

# A G E N D A

## FINANCE COMMITTEE

REGULAR MEETING  
TUESDAY, JANUARY 29, 2019, AT 9:00 AM  
BOARD ROOM – GATEWAY COMPLEX

1. MEETING CALLED TO ORDER: F. William Dorband, Chairman
2. ROLL CALL: Dorband, Autrey, Moderacki, Neff, Rosenzweig, Temple, and Yearout
3. APPROVAL OF REPORT OF DECEMBER 4, 2018 (Attachment)
4. RESIDENTS' FORUM
5. CHAIRMAN'S REPORT – ANNOUNCEMENTS
6. STAFF REPORTS
  - a. CEO – General Comments
  - b. CFO – Monthly GRF Financials (copy in GRF Board Office Finance Committee mailbox)
  - c. Director of Mutual and Trust Operations – Trust Facilities and Property Maintenance, Projects, and Machinery/Equipment Acquisition Reports (Attachments)
7. UNFINISHED BUSINESS
  - a. Discussion of increase in Membership Transfer Fee and request for revenue projections.
  - b. Consider recommending that the Board approve and authorize the CEO to execute a contract with the firm Ellen Lopez & Associates Inc. in an amount not to exceed \$40,000, which includes a \$5,000 contingency fund, to update the Foundation's Emergency Operations Plan Emergency for wildfire, disaster, and evacuation planning, to be paid from the operating budget, but the project was not funded during the 2019 budget process. (Attachment)
8. NEW BUSINESS
9. ADJOURNMENT
10. NEXT REGULAR MEETING: Tuesday, February 26, 2019, at 9:00 a.m. in the Board Room at Gateway Complex.

cc: GRF Board

## FINANCE COMMITTEE REPORT

REGULAR MEETING  
TUESDAY, DECEMBER 4, 2018, AT 9:00 A.M.

A regular meeting of the Finance Committee was convened by Jean A. Autrey, Vice Chair, at 9:00 a.m. on Tuesday, December 4, 2018, in the Board Room at Gateway Complex.

Present, in addition to the Vice Chair, were Paul J. Moderacki, Mary K. Neff, Paul Rosenzweig, Della C. Temple, and Gery Yearout. F. William Dorband was excused. Also attending were Robert D. Kelso, President, Leslie Birdsall, Vice President, Geraldine Pyle, Secretary, and Kenneth Anderson and Barbara Coenen, Directors, GRF; Timothy O'Keefe, CEO; Richard S. Chakoff, CFO; Paul J. Donner, Director, Mutual and Trust Operations; Jeffrey P. Matheson, Director of Resident Services; Amanda Davis, Senior Accountant; Deborah Rose, Senior Administrative Assistant, Executive Services; and one resident.

The report of the Committee's regular meeting of October 23, 2018, was approved as written. Report Approved

There were no Resident Forum speakers.

Residents' Forum/ Staff Reports

Mr. O'Keefe provided an update regarding the EV charging stations, stating all three locations are now online. The Garden Club projects are complete, which includes the electrical updates, the sewer line, installation of a new gate, new roadway, and new bathroom. The solar project is coming along, with the inspection by PG&E completed last week, construction permits can be expected the week of December 17. Lastly, he reported that a lot of new information will be presented next month as follows, the Facility Capital Needs Analysis; the Water Reclamation Feasibility Study; and the Ad Hoc Technology Committee updates.

Mr. Chakoff reviewed the GRF Statement of Operations for October and answered questions from Committee members.

Mr. Chakoff then updated the Committee that GRF will participate in the Certificate of Deposit Account Registry Service (CDARS) program with Mechanics bank.

The Vice Chair then reviewed agenda item 8a, consider recommending to the Board an expenditure in the amount of \$516,500 from the Trust Estate Fund for the Machinery & Equipment Budget. Discussion followed. \$516,500 for the Machinery & Equipment Budget

A motion made by Ms. Neff, seconded by Mr. Moderacki, and CARRIED UNANIMOUSLY to recommend to the Board that the Capital Budget for 2019 from the Trust Estate Fund for the Machinery & Equipment Budget be approved in the amount of \$516,500.

The Vice Chair then reviewed agenda item 8b, recommend the Board authorize the CEO to execute an agreement with AMAC construction to complete the Dollar Ramp Project Dollar Ramp Project

Ramp project and add additional funding to the project budget in the amount of \$25,000. Discussion followed.

A motion made by Ms. Neff and seconded by Mr. Moderacki to recommend the Board authorize the CEO to execute an agreement with AMAC construction to complete the Dollar Ramp project and add additional funding to the project budget in the amount of \$25,000. Following discussion, the vote on the motion was taken, and the motion FAILED, with Mr. Rosenzweig, Ms. Temple, and Ms. Yearout voting no.

