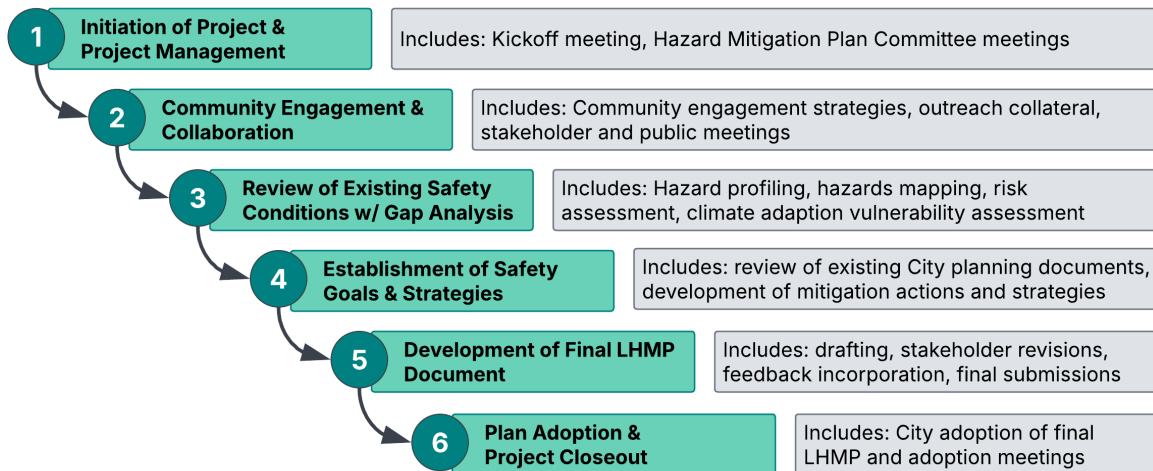
The planning process and resulting final document will be guided by the following principles:

- Extensive research and review to ensure sufficient data is considered in order to create a well-informed and relevant Plan for the City that meets current and future community needs
- Implementation of an all-hazard, function-based organization of content
- Usage of plain language and an easy-to-read format that can be widely understood by the public
- Integration of access and functional needs considerations throughout the document
- Consistency with existing City planning documentation
- Full alignment and compliance with all applicable State and Federal requirements
- Timely and clear collaboration/communication with all relevant partners, stakeholders, and the community, ensuring opportunities for all to participate in the planning process
- Use of scheduling processes that meet the schedule and deadlines desired by the City

Scope of Services

The following project delivery approach is based on the APS Team's understanding of the desired tasks and level of effort necessary to complete a FEMA-compliant LHMP. APS will guide the update of the LHMP through a phased approach that facilitates ongoing coordination with stakeholder partners to ensure meaningful input informs each phase. Engagement with and support of City staff and stakeholders is integrated throughout the project, from the kickoff meeting to regular check-in meetings to track progress, resolve issues, and coordinate next steps (with meeting frequency adjusted as the project advances).

This scope was developed to be consistent with the City's RFP, including tasks that ensure an efficient and effective planning process and support client satisfaction. If any proposed tasks need refinement or further discussion, the APS Team will be happy to modify the work plan to suit your needs.



RFP Crosswalk

For clarity, the following crosswalk demonstrates how APS' scope of services fulfills the City's requested services as listed within the Westminster LHMP RFP.

Westminster RFP	This Document
Task 1. Project Management	Task 1. Initiation of Project and Project Management
Task 2: Safety Analysis	Task 3. Review of Existing Safety Conditions with Gap Analysis
Task 3: Engagement and Collaboration	Task 2. Community Engagement and Collaboration
Task 4: Policy and Process Changes	Task 4. Review of Existing Documentation to Establish Safety Goals and Strategies
Task 5: Strategy and Policy Selections	Task 4. Review of Existing Documentation to Establish Safety Goals and Strategies
Task 6: Development of Final LHMP	Task 5. Development of Final LHMP Document
Task 7: Closeout	Task 6. Plan Adoption and Project Closeout



Task 1. Initiation of Project and Project Management

Key Activities

- **Kickoff meeting**
- **Hazard Mitigation Plan Committee meetings**
- **Project coordination (e.g., communication and routine project coordination meetings)**

Related Deliverables

- Kick Off Meeting (includes meeting agenda and additional materials)
- HMPC Meetings (includes meeting agendas and additional materials)

1a. Kickoff Meeting

Upon receiving notice to proceed, APS will conduct a project kickoff meeting and work session with City staff and key stakeholders to confirm project goals, roles, data needs, existing documentation, expectations, and overall project schedule and deliverables for the project. The kickoff meeting will also orient participants to the purpose and structure of the LHMP, anticipated stakeholder involvement, and coordination with outside agencies. A vital element of this task will be establishing communication protocols and coordination with City staff, key stakeholders, and reviewing agencies (Cal OES, FEMA, etc.). As part of this task, regularly scheduled calls/virtual project coordination meetings will occur with City staff and the APS Team.

1b. Hazard Mitigation Plan Committee Meetings

Separate from project coordination calls and meetings, the APS Team will conduct two HMPC meetings to facilitate the LHMP update process. Facilitation of these meetings will focus on the planning process outlined in DMA 2000 and FEMA's Local Mitigation Plan Review Guide and Local Mitigation Planning Handbook. The APS Team will conduct two 2-hour meetings with the HMPC over the course of three months as part of the plan update. These meetings will address the following topics:

- **HMPC Meeting #1:** Review the work program, previous plan elements (hazards of concern, critical facilities, mitigation actions), and community engagement strategy.
- **HMPC Meeting #2:** Review updated risk/ vulnerability assessment; review, revise, and prioritize mitigation actions and discuss monitoring and implementation workbook.

For budgeting purposes, up to two staff members will attend, facilitate, and document each meeting. Meetings will be conducted in person or virtually depending on client preference. Four hours of staff time per staff member have been assumed for each meeting for preparation, attendance, and travel (if necessary). If additional meetings or time are necessary, they can be provided under a separate scope and fee upon request.



1c. Project Coordination

The APS Team will conduct virtual project coordination meetings with City staff during the project. These bi-weekly check-in calls are intended to provide opportunities to check in on upcoming meetings/deliverables, discuss project issues, and discuss issues or feedback received during the process. This task assumes monthly virtual project coordination meetings will be conducted during the process.

Task 2. Community Engagement and Collaboration

Key Activities

- **Community engagement strategy**
- **Outreach collateral**
- **Stakeholder and public meetings**

Related Deliverables

- Draft and final community engagement strategy
- Draft and final fact sheet/flyer (PDF, final in English, Vietnamese, and Spanish)
- Draft content for website and social media posts
- Draft and final survey (Survey Monkey or Social Pinpoint, up to 20 questions)
- Up to 10 stakeholder interviews or two stakeholder meetings
- Two public meetings (one in-person and one virtual, or two virtual)
- Summary memo of stakeholder and public workshops
- Preparation for and attendance at up to three public hearings (PC and/or CC)

2a. Community Engagement Strategies

A key component of the planning process is ensuring the effective involvement of the community during plan preparation. For some communities, this can be as simple as a quick online survey, while other communities require more extensive outreach efforts. The APS Team will prepare a community engagement strategy based on a detailed discussion with City staff (as part of the kick-off meeting in Task 1) about prior community engagement activities, their successes, and challenges, and other concerns from City leaders. The strategy will outline both the minimum outreach required by the FEMA, and what additional efforts should be undertaken to successfully complete the project.

Our scope and budget assume the production of outreach collateral in three languages: English, Vietnamese, and Spanish. This includes the use of external, certified translators for printed materials. The order of priority in providing translated materials is: 1) notification and 2) online surveys and other collateral materials. If the City prefers, our scope and budget can be adjusted to use City resources.



The following task structure is based on our preliminary assessment of the types and amount of outreach activities needed. Should discussions with City staff indicate otherwise, we will refine the scope and budget upward or downward to match the desired approach.

2b. Outreach Collateral

The distribution of information and engagement activities through digital or online platforms is the foundation of modern community outreach. Online activities typically include web pages for project information and updates, posts to social media platforms, digital media and documents, and online mapping and surveys. The following products and activities are anticipated:

- **Fact Sheet/Flyer.** The APS Team will create a simple, easy-to-understand one to two-page fact sheet/flyer that clearly explains the overall effort, the need to address these issues, the role of the public, the timing of events and key milestones, and the intended outcomes. This fact sheet/flyer should be made available on the City's website, distributed electronically, and made available for mailings.
- **City website.** The APS Team will develop web content that explains the project: what each component is, why the City is conducting the project, what information will be in each component, and ways that stakeholders and the public can contact the City and stay engaged in the planning process. This content will be provided to City staff for upload to the City's website. Our scope assumes City staff will manage the website throughout the project, however if desired our team has the ability to manage a project specific website, which could be used as part of the process.
- **Social Media.** The APS Team will prepare content and graphics for use on social media sites such as Facebook, Twitter, Instagram, and Nextdoor. We will focus on those sites actively used and preferred by the City, stakeholders, and other local groups and organizations with an online presence in the community.
- **Online Survey.** An online survey is an easy and powerful way of gathering qualitative and quantitative data to inform plan preparation. The APS Team will develop an online survey that can be distributed to the community via email and social media.

2c. Stakeholder and Public Meetings

The following combination of meetings and workshops is recommended based on our experience with LHMP Updates:

- **Stakeholder Meetings.** Engaging stakeholders early in the process supports the development of strategies that build upon the community successes and lessons learned, allows for leveraging existing and potential programs consistent with community values, state requirements, and a collaborative approach to implementation. The most effective approach to stakeholder engagement varies based on the desires, capacity, and availability of relevant community leaders, agencies, and organizations. The most common approaches involve a handful of small group meetings. The APS Team has budgeted staff time for up to 3 stakeholder meetings, in person or virtually.



- **Community Workshops.** Two in-person community workshops are proposed to allow for conversations with and between larger gatherings of the community. While the creation of stand-alone workshops is possible, we highly recommend using existing City meetings like those conducted for the Commissions, Boards, and Committees active within the City. Not only can these groups help with outreach, but the attendees at these meetings will benefit from this information in a less time intensive manner than a stand-alone meeting. If desirable the budget allocated to the two in person meetings identified in the scope could be re-allocated to attendance at 1 meeting each with the City Council, Planning Commission, Citizens Oversight Committee, Cultural Arts Commission, Parks & Recreation Commission, Personnel Board, Traffic Commission, and Youth Committee. Attendance at all or many of these existing meetings may be better received and more fruitful than an LHMP update-specific meeting.

We will coordinate with the City on the engagement strategy to determine when to conduct these activities. In-person outreach is also best done in conjunction with another existing event, such as the Fall Festival or any summer programming. At an in-person event, we anticipate facilitating activities that gather direct feedback and information from participants surrounding their concerns for the community and ideas on how to improve their quality of life.

Task 3. Review of Existing Safety Conditions with Gap Analysis

Key Activities

- Hazard profiling, hazards mapping, and risk assessment
- Climate adaptation vulnerability assessment

Related Deliverables

- Updated Hazard Profiles, Hazard Mapping, and Risk Assessment
- Draft and final Climate Adaptation Vulnerability Assessment

3a. Hazard Profiling, Hazards mapping, and Risk Assessment

Based on the discussion from HMPC Meeting #1, the APS Team will update the Hazard Profiles, Hazard Mapping, and Risk Assessment within the LHMP to include new information from the past five years since prior adoption. As part of this task, the APS Team will discuss new or additional critical facilities to be included in the risk assessment and obtain relevant information that meets the City's needs and goals. As part of this task, the HMPC will review and verify this information as part of HMPC Meetings #1 and #2. A key element of this update is the integration of the Climate Adaptation Vulnerability Assessment.