Dollar Ramp  
Project  
Motion  
FAILED

The Vice Chair then reviewed agenda item 8c, consider approving a recommendation from the Planning Committee to relocate the Hillside Clubhouse sign at Lower and Upper Golden Rain Road to improve sight distance, for a cost of \$1,760 from the 2018 Operating Budget. Discussion followed.

Hillside  
Clubhouse  
Sign

A motion made by Ms. Temple, seconded by Mr. Moderacki, and CARRIED, with Mr. Rosenzweig voting no, to recommend that the Board approve a recommendation from the Planning Committee to relocate the Hillside Clubhouse sign at Lower and Upper Golden Rain Road to improve sight distance, for a cost of \$1,760 from the 2018 Operating Budget.

The Vice Chair then reviewed agenda item 8d, consider authorizing the CEO to execute a Memorandum of Agreement with Enovity to evaluate, design, and complete energy efficient upgrades to GRF property utilizing the 0% interest On Bill Financing Program. Discussion followed.

Authorize  
CEO MOA  
with Enovity

A motion made Ms. Autrey, seconded by Ms. Neff, and CARRIED with Mr. Rosezweig abstaining to recommend the Board authorize the CEO to execute, after legal review, a Memorandum of Agreement with Enovity to evaluate, design, and complete energy efficient upgrades to GRF property utilizing the 0% interest On Bill Financing Program.

Mr. Donner reviewed the October Trust Facilities and Property Maintenance Report, the Capital Projects Budget and Expenditure Report, and the Machinery & Equipment Budget and Expenditure Report. Discussion followed.

Staff  
Reports  
&  
Cont.

The Vice Chair then reviewed agenda item 8e, discussion of the Membership Transfer Fee and the Finance Committee's Charter responsibility to annually review the MTF and advise the GRF Board as to any recommended increases or decreases in that fee.

MTF Charter  
Review

Ms. Neff distributed two documents labeled 8e-5, Assumes Membership Fee Increases to \$10,000 and 8e-6, Assumes Membership Fee Increases to \$11,000, to all those in attendance. The Committee reviewed page 8e-4 of the agenda packet in conjunction with the handouts. After discussion, the Committee listed the following

List of  
Needed  
Items  
for MTF

items, which are needed from the GRF Board in order to review the MTF:

Charter  
Review

Needed Items:

- Identify the minimum cash reserve to be maintained
- Identify the board “wish list”, spread by year if possible
- Identify an annual set dollar amount for potential/unexpected projects
- Other sources of revenue – fix “shrinkage”

There being no further business to come before the Committee, the meeting was adjourned at 11:03 a.m.

Adjourn-  
ment

The next regular meeting of the Finance Committee will be held on Tuesday, January 29, 2019, at 9:00 a.m. in the Board Room at Gateway Complex.

Next Mtg.  
1/29/19

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Jean A. Autrey, Vice Chair  
Finance Committee

DRAFT

**YR2018 TRUST FACILITY / PROPERTY MAINTENANCE  
COST & COMMITMENT REPORT**  
Reporting Period: December 2018

Project	Approved Budget	Reporting Period Expenditures	Incurred To-Date	Forecast To-Complete	Est. Final Expenditure	Under/(Over) Budget	Status
<b>Dollar</b>							
Pool Deck Repairs	20,000	0	19,240	0	19,240	760	
Patio Lights Replacement	8,000	0	5,870	0	5,870	2,130	
Restroom Casualty Loss	0	0	130,706	0	130,706	(130,706)	* See Note
<b>Gateway</b>							
Painting	75,000	0	44,866	0	44,866	30,134	
<b>Public Works</b>							
Street Maintenance	50,000	3,000	52,200	0	52,200	(2,200)	
Sidewalk Maintenance	65,000	1,540	58,594	0	58,594	6,406	
Water, Drainage, Sewer Maintenance	16,000	0	3,067	0	3,067	12,933	
<b>Open Space</b>							
Open Space Maintenance	25,000	10,985	24,135	0	24,135	865	
Defensible Space Fire Abatement	15,000	0	14,680	0	14,680	320	
Trails Maintenance	10,000	0	9,281	0	9,281	719	
<b>Valleywide</b>							
Equipment Replacements	38,000	0	7,820	0	7,820	30,180	
Fence Painting (Dollar & Hillside Pools)	22,000	0	17,105	0	17,105	4,895	
Facilities Wood Staining	50,000	0	40,150	0	40,150	9,850	
Flooring Repairs	15,000	8,567	14,635	0	14,635	365	
<b>Golf Course</b>							
Cart Path Repair Program	45,000	0	44,100	0	44,100	900	
<b>Buckeye</b>							
Tee House Casualty Loss	0	0	1,515	0	1,515	(1,515)	
<b>TOTAL</b>	<b>454,000</b>	<b>24,091</b>	<b>487,963</b>	<b>0</b>	<b>487,963</b>	<b>(33,963)</b>	

\* Note: Incurred to date includes all cost incurred for this project.

2017 - \$106,167

2018 - \$24,539

**CAPITAL PROJECTS  
BUDGET AND EXPENDITURE REPORT**  
Reporting Period DECEMBER 2018

<b>Project</b>	<b>Approved Budget</b>	<b>Reporting Period Expenditures</b>	<b>Incurred To-Date</b>	<b>Forecast To-Complete</b>	<b>Est. Final Expenditure</b>	<b>Under/(Over) Budget</b>
Drop Creek Structure Construction	950,000	8,762	840,866	0	840,866	109,134
Creek Restoration Design & Project Management	222,177	11,504	14,138	208,039	222,177	0
Repave MOD Parking Lot	211,500			211,500	211,500	0
Water Reclamation Facility Study	150,000	47,151	101,727	48,273	150,000	0
Hillside Clubhouse Improvements	130,000	5,999	128,727	(0)	128,727	1,273
Corp Yard Fire & Domestic Water Lines Replacement	120,000			120,000	120,000	0
Vehicular and Pedestrian Safety Improvements	115,899	26,656	111,373	0	111,373	4,526
Rossmoor Gardens Restroom	88,000		87,137	0	87,137	863
Gateway Workshops Renovation Design	83,000	30,700	43,368	39,632	83,000	0
Dollar Clubhouse Accessibility Improvements	80,000	(3,850)	20,421	59,579	80,000	0
Stanley Dollar Drive Parking	26,021	2,880	24,255	1,766	26,021	0
<b>TOTAL</b>	<b>2,176,597</b>	<b>129,803</b>	<b>1,372,012</b>	<b>688,789</b>	<b>2,060,801</b>	<b>115,796</b>

**MACHINERY & EQUIPMENT  
BUDGET AND EXPENDITURE REPORT**  
Reporting Period: DECEMBER 2018

Project	Approved Budget	Incurred To-Date	Forecast To-Complete	Est. Final Expenditure	Under/(Over) Budget
MOD Vehicles (9)	308,000	280,725	(0)	280,725	27,275
Backup Generators-Business Resumption	93,000	93,000	(0)	93,000	0
Mowers (2)	77,000	71,701	(0)	71,701	5,299
GRF Vehicles	63,500	58,803	0	58,803	4,697
Nimble Data Storage System-Business Resumption	58,600	58,491	(0)	58,491	109
Rossmoor Website Redesign	49,000	51,150	0	51,150	(2,150)
Sprayer	45,000	43,295	0	43,295	1,705
NewTek TriCaster Streaming System	45,000	45,000	0	45,000	0
Windscreens Replacement Buckeye Tennis	30,000	8,651	(0)	8,651	21,349
Tractor	30,000	26,934	(0)	26,934	3,066
Heater Replacement Hillside Clubhouse Pool	28,000	26,235	(0)	26,235	1,765
Barracuda Cloud Backup System	20,000	16,933	0	16,933	3,067
RFID Readers	15,850	14,410	0	14,410	1,440
Radio Repeaters (2)	13,000	13,441	(0)	13,441	(441)
Backup Network Server-Business Resumption	11,100	11,587	0	11,587	(487)
Phone System Controller-Business Resumption	10,350	9,283	(0)	9,283	1,067
Battery Backup Gateway-Business Resumption	9,000	8,854	(0)	8,854	146
Flat Screen TV Replacement Event Center	8,000	7,358	0	7,358	642
Scrubber for Hillside Clubhouse	7,900	7,490	(0)	7,490	410
Heater Replacement Dollar Clubhouse Pool	7,000	6,992	0	6,992	8
Sod Cutter	5,500	5,430	0	5,430	70
<b>TOTAL</b>	<b>934,800</b>	<b>865,766</b>	<b>(2)</b>	<b>865,763</b>	<b>69,037</b>

Meeting Date: January 29, 2019

**SUMMARY REPORT  
GOLDEN RAIN FOUNDATION FINANCE COMMITTEE**

**REPORT PREPARED BY:**

Dennis Bell, Public Safety Manager

**REQUESTED ACTION/RECOMMENDATION:**

Consider recommending that the Board approve and authorize the CEO to execute a contract with the firm Ellen Lopez & Associates Inc. in an amount not to exceed \$40,000, which includes a \$5,000 contingency fund, to update the Foundation's Emergency Operations Plan Emergency for wildfire, disaster, and evacuation planning, to be paid from the operating budget, but the project was not funded during the 2019 budget process.