3b. Climate Adaptation Vulnerability Assessment

Per SB 379, the City's Safety Element must be reviewed and updated as necessary to address climate adaptation and resiliency strategies, including the preparation of a Climate Adaptation



Vulnerability Assessment (CAVA). This assessment will also support the hazard mitigation planning component of this project.

The APS Team will develop a CAVA to identify the city and community assets and populations that may be affected by climate hazards, followed by the identification and prioritization of corresponding climate adaptation measures. Our approach is guided by state law, national and statewide climate assessments/plans, local data, internal coordination, collaboration with City staff and regional agencies, and other relevant efforts.

The purpose of the CAVA is to identify Westminster's susceptibility to the effects and impacts of climate change. More specifically, the primary effects caused by the initial impacts of increased GHG emissions (e.g., increases to average temperature and changes to annual precipitation amounts) and the secondary effects (e.g., drought, heatwaves, flooding) that result from the primary effects. The APS Team will analyze how climate-related hazards may affect populations and assets in Westminster, especially as these hazards become more frequent and intense. Based on the outcome of the CAVA, we will identify adaptation measures for each hazard risk, with priority given to higher risk-hazards and those that are responsible for the greatest vulnerabilities.

In collaboration with City staff and stakeholders, we will develop adaptation goals and measures that provide direction for achieving resilience and act as guideposts throughout the planning process and implementation. Establishing resilience goals builds transparency into the process, clarifies shared outcomes, provides the foundation for future project decisions, and informs the development of tracking and evaluation metrics. Adaptation measures may be general statements of policy preference or desired direction, and others are highly detailed and contain specific implementation direction. Adaptation measures can fall into a number of categories: programmatic, plans / regulations / policy, capital improvements, and education / outreach / coordination.

As part of this effort, the APS Team will develop a summary memorandum of relevant information and policy/ implementation action recommendations that should be incorporated into the General Plan Safety Element to ensure SB 379 compliance. Development of this memorandum is intended to assist City staff with an update to the Safety Element that is often required during an LHMP update.

Note: *If staff would like to update the General Plan Safety Element, the APS Team can support this effort as part of this project. We have even been successful in getting the cost of the update (or a portion of it) covered under a FEMA Hazard Mitigation Grant like the one used for this project. If this is desired, a scope and budget estimate can be provided upon request.*



Task 4. Review of Existing Documentation to Establish Safety Goals and Strategies

Key Activities

- **Review of existing City planning documents**
- **Development of mitigation actions and strategies**

Related Deliverables

- Updated mitigation strategies and actions

4a. Review of Existing City Planning Documents

The APS team will review the City's previous LHMP (dated March 2016) along with the City's related planning documents, policies, plans, programs, and standards, to determine alignment with current best practices. These existing documents include, but are not limited to: Westminster General Plan, Westminster Emergency Operation Plan, California Strategic Highway Safety Plan, Caltrans Local Roadway Safety Manual, Caltrans Standard Plans, and FEMA Local Hazard Mitigation Plan Guidelines.

4b. Development of Mitigation Actions and Strategies

The APS Team will review the City's existing mitigation strategies and actions and collaborate with the HMPC on the progress during the previous implementation period. As part of this task the APS Team will develop new or revised mitigation actions and strategies taking into consideration, changes to City operations and functions, changing community needs, and new information developed. Upon completion of the updated mitigation strategies and actions, the APS Team will conduct HMPC Meeting #2 to review and finalize the actions within the plan.

Task 5. Development of Final LHMP Document

Key Activities

- **Facilitation of future LHMP evaluation and update activities**
- **Finalization of administrative draft (preliminary draft)**
- **Finalization of public review draft**
- **Plan submittal to Cal OES/FEMA**

Related Deliverables

- Administrative Draft LHMP (PDF Format)
- Public Review Draft LHMP (PDF Format)
- Cal OES/FEMA Review Draft LHMP (PDF Format)



5a. Facilitation of Future LHMP Evaluation and Update Activities

This task focuses on the future, routine monitoring and implementation of the LHMP. To better address these processes, the APS Team has developed an Implementation Workbook that will be incorporated into the plan to assist with future monitoring, evaluation, and updates. This workbook provides City staff with an easy guide to future actions and opportunities to incorporate mitigation strategies and actions into everyday tasks.

5b. Finalization of Administrative Draft

Upon completion of the two HMPC meetings, the Administrative Draft LHMP will be compiled for City staff review. This draft will be at least 65% complete and will be shared with City staff for review and comment. If requested, APS can provide up to 4 hard copies of this draft as well as the standard digital copy. At this time, City staff can determine if the plan is shared with all members of the HMPC, if desired. Once review of the Administrative Draft LHMP is complete, the APS Team assumes City staff will provide one consolidated set of comments for review and revision.

5c. Finalization of Public Review Draft

Upon receipt of comments from City staff, the APS Team will prepare the Public Review Draft LHMP, which will be at least 90% complete and will include the necessary information and results from public engagement and outreach efforts. If requested, APS can provide hard copies of this draft as well as the standard digital copy. Upon release of the document, the APS Team recommends a 30-day public review period to ensure community members have adequate time to review and comment on the plan. Once the public review period is complete, the APS Team will finalize the plan for Cal OES/FEMA Review.

5d. Plan Submittal to Cal OES/FEMA

Upon completion of the public review period, the APS Team will prepare the LHMP for Cal OES/FEMA review. APS will coordinate directly with Cal OES and FEMA Region IX throughout the review process, addressing all comments and ensuring the plan meets current FEMA Local Mitigation Plan Review Guide requirements for approval. As part of this task, the FEMA Plan Review Tool will be prepared to ensure all required information is identified for the plan reviewers, and the plan documents will be transmitted to Cal OES to begin their review. Upon receipt of comments, the APS Team will work with Cal OES staff to make necessary revisions, ensuring the plan receives approval by Cal OES to begin FEMA Region IX review and approval. Upon receipt of FEMA approval of the plan, the APS Team will begin the process of getting the plan ready for final adoption.



Task 6. Plan Adoption and Project Closeout

Key Activities

- **City adoption of final LHMP**
- **Final adoption meeting(s)**
- **Project Closeout support**

Related Deliverables

- Final LHMP document (3 hard copies in color plus 2 flash drives with the PDF and MS Word Formats)
- Final adoption meeting(s) with the City Council

6a. City Adoption of Final LHMP

Upon receipt of an “Approvable Pending Adoption” letter from FEMA, the City will be eligible to adopt the LHMP and begin the next five-year implementation process. Upon approval by City Council a final MS Word and PDF version of the document will be provided to City staff for their records.

6b. Final Adoption Meetings

The APS Team will prepare for and attend up to three public adoption meetings and revise the LHMP based on comments from either the Planning Commission or City Council. Upon adoption of the project, the APS Team will provide all final project deliverables.

6c. Project Closeout

To ensure City staff can effectively close out the project with Cal OES and FEMA, the APS Team has allocated staff time to prepare relevant documentation as needed to support the closeout process. Support for this task assumes up to 16 hours of staff time to gather and summarize relevant data and information necessary for this process.



Proposed Hours and Fees

Task Name	Aaron Pfannenstiel	Suzanne Murray	Dennis Larson	Robert Jackson	Tessa Wunder	Lee Rosenberg	Total Fees
	\$ 250	\$ 165	\$ 215	\$ 135	\$ 135	\$ 175	
Task 1. Initiation of Project and Project Management							
1a. Kick-Off Meeting	4	4	4	4		4	\$3,760
1b. HMPC Meetings (2)	8	8			8		\$4,400
1c. Project Coordination	12	12					\$4,980
Task 2. Community Engagement and Collaboration							
2a. Community Engagement Strategies	4	8		8	12		\$5,020
2b. Outreach Collateral	4	16	4		16		\$6,660
2c. Stakeholder and Public Meetings	24	24		24	12		\$14,820
Task 3. Review of Existing Safety Conditions with Gap Analysis							
3a. Hazard Profiling, Hazards Mapping, and Risk Assessment	8	8	20	16	8	8	\$12,260
3b. Climate Adaptation Vulnerability Assessment	8	8	36		16		\$13,220
Task 4. Review of Existing Documentation to Establish Safety Goals and Strategies							
4a. Review of Existing City Planning Documents	2	4		16	4		\$3,860
4b. Development of Mitigation Actions and Strategies	4	8		8	4	4	\$4,640
Task 5. Development of Final LHMP Document							
5a. Facilitation of Future LHMP Evaluation and Update Activities	2	4		8	4		\$2,780
5b. Finalization of Administrative Draft	4	8	8	8	16	8	\$8,680
5c. Finalization of Public Review Draft	4	8	2	8	8		\$4,910
5d. Plan Submittal to Cal OES/FEMA	4	4	2		8		\$3,170
Task 6. Plan Adoption and Project Closeout							
6a. City Adoption of Final LHMP	2	2		4	4		\$1,910
6b. Final Adoption Meetings	12				8		\$4,080
6c. Project Closeout	4	4			8		\$2,740
Translation Support Services							\$7,000
Printing and Reimbursable Expenses							\$3,000
10% Contingency							\$11,189
Grand Total	110	130	76	104	136	24	\$123,079



Proposed Project Timeline


































































LHMP Tasks	2026						2027							
	July	August	September	October	November	December	January	February	March	April	May	June	July	August
Task 1. Initiation of Project and Project Management														
1a. Kick-Off Meeting	*													
1b. HMPC Meetings (2)		*		*										
1c. Project Coordination														
Task 2. Community Engagement and Collaboration														
2a. Community Engagement Strategies														
2b. Outreach Collateral														
2c. Stakeholder and Public Meetings														
Task 3. Review of Existing Safety Conditions with Gap Analysis														
3a. Hazard Profiling, Hazards Mapping, and Risk Assessment														
3b. Climate Adaptation Vulnerability Assessment														
Task 4. Review of Existing Documentation to Establish Safety Goals and Strategies														
4a. Review of Existing City Planning Documents														
4b. Development of Mitigation Actions and Strategies														
Task 5. Development of Final LHMP Document														
5a. Facilitation of Future LHMP Evaluation and Update Activities														
5b. Finalization of Administrative Draft														
5c. Finalization of Public Review Draft														
5d. Plan Submittal to Cal OES/FEMA														
Task 6. Plan Adoption and Project Closeout														
6a. City Adoption of Final LHMP														
6b. Final Adoption Meetings														
6c. Project Closeout														

* Denotes a Meeting (virtual or in person) Atlas Planning Team Tasks Review Periods (Staff, Public, Agency)

Appendix A – Recent LHMP Client List

Please note that this table only includes engagements from the past five years. APS staff have been providing relevant services to California communities for well over 20 years; more expansive information on our past projects is available upon request.

Note: Orange County jurisdictions are **bolded**.