**BACKGROUND:**

In 2013, the GRF finalized its Emergency Operations Plan (EOP). This plan is based on the concept of "all hazards" response planning. The plan was developed for response to a broad range of disasters/emergencies that could impact Rossmoor and which may overwhelm Foundation resources, and the resources of surrounding jurisdictions and response agencies. With the recent devastating North Bay and Paradise fires, community concern has grown around evacuation planning. While the EOP is an all-hazards plan, there is a need for GRF to update the plan specifically for wildfire, disaster, and evacuations.

There is a fundamental misunderstanding that many residents have about the Foundation. As a private entity whose sole purpose is to provide amenities for the use and enjoyment of its members, the Foundation does not have the legal authority to plan for or order an evacuation. It is important to keep in mind that Rossmoor is a residential neighborhood within the City of Walnut Creek and that the City, through its police department, is the entity responsible for the planning and management of an evacuation of its residents, which includes Rossmoor, in the event of a fire or other disaster. However, GRF should update its plan to identify how it would support an evacuation of Rossmoor by the civil authorities with the use of its personnel, equipment, facilities and other resources. The updated EOP would be developed to ensure it is consistent with the City's and other governmental agencies' plans. It is also relevant to know that the City has expressed interest in collaborating with GRF to ensure that all parties that could be potentially involved in an evacuation (WCPD, Contra Costa Fire Protection District, City of Lafayette, County and WC City personnel) participate in the planning process.



Staff researched consultants who can assist with the development and update of the EOP for wildfire, disaster and evacuations. Staff found that Laguna Woods Village, a community similar to Rossmoor in Southern California, had a robust EOP for wildfire, disasters and evacuations. Staff learned that Ellen Lopez and Associates (ELA) developed the Laguna Woods Plan in 2017. ELA is a consulting firm that specializes in emergency management planning. Staff interviewed ELA and believed their skills, knowledge and work with a similar community to Rossmoor would be a significant benefit to GRF. In addition to Laguna Woods Village, ELA has developed emergency operations plans, local hazard mitigation plans and evacuation plans for several cities and community colleges.

At staff's request, ELA submitted a proposal (see attachment). Staff found the proposal to be detailed and included all the desired outcomes. ELA has subject matter experts who will be assigned to the project. The ELA proposal includes all travel and per diem costs. Staff discussed the proposal with ELA and is satisfied that ELA can successfully complete this project.

**Financial Impact**

The cost of the proposal for the Ellen Lopez & Associates Inc. Emergency Operations Plan update and evacuation plan is \$40,000, including a \$5,000 contingency, which is to be paid from the Operating Fund.

**Operational Efficiencies:**

Updated EOP for wildfires, disasters and evacuations.

**Dependencies:**

Approval and funding by the Board.

**Subsequent Actions:**

If approved, the CEO will execute a contract with Ellen Lopez and Associates.

**Alternatives/Options:**

- Accept the proposal from Ellen Lopez and Associates and authorize the CEO to execute a contract.
- Reject the proposal from Ellen Lopez and direct staff to obtain additional proposals.
- Reject the proposal and do not complete and do not update the EOP for wildfires, disaster and evacuations.

**Time-Frame**

As soon as possible and dependent on Ellen Lopez and Associates availability.

**Advantages/Benefits**

Updates the EOP for wildfires, disaster and evacuations.

**Disadvantages/Risks**

None.

**ATTACHMENTS:**

1. Ellen Lopez and Associates proposal

# Rossmoor Walnut Creek

## Proposal for Services

### Emergency Operations Plan Update

January 11, 2019

Submitted By:

**Ellen Lopez & Associates Inc.**

4480 Elder Avenue

Seal Beach, CA 90740

562-252-5358

[Elopez562@icloud.com](mailto:Elopez562@icloud.com)

Submitted to:

**Jeff Matheson**

Director of Resident Services

Rossmoor Walnut Creek

1001 Golden Rain Rd. Walnut Creek, CA 94595



• *Planning* •

• *Training* •

• *Facilitation* •

• *Implementation* •

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January 11, 2019

Jeff Matheson  
Director of Resident Services  
Rossmoor Walnut Creek  
1001 Golden Rain Rd. Walnut Creek, CA 94595

**RE: Emergency Operations Plan Update and Revision**

Dear Mr. Matheson:

Thank you for the opportunity to present this proposal to update and revise the Emergency Operations Plan for Rossmoor Walnut Creek. Ellen Lopez and Associates Inc. (ELA) are pleased to assist you in developing a plan to prepare for, and respond to, potential disasters. Our experience in developing an Emergency Operations Plan for Laguna Woods Village in Southern California makes us uniquely qualified to understand the issues that are important to your community, and we are extremely confident that we can provide exceptional service to the Golden Rain Foundation and all the residents of Rossmoor Walnut Creek.

A comprehensive and up to date Emergency Operations Plan forms the strategy to protect life and property in the event of a large scale emergency incident. The process of revising an Emergency Operations Plan provides a valuable opportunity for Staff and other stakeholders such as surrounding cities, special districts, and other interested agencies to identify risks, assess their vulnerability, and contribute information and recommendations on preparedness and response procedures.

ELA would like to collaborate with Golden Rain Foundation Staff to form an Emergency Operations Planning Team to identify effective ways to better prepare for emergencies and reduce vulnerability to disasters by identifying critical facilities, response capabilities, resources, information, and strategies for risk reduction while helping to guide and coordinate preparedness and response actions. ELA team members would guide the group in setting strategies intended to reduce risk of harm from natural hazards through education and outreach programs, foster the development of partnerships, refine existing emergency response procedures, and develop new procedures where needed. Once created, this Plan would ensure that hazard analysis are reflective of current conditions, that policies in the Plan are consistent with current City, County, and State emergency plans, and that Rossmoor Walnut Creek has an updated Plan that strives to protect the lives and property of the residents in the community.

**Qualifications:**

As a certified Professional Emergency Manager with over 30 years of experience in Southern California, a member of the California Emergency Services Association (CESA), and as a former leader in the Orange County Emergency Management Organization (OCOMO), I am uniquely qualified to provide superior service to Rossmoor Walnut Creek and the Golden Rain Foundation. Ellen Lopez and Associates (ELA) was formed in 2014 and incorporated on March 23, 2018. As a team, ELA has a wide range of experience at working closely with governmental staff members and other nongovernmental organizations in preparing comprehensive Emergency Operations Plans to defend residents, protect businesses, and protect the investments that have been made in their communities.

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**Project Staff:**

The ELA team includes the following experts who are available to work collectively on this project:

I, **Ellen Lopez**, President of ELA Inc., will provide administrative oversight of the project for the duration of the contract period. As a Certified Emergency Manager (CEM) with over 30 years of experience in the field of emergency management, I specialize in developing emergency plans, creating and revising hazard mitigation plans, producing emergency operations center activation plans, and building comprehensive emergency management programs. I have served as an Emergency Manager with the Orange County Fire Department, Orange County Sheriff's Department, and was the project lead-person for the design of the current Orange County Emergency Operations Center. I went on to spend five years as the Emergency Coordinator for the City of Santa Monica before accepting a position as Director of Emergency Management with the City of Anaheim, where I worked for 11 years and was instrumental in developing the City's Local Hazard Mitigation Plan, Emergency Operations Plan, and numerous other emergency preparedness plans. As an Assessor with the Emergency Management Assessment Program (EMAP), I evaluate Comprehensive Emergency Management Plans (CEMP) for compliance with the US Department of Homeland Security, NIMS, and FEMA requirements. *(Complete resume attached)*

**David Lopez**, Vice President of ELA Inc., will be the ELA Project manager and main point of contact for the duration of the contract period. David is a retired Orange County Fire Authority Captain with over 33 years of experience in emergency response and specialized operations. He has 10 years of experience on a CalFire Type 1 Incident Management Team and has over 19 years of experience in developing emergency operations plans and hazard mitigation plans. *(Complete resume attached)*

**Timothy Werle**, ELA Inc. Associate, will provide geographical information services and expertise in wildland urban interface evacuation planning. Tim is a Fire Captain II Paramedic with the Los Angeles City Fire Department (LAFD) with over 20 years of emergency response and planning experience. He serves as the Planning Section Chief on LAFD Incident Management Team #1, an Urban Search and Rescue Task Force Commander, and a Geographic Information Systems (GIS) Specialist on CalFire Incident Management Team #1. Tim has extensive experience in wildland fire evacuation planning for some of the most densely populated urban interface areas of Southern California.

**Jeff Morin**, ELA Inc. Associate, will provide expertise and guidance on public and governmental relations to assist in developing strategies to overcome resistance and build confidence in the planning process. Jeff has over 12 years of experience in community relations with a large telecommunication company. He currently provides community relations and governmental/legislative public affairs support throughout various cities in Orange County, California. His experience includes managing relationships with city, state & federal elected officials and their respective staffs.