Atlas Planning Solutions LHMP Clients, Past 5 Years (2021–2026)				
Community	LHMP Assistance	Safety Element Assistance	Climate Adaptation Assistance	Evacuation Assistance
City of Aliso Viejo (2025, 2024)				
City of Anaheim (2022)				
City of Antioch (2023)				
City of Bradbury (2025)				
City of Brea (2024)				
City of Buellton (2026)				
City of Canyon Lake (2022)				
City of Colton (2025, 2019)				
City of Costa Mesa (2021)				
City of Davis (2026)				
City of El Segundo (2025)				
City of Encinitas (2025, 2023)				
City of Foster City (2023)				
City of Fullerton (2024, 2019)				
City of Hollister (2022)				
City of Huntington Beach (2022, 2017, 2012)				
City of Irvine (2025, 2020)				
City of Laguna Beach (2023, 2021, 2018)				
City of Lancaster (2021)				
City of Loma Linda (2022)				
City of Malibu (2025)				
City of Mission Viejo (2024)				



Atlas Planning Solutions LHMP Clients, Past 5 Years (2021–2026)				
Community	LHMP Assistance	Safety Element Assistance	Climate Adaptation Assistance	Evacuation Assistance
City of Needles (2025)				
City of Norco (2025)				
City of Ontario (2023)				
City of Perris (2021)				
City of Pico Rivera (2025)				
City of Rancho Cucamonga (2021)				
City of San Bernardino (2024)				
City of San Marino (2024)				
City of Santa Rosa (2025, 2016)				
City of Saratoga (2024, 2012)				
City of Stanton (2022)				
City of Upland (2025)				
City of Vernon (2022)				
City of Willits (2021)				
Town of Portola Valley (2025)				
County of Butte (2023)				
County of Mendocino (2021)				
County of San Diego (2021)				
County of San Mateo (2026)*				
County of Santa Clara (2025)				
East Orange County Water District (2025)				
Municipal Water District of Orange County Multi-Jurisdictional Hazard Mitigation Plan (2025) **				
San Bernardino Valley Municipal Water District (2025)				

* Project includes cooperative work with all of the following: Cities of Half Moon Bay, Burlingame, Atherton, and San Bruno
 ** Project included cooperative work with all of the following: El Toro Water District, Laguna Beach County Water District, Mesa Water District, Moulton Niguel Water District, Orange County Sanitation District, Orange County Water District, Santa Margarita Water District, Serrano Water District, South Coast Water District, South Orange County Wastewater Authority, Trabuco Canyon Water District, Yorba Linda Water District, Costa Mesa Sanitary District, Irvine Ranch Water District, Municipal Water District of Orange County

Appendix B – Resumes



Aaron Pfannestiel, AICP

*Project Manager, Emergency Operations,
Hazard Mitigation & Safety Element Subject Matter Expert*

aaron@atlasplanning.org

951-444-9379

Professional Summary

Mr. Pfannestiel is the Principal and Chief Financial Officer (CFO) of Atlas Planning Solutions (APS) and brings more than 23 years of experience in emergency management, hazard mitigation, and comprehensive community planning. His experience includes leading and supporting Emergency Operations Plans (EOPs), Local Hazard Mitigation Plans (LHMPs), and General Plan Safety Element updates for cities, counties, and special districts nationwide, with extensive experience in California jurisdictions.

Prior to founding APS, Mr. Pfannestiel served in project management and technical leadership roles on numerous Safety Element updates prepared in conformance with California Government Code Section 65302(g), including projects that required CEQA documentation and Environmental Impact Reports. Across his career, he has supported more than 100 local and multi-jurisdictional hazard mitigation and safety planning efforts, frequently serving as Project Manager or primary technical author.

Mr. Pfannestiel's work emphasizes integrating operational emergency response planning with long-range hazard mitigation, land use policy, and resilience objectives. He develops EOPs that are operationally focused and aligned with NIMS and ICS principles, while ensuring consistency with adopted LHMPs and General Plan Safety Elements. His multidisciplinary background in geology, environmental studies, and urban planning enables him to translate complex hazard data into actionable policies, procedures, and implementation strategies that support preparedness, response, recovery, and long-term community resilience.

Areas of Expertise

- Emergency Operations Plans (EOPs) and supporting annexes
- Local Hazard Mitigation Plans (LHMPs) and multi-jurisdictional plans
- General Plan Safety Element updates (California Government Code §65302(g))
- Integration of EOPs with LHMPs and General Plan Safety Elements
- Hazard risk assessment and vulnerability analysis
- Wildfire, flood, seismic, and climate-related hazards
- CEQA compliance for Safety Element updates and mitigation planning
- Stakeholder coordination, public outreach, and plan adoption support

Relevant & Current Experience

Principal and CFO, Atlas Planning Solutions Riverside, CA | December 2018 - Present

- Manages new and updates for LHMPs, EOPs, and Safety Element for jurisdictions throughout California.
- Serves as Project Director and Project Manager for most of the Local Hazard Mitigation Plans and General Plan Safety Element updates, for APS, supporting California cities and counties.



- As a Safety Element and Hazard Mitigation Subject Matter Expert, regularly acts as the primary Technical Liaison between City staff and technical implementation teams across all APS programs.
- Provides project oversight and quality assurance over all APS programs to ensure consistent, high-quality, and timely products, services, and deliverables.

Senior Associate, PlaceWorks
Ontario, CA | May 2017 – Dec 2018

- Focused on natural hazards, hazard mitigation, resiliency, and community planning.

Senior Project Manager, Michael Baker International
Ontario, CA | Jun 2004 – May 2017

- Specialized in General Plan Safety Elements, Local Hazard Mitigation Plans, Climate Adaptation, and Emergency Management focused on the Western United States and throughout the nation.

Education

- MURP, 2005, Regional Planning/Urban Planning, California State Polytechnic University, Pomona
- BA, 2001, Environmental Studies, University of California at Santa Barbara
- BS, 2001, Geological Sciences, University of California at Santa Barbara

Professional Affiliations & Certifications

- American Institute of Certified Planners (AICP), California, 021026
- American Planning Association (APA), California, 155482
- American Institute of Certified Planners, 2006, 021026
- LEED Accredited Professional, 2006
- California Emergency Services Association



Suzanne Murray

*Emergency Management Planner and Program Lead,
Hazard Mitigation & Preparedness Specialist*

suzanne@atlasplanning.org

951-444-9379

Professional Summary

Emergency management professional with 20+ years of experience leading preparedness, mitigation, and resilience initiatives for local governments, federal agencies, and military organizations. Proven leader in developing Hazard Mitigation Plans (HMP/LHMP), Emergency Operations Plans (EOPs), risk assessments, and operational readiness programs that strengthen community resilience and ensure regulatory compliance.

Core Competencies

- Emergency Operations Planning (EOPs)
- Hazard Mitigation & Climate Adaptation Planning
- THIRA Risk Assessments
- Cal OES / FEMA CPG 101 Compliance
- Stakeholder Engagement & Facilitation
- Incident Command System (ICS/NIMS)
- Program & Contract Management
- Training & Capacity Building
- Technical Writing & Editing
- Military Intelligence Operations

Relevant & Current Experience

Principal and CEO, Atlas Planning Solutions Riverside, CA | Dec 2018 – Present

Founding principal and leader of a woman-owned emergency management consulting firm supporting California cities, counties, and special districts with mitigation, preparedness, and resilience planning.

- Support direction of all planning and preparedness projects, including LHMPs, EOPs, General Plan Safety Elements, climate adaptation strategies, and continuity planning efforts
- Serve as technical lead and final reviewer to ensure compliance with FEMA, Cal OES, and state legislative requirements (SB 379, SB 99, AB 2140, etc.)
- Manage multi-jurisdictional planning processes, facilitating workshops, risk analyses, and stakeholder engagement with emergency managers, fire, law enforcement, and public works
- Develop hazard analyses, capability assessments, and implementation roadmaps that guide real-world operational improvements
- Lead contracts, budgeting, staffing, and quality assurance for all deliverables
- Build partnerships with city leadership and agency executives to translate policy into actionable preparedness strategies



Human Intelligence Collector, United States Army Reserve LA County, CA | May 2004 – Apr 2026

Operational intelligence professional supporting domestic and overseas missions with collection, analysis, and decision support for senior leadership. Deployment experiences include emergency management equivalent skills such as volunteer/donation management during the Afghanistan withdrawal and coordinated EOC activities. Also proficient in COOP planning and exercise with functional AAR sessions.

- Conducted intelligence collection and analysis across multiple deployments in high-risk operational environments
- Produced mission-critical reports and briefings used by brigade and joint task force commanders
- Synthesized complex information into concise, actionable recommendations under time pressure
- Design and deliver training, exercises, and tabletop scenarios to strengthen organizational readiness
- Trained and mentored junior personnel in reporting, questioning techniques, and operational tradecraft
- Coordinated with interagency and coalition partners to integrate intelligence and operational planning
- Maintained Top Secret/SCI clearance throughout service

Education

- M.A., Emergency Management/Homeland Security, AMU, WV
- M.A., 2008, English, National University, La Jolla, CA
- B.A., 2004, English, University of California Riverside, CA
- A.A., 2007, Intelligence Operations, Cochise College, Sierra Vista, AZ

Other Training (FEMA ISP)

- **IS-00700.b:** An Introduction to the National Incident Management System
- **IS-02600:** National Protection Framework, An Introduction
- **IS-00317.a:** Introduction to Community Emergency Response Team (CERTs) | CERT Member for Riverside City
- **IS-328:** Plan Review for Local Mitigation Plans
- **IS-2200:** Basic Emergency Operations Center Functions
- **IS-235.c:** Emergency Planning
- **IS-120.c:** An Introduction to Exercises



Robert Jackson

Associate Planner,
Hazard Mitigation & Safety Elements

robert@atlasplanning.org

951-444-9379

Professional Summary

Robert Jackson has nine years of relevant work experience, including five years with Atlas Planning as an assistant planner and has been an integral part in a multitude of projects since joining the Atlas Planning team in 2020. He has experience in Local Hazard Mitigation Plan document preparation and updates. General Plan Safety Element update research, document review, and composition. While newer to the planning world, he has proven to be a valuable asset to the Atlas Planning Team.

Core Competencies

- Project Management
- Research
- GIS/Mapping
- Writing & Editing
- Analytical Skills
- Teamwork
- Client Relations

Relevant & Current Experience

Associate Planner, Atlas Planning Solutions Riverside, CA | Jul 2020 – Present

Has supported over 40 Local Hazard Mitigation Plan updates and General Plan Safety Element updates for various California jurisdictions since joining the Atlas team in 2020 (see Table 1 for a full list of relevant APS qualifications).

Life Insurance Agent, New York Life Insurance Company Riverside, CA | Jun 2015 – Apr 2020

Led document preparation, personal wealth mitigation and research, and the creation of custom life insurance and financial solutions for clients, which best suited their individual needs. Much like the different cities and jurisdictions within the planning world require unique solutions to their hazard mitigation strategies and plans.

Other Training (FEMA ISP)

- **IS-230.e:** Fundamentals of Emergency Management
- **IS-318.b:** Local Mitigation Planning Training
- **IS-320:** Wildfire Mitigation Basics
- **IS-322:** Flood Mitigation Basics
- **IS-323:** Earthquake Mitigation Basics
- **IS-393.b:** Introduction to Hazard Mitigation
- **IS-700.b:** An introduction to the National Incident Management System
- **ISC-100:** An Introduction to the Incident Command System



Crystal Stueve

*Deputy Emergency Operations Plan Program Manager,
Senior Hazard Mitigation Planner*

crystal@atlasplanning.org

951-444-9379

Professional Summary

Ms. Stueve provides more than 20 years of professional experience supporting emergency management, preparedness, and operational planning efforts for Federal, State, and local government agencies. She serves as Deputy Project Manager for Emergency Operations Plan (EOP) projects and has authored, reviewed, and edited dozens of EOPs, annexes, training materials, and related planning documents. Her experience includes supporting operational readiness, risk-informed planning, and inter-departmental coordination across all phases of emergency management.