**Recent Experience:**

In 2017, ELA developed a comprehensive Emergency Operations Plan (EOP) for the community of Laguna Woods Village, located in the City of Laguna Woods in Orange County, California. ELA was successful in assisting Village Management Services' staff in forming and leading a group of stakeholders through the planning process. This collaborative process included community leaders, clubs and service organizations that helped to promote community involvement. That community involvement helped to identify procedures that needed to be developed to address specific hazards with unique characteristics. Community involvement made it possible to assign duties and responsibilities to the Disaster Preparedness Task Force, an official club within Laguna Woods Village. The resulting document ultimately helped to empower and encourage community members to take responsibility for, and participate in, emergency preparedness. Security Director Tim Moy served as the Project Coordinator and can be reached at (949) 597-4488.

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I, Ellen Lopez, served as the project manager for the revision of the Local Hazard Mitigation Plan for the City of Orange, California in 2016. The process included the identification of stakeholders, coordination and facilitation of meetings, along with the production of the plan. David Lopez consolidated information, researched data, developed material, and presented HAZUS findings to the team. The plan was presented to the California Office of Emergency Services (Cal OES) with positive reviews and submitted to FEMA with a timely approval. The process took approximately ten months starting in January of 2016 and concluding in October of 2016. The plan was approved by Cal OES and forwarded to FEMA who tentatively approved it on March 30, 2017, pending adoption by the City of Orange. Captain Alan Velasco with the City of Orange Fire Department served as the Project Coordinator for the City and can be reached at (714) 915-7873. *(The document can be provided for review upon request.)*

In 2016, as a contract consultant with the City of Westminster California, I, Ellen Lopez, participated in the development of the City's Local Hazard Mitigation Plan, Emergency Operations Plan, City Facility Evacuation Plan, and Point of Distribution (POD) Plan. I remain on contract to ensure the City maintains compliance with state and federal requirements. My responsibilities include the annually updating all of their emergency plans, providing ongoing emergency management training to City staff, designing EOC exercises, and representing the City at local and regional emergency management meetings.

We appreciate the significance of this project to Rossmoor Walnut Creek and the Golden Rain Foundation as it sets a foundation for emergency management efforts for several years to come. ELA is prepared to offer the services described in this proposal to the Golden Rain Foundation for a total fee of \$35,000. We are excited at the possibility of working with your staff on this important project and look forward to discussions regarding our approach and refinement of the proposed work process. This proposal and identified price will remain valid for a period of 90 calendar days from the date of this letter. If you have any questions regarding this proposal or would like to discuss any of the items within, please contact David Lopez at (714) 713-5679 or via email [ocairops@me.com](mailto:ocairops@me.com). I can be reached at (562) 252-5358 or via e-mail at [elopez562@icloud.com](mailto:elopez562@icloud.com).

Sincerely,



Ellen Lopez, President

cc: David Lopez

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## Background and Project Summary

The Golden Rain Foundation currently has an Emergency Operations Plan for the community of Rossmoor that was developed and approved in 2013. In order for a plan to remain effective, it must be periodically updated to reflect environmental and organizational changes. Periodic updates allow the organization to adapt the plan in response to new or growing concerns within the community.

The purpose of this project is to assist the Golden Rain Foundation with the preparation of an updated and revised Emergency Operations plan that achieves the following goals:

- Builds upon current relationships and builds new partnerships with City, County, State, Federal, and non-governmental emergency management and response agencies
- Reflects recent changes within the Golden Rain Foundation and among its contractors
- Involves community members and various other stakeholders to achieve a sense of ownership, acceptance, and commitment
- Addresses the most likely threats with realistic plans and procedures that carefully consider the demographics of the community

ELA will use a six step process to guide the Golden Rain Foundation in forming a collaborative planning team, analyzing the situation, setting goals and objectives, developing the plan, implementing the plan, and maintaining the plan.

Awareness and understanding the community's vulnerability to these hazards is critical in developing emergency response strategies. Two of the most common elements associated with emergency planning are:

1. Use of comprehensive risk and capability assessments that form a solid foundation for decision making
2. Participation by a wide range of stakeholders who play a role in identifying and implementing emergency response actions

Ellen Lopez and Associates (ELA) understands that there may be concerns among some members of the community with the current fire evacuation conditions. In order to create an effective plan and build confidence in the planning process, ELA intends to use subject matter experts in governmental / public relations and wildland urban interface evacuation planning. We are confident that by using an inclusive process, we can demonstrate the Golden Rain Foundation's sincere desire to create the best possible emergency plan for the community based on the current conditions and available resources.



## Scope of Work

# 7b-10

ELA will work closely with the Golden Rain Foundation Staff to recruit and establish an Emergency Operations Planning Team (EOP Team) to carry out a set of specific tasks designed to guide the development and preparation of the revised Golden Rain Foundation Emergency Operations Plan (FEOP). Meaningful interaction between the ELA team, Golden Rain Foundation Staff, and the EOP Team is one of the most important aspects of the outlined tasks. Close coordination among stakeholders and a clear understanding of participant's expectations is fundamental to a successful planning process. The proposed scope of work assumes that the Golden Rain Foundation Staff members involved will be knowledgeable of the areas in which they are responsible and able to assist the ELA team with research into the past and current organizational practices. It also assumes that appropriate Staff members will be made available to participate on the EOP Team and willing to communicate information necessary to complete the revised FEOP.

### Step 1 – Form a Collaborative Planning Team

#### 1-A. Kickoff Meeting

A kickoff meeting with the Golden Rain Foundation Staff will be facilitated by the ELA team upon receipt of authorization to proceed. This meeting will focus on:

- Scope of Work
- Recruitment of Emergency Operations Planning Team Members
- Identify Stakeholders and Level of Community Engagement
- Schedule for Completion of Milestone Tasks
- Scheduling of Project Meetings

#### Meeting Preparation

The ELA team will review the current FEOP, create an agenda, and prepare a presentation on the emergency operations planning process.

#### Facilitate the Kickoff Meeting

Two ELA team members will facilitate this meeting and make a presentation to the Golden Rain Foundation Staff on the planning process. ELA team members will discuss the scope of work and address any questions or concerns. Milestone tasks will be identified so that timelines and schedules can be discussed.

#### Create Documentation Process

ELA team members will document the discussions and decisions from the Kickoff Meeting and provide minutes from the meeting to participating Golden Rain Foundation Staff. All meeting sign-in sheets, agendas, and minutes will be retained by ELA for inclusion as supporting documentation in the Final Foundation Emergency Operations Plan.

#### 1-B. Conduct Public Outreach Meeting

ELA will work with the Golden Rain Foundation's Project Manager to conduct Public Outreach meetings designed to inform citizens and other interested parties about the Emergency Operations Plan, the planning process, and how the plan benefits the community. Community members are a valuable resource that could provide useful information and play a major role in emergency response. Those attending this meeting will be encouraged to provide their comments and recommendations. The ELA team will consolidate those comments and search for useful information that could be used in the preparation of the Draft Plan. All comments and recommendations received through public input will be documented and retained as supporting documents for the Final Plan.

**Step 2 – Understand the Situation**

**7b-11**

**2-A. Review and Research**

This review will result in identification of relevant information that pertains to Rossmoor and areas where additional research will be necessary for proper development of the revised FEOP document. The ELA team will research local, State and Federal Emergency Operations Plans, Hazard Mitigation Plans, and other emergency planning documents for Rossmoor and the surrounding jurisdictions.

**2-B. Hazard Identification/Prioritization**

This will be an EOP Team process focusing on the identification and prioritization of hazards. ELA will use a Microsoft Excel-based tool to prioritize the identified hazards by assigning each hazard a ranking based on probability of occurrence and potential impact. These rankings will be assigned based on group discussion, knowledge of past occurrences, and familiarity with Rossmoor’s infrastructure vulnerabilities.

The four criteria used to establish priorities are: Probability (likelihood of occurrence), Location (size of potentially affected area), Maximum Probable Extent (intensity of damage), and Secondary Impacts (severity of impacts to community). A value of 1-4 will be assigned for each criterion. The four criteria will then be weighted based on the EOP Team’s opinion of each criterion’s ranking. The probability of each hazard is determined by assigning a level, from unlikely to highly likely, based on the likelihood of occurrence from historical data. The total impact value includes the affected area, primary impact, and secondary impact levels of each hazard. Each level's score is reflected in the matrix. The total score for each hazard is the probability score, multiplied by its importance factor, multiplied by the sum of the impact level scores, multiplied by their importance factors. Based on this total score, the hazards are separated into three categories based on the hazard level they pose to the communities: High, Medium, and Low.

An example of the hazard ranking worksheet that will be used is provided below.

Hazard Type	Probability	Impact			Total Score	Hazard Planning Consideration
		Affected Area	Primary Impact	Secondary Impacts		
Seismic Hazards	4	4	4	4	64.00	High
Wildland / Urban Fires	4	3	4	4	57.60	High
Extreme Heat	4	2	2	2	44.80	High
Drought	4	4	2	2	44.80	High
Severe Weather (wind/rain/lightening)	4	3	2	2	38.40	Medium
Hazardous Materials	3	2	4	3	35.40	Medium
Landslide and Debris Flow	2	2	4	3	35.40	Medium
Flood	2	3	3	3	20.80	Medium
Terrorism	2	1	4	3	20.40	Medium
Dam Failure	1	2	4	4	12.80	Medium
Epidemic and Vector Borne Disease	1	4	1	3	10.80	Low

**2-C. Risk Assessment**

Using Hazard Profiles and Risk Assessments from the Contra Costa County and City of Walnut Creek Emergency Operations Plans and Hazard Mitigation Plans, ELA will lead the EOP Team through a discussion process to assess the risk as it specifically pertains to the community of Rossmoor and Golden Rain Foundation.