Ms. Stueve brings a strong working knowledge of emergency preparedness planning, risk assessment, and the operational implications of emergency planning on government functions. Her military background provides a solid understanding of command structures, information flow, and the importance of clear, concise, and actionable guidance during emergency activations. She is highly skilled in developing plans and supporting materials that are accessible, easy to implement, and aligned with real-world operational needs.

In addition to her planning expertise, Ms. Stueve has developed and published training and capacity-building resources designed to enhance organizational readiness for human-caused, natural, and climate-related hazards. Her work emphasizes human-centered design principles to improve plan usability, training effectiveness, and staff adoption during exercises and real-world incidents.

Relevant & Current Experience

Senior Planner, Atlas Planning Solutions Riverside, CA | Nov 2020 – Present

- Since 2024, has served as the Deputy Program Manager for APS EOP Projects
- Supported over 50 Local Hazard Mitigation Plan updates and General Plan Safety Element updates for various Southern California jurisdictions (see Table 1 for a full list of relevant APS qualifications).
- Served as the Senior Planner for more than 20 projects, including Local Hazard Mitigation Plan and General Plan Safety Element updates, for 15 jurisdictions across Southern California.

Emergency Operations Center Specialist, San Bernardino Police Department San Bernardino, CA | Sep 2018 – Mar 2020

- Supported the Emergency Operations Center during emergencies or disasters in functions relating to emergency management.
- Prepared emergency management media briefings and provided appropriate public notifications during EOC activation events.



Emergency Operations Center Analyst, US Army Civil Affairs and Psyop Operations Command

Fort Bragg, NC | Jun 2008 – Jun 2012

- Monitored unfolding emergencies and wrote daily briefing reports to ensure situational awareness
- Worked with civil authorities, DoD agencies, and local military and civilian response authorities to evaluate their resources and coordinate mutual support agreements where applicable.

Education

- MA, 2017, Mass Communications & Journalism, Kent State University
- BS, 2012, Intelligence Management, Henley-Putnam University

Other Training (FEMA ISP)

- **IS-100:** Introduction to the Incident Command System, ICS
- **IS-200:** Basic Incident Command System for Initial Response
- **IS-700 / IS 800:** An Introduction the National Incident Management System (NIMS) / (National Response Framework) [Certified]

Professional Affiliations & Certifications

US Army Reserve Retiree

Ms. Stueve is a retired U.S. Army Reserve noncommissioned officer with experience supporting emergency operations, intelligence analysis, and defense support to civil authorities. Her background includes EOC operations, situational reporting, interagency coordination, and WMD preparedness and response, providing a strong operational foundation for Emergency Operations Plan (EOP) development.

- **DOD TS Clearance with SCI Eligibility**



Dennis Larson

*GIS Mapping Technical Expert,
Climate Change Subject Matter Expert*

dennis@atlasplanning.org

951-444-9379

Professional Summary

Mr. Larson has 25 years of experience in public agency program management, policy research, and technical analysis. His specialties include long-range planning, hazard mitigation, climate resiliency, Geographic Information Services, and economic impact analyses. Dennis helps public agencies and private firms develop and evaluate policies, programs, and strategies with measurable performance impacts. Dennis has supported more than 40 Local Hazard Mitigation Plans (LHMPs) throughout California.

Relevant & Current Experience

Senior Planner, Atlas Planning Solutions Riverside, CA | Dec 2018 – Present

- Supports data analytics and mapping for all APS Local Hazard Mitigation Plan General Plan Safety Element updates throughout California (see Table 1 for a full list of relevant APS qualifications).
- Serves as the Senior Planner for complex projects, involving hazard mitigation, climate adaptation, and coastal resources throughout California.
- As a GIS expert, Dennis supports client needs regarding data analysis and mapping ensuring an increased understanding in the risks and vulnerabilities associated with hazards.

Principal & Founder, Nexus Planning & Research San Diego, CA | Jun 2012 – Present

- Leads efforts to help public and private entities develop economically viable and environmentally sustainable policies, programs, and strategies with measurable performance impacts.
- Focused on land use planning; economic and fiscal impact assessment; climate change analysis; and California Environmental Quality Act (CEQA) compliance.
- Provides key services to Atlas Planning Solutions in support of hazard mitigation and climate adaptation.

Senior Economist, AECOM San Diego, CA | Jun 2008 – Jun 2012

- Performed economic impact analysis and financial feasibility for private and public developments using IMPLAN economic modeling software.
- Developed Community Impact Assessments for transportation planning agencies.
- Managed preparation of California Environmental Quality Act (CEQA) documents including Environmental Impact Reports (EIR) and National Environmental Policy Act (NEPA) documents including Environmental Impact Statements (EIS) and Environmental Assessments (EA).
- Assessed conditions and environmental impacts in context of CEQA or NEPA. As a subject matter expert, wrote Socioeconomics, Environmental Justice, Public Services, and Land Use chapters.



Education

- MA, Economics, California State University, San Diego
- BA, Geography, California State University, San Diego

Other Training (FEMA ISP)

- **IS-100:** Introduction to the Incident Command System, ICS
- **IS-200:** Basic Incident Command System for Initial Response
- **IS-700 / IS 800:** An Introduction the National Incident Management System (NIMS) / (National Response Framework) [Certified]



Tessa Wunder

Senior Technical Editor

Emergency Operations, Hazard Mitigation, and Safety Elements

tessa@atlasplanning.org

951-444-9379

Professional Summary

Ms. Wunder is a Technical Editor and Knowledge Management Specialist with more than 10 years of experience formatting, editing, and managing complex, multi-author technical documents for government, healthcare, and highly regulated industries. At Atlas Planning Solutions, she supports the production of Emergency Operations Plans (EOPs), Local Hazard Mitigation Plans (LHMPs), General Plan Safety Elements, and supporting annexes by ensuring documents are clear, consistent, accessible, and publication-ready.

Ms. Wunder specializes in document structure, style standardization, and formatting for large, compliance-driven plans. Her expertise includes creating and enforcing style guides, managing version control, applying Section 508 and WCAG accessibility standards, and preparing final deliverables suitable for City Council adoption, FEMA, and Cal OES review and public distribution. She is highly skilled in Microsoft Word, Adobe Acrobat, MadCap Flare, and CSS-based formatting, allowing Atlas plans to remain both technically accurate and easy to navigate during real-world emergency use.

Her background in knowledge management and content system migration supports Atlas's internal quality control processes, ensuring consistency across EOPs, annexes, LHMPs, and Safety Elements produced by multiple authors and subject matter experts.

Core Competencies

- Knowledge management and style guide development
- QA/QC processes for compliance-driven documents
- Accessibility remediation for legacy planning documents
- Multi-format output (Word, accessible PDF, web-ready content)
- Collaboration with SMEs, planners, and emergency management staff
- CSS-based formatting and advanced document styling
- Document migration and standardization across platforms
- Technical graphics and figure formatting

Relevant & Current Experience

Senior Technical Editor, Atlas Planning Solutions (APS)

Riverside, CA | Dec 2025 – Present (former APS contractor since 2023)

- Formats and standardizes EOPs, annexes, and checklists to ensure usability during emergency activations
- Applies Section 508 and WCAG accessibility standards to planning documents and PDFs
- Maintains document templates, styles, and formatting standards across all Atlas deliverables
- Performs technical editing and QA/QC for multi-author planning documents
- Prepares final, publication-ready documents for City Council adoption, State review, and public release



Technical Editor/Writer, various regulated industries Iowa City, IA | Jul 2015 – Dec 2025

- Authored, edited, and formatted complex technical documentation, including policies and procedures, SOPs, playbooks, user guides, and knowledge base articles for diverse client audiences.
- Standardized document structure, formatting, and style across multi-author projects to improve clarity, consistency, and usability.
- Developed and enforced documentation style guides to support long-term document maintenance and scalability.
- Applied Section 508 and WCAG accessibility standards to documents and PDFs to ensure compliance and accessibility for all users.
- Created fillable and calculated PDFs, forms, and templates to support operational and administrative workflows.
- Managed document version control and organization using source control systems and content management platforms.
- Migrated documentation between knowledge base systems, maintaining content integrity, formatting, and navigability.
- Performed technical editing, fact-checking, and quality assurance reviews for accuracy and compliance with client requirements.
- Collaborated with subject matter experts to translate complex technical information into clear, user-focused documentation.
- Prepared publication-ready deliverables for internal review, executive approval, and public-facing distribution.

Other Training (FEMA ISP)

- **IS-393.B:** Introduction to Hazard Mitigation



Lee Rosenberg, CEM

Consulting Partner

Emergency Operations & Hazard Mitigation Subject Matter Expert

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Lafayette, CA

Professional Summary

Mr. Lee Rosenberg is the owner and managing director of Navigating Preparedness Associates. As the company leader, he provides direction to staff who deliver comprehensive emergency preparedness services to the government and industry. With more than 40 years of emergency management, national security, and homeland security experience, Mr. Rosenberg has a broad and deep knowledge of the practical application of operations and policy in these areas. He has a particular focus on hazard mitigation plan development and program implementation. Mr. Rosenberg led the URS Corporation's Oakland environmental service department and West Coast emergency preparedness practice from 2008 to 2014. He served as a Federal Coordinating Officer for FEMA Region IX from 2006 to 2008, where he provided support to states for numerous presidentially declared disasters. He has supported more than 50 Local Hazard Mitigation Plans (LHMPs) throughout California and the western United States.

Areas of Expertise

- Maritime Operations and Planning
- Training and Exercises
- After Action Reporting
- Emergency Operations Plans
- Project Management
- Client Relations

Relevant & Current Experience

Managing Director, Navigating Preparedness Associates, Lafayette, CA | Mar 2014 – Present

- Supports Local Hazard Mitigation Plan updates and Emergency Operations Plan updates for various California jurisdictions.
- As an Emergency Management Subject Matter Expert, regularly advises City staff and technical implementation teams in support of NPA programs.
- Manages a team of technical experts in the fields of emergency management, training and exercises, and continuity of operations planning.
- Provides project oversight and quality assurance over all NPA programs to ensure consistent, high-quality, and timely products, services, and deliverables.

Manager of Environmental Services, URS Corporation Oakland, CA | Jan 2008 – Feb 2014

- Provided a wide range of technical expertise including innovative GIS solutions, air quality modeling services, climate change management, crisis communications and economic analysis.
- Directed the URS California-wide emergency management practice area that delivered high quality emergency preparedness response and contingency plans and conducted tailored emergency preparedness training and exercises for Federal, state and local government and private industry.



Federal Coordinating Officer, FEMA/DHS
Long Beach, CA | Jul 2006 – Jan 2008

- Led multiple teams in conducting Federal government disaster response and recovery operations in support of the Stafford Act.

Education

- Certified Emergency Manager (CEM), International Association of Emergency Managers, 2021
- Northwestern University, Master of Engineering Management

Professional Affiliations & Certifications

- Certified Emergency Manager, CEM