### Step 3 – Determine Goals and Objectives

# 7b-12

#### **3-A. Determine the Operational Priorities**

ELA will guide the EOP Team through a discussion process of imagining an incident's development from prevention and protection efforts, through initial warning (if available) to its impact on the community (as identified through analysis) and its generation of specific consequences (e.g., collapsed buildings, loss of critical services or infrastructure, death, injury, displacement). During this process of building an incident scenario, the planning team identifies the requirements that determine actions and resources. Once the requirements are identified, the planning team restates them as priorities and affirms those priorities with the Golden Rain Foundation's Project Manager.

#### **3-B. Set Goals and Objectives**

ELA will guide the EOP Team in developing broad, general statements that indicate the intended solution to problems identified by planners during the previous step. These statements will identify what personnel and equipment resources are supposed to achieve. In addition to setting goals, ELA will assist the EOP Team in drafting specific and identifiable procedures to be carried out during emergency operations.

### Step 4 – Plan Development

The purpose of a comprehensive EOP is to outline how an organization will respond to an emergency.

#### **4-A. Update Resources/Capabilities**

An organization's ability to respond to an emergency is limited by its existing resources and capabilities. ELA will work with members of the EOP Team to prepare an updated summary of these capabilities and resources.

#### **4-B. Identify Potential for Additional Resources and Capability Enhancements**

ELA will assist the EOP Team in identifying ways to leverage existing resources and enhance emergency response capabilities. Enhancements can include, but are not limited to, developing a comprehensive evacuation plan as an annex to the updated FEOP. The EOP Team would be tasked with gathering the information for the updates and for determining the type of capability enhancements based on goals and objectives set in the previous step.

### Task 5 – Plan Preparation, Review, and Approval

#### **5-A. Construct an Administrative Draft FEOP**

ELA will analyze the information gathered and the priorities identified by the Golden Rain Foundation Staff and the EOP Team and produce an Administrative Draft FEOP.

#### **5-B. Present Administrative Draft FEOP to Golden Rain Foundation Staff for Review and Comment**

The Golden Rain Foundation's Project Manager will be responsible for distributing the Administrative Draft to the appropriate personnel and providing one consolidated set of comments back to ELA.

### 5-C. Review Comments and Prepare Draft Document

ELA will review one consolidated set of comments on the Administrative Draft and make necessary revisions. ELA will meet with the Golden Rain Foundation Staff if necessary to discuss concerns and address any outstanding issues.

## Task 6 – Plan Implantation and Maintenance

ELA will also work with the Golden Rain Foundation Staff and the EOP Team to evaluate the process through which the plan has been maintained in the past and identify an approach for keeping the plan updated over the next five years.

### Task 6-A. Develop Training Objectives

After developing a plan, it must be disseminated, and managers must be required to train their response personnel so they have the knowledge, skills, and abilities needed to perform the tasks identified in the plan. ELA will assist the Golden Rain Foundation's Staff in establishing training goals, identifying appropriate training resources, and developing a training timeline as part of the FEOP. *(ELA is not responsible for providing training as part of this project. ELA will present a proposal with fees for training services based on the training objectives identified in the planning process.)*

### Task 6-B. Update the Review, Revision, and Maintenance Process

ELA will assist the Golden Rain Foundation in updating the process of maintaining the FEOP through periodic reviews. Lessons learned during training exercises and experience gained from actual emergency events should always be documented and used to revise the plan.

### 4-E. Final Draft FEOP to the Golden Rain Foundation for Approval

The ELA Team will prepare and present one (1) complete printed copy of the Final Draft FEOP and one (1) digital copy of the Final Draft FEOP in both PDF and MSWord format.

## Price & Payment Schedule

ELA is prepared to offer the services listed above to the Golden Rain Foundation for a total fee of \$35,000.

Recent Similar Plans Written By Project Managers

7b-14

- City of Westminster** .....Local Hazard Mitigation Plan: 2016, Revised 2017, 2018  
Emergency Operations Plan: 2016, Revised 2017, 2018  
Point of Distribution Plan: 2017, Revised 2018  
Facilities Evacuation Plan: 2018  
*Ellen Lopez, Project Manager*
  
- Laguna Woods Village** .....Emergency Operations Plan: May 2017  
EOC Activation Guide: May 2017  
*Ellen Lopez, Project Manager*  
*David Lopez, Primary Editor*
  
- Coast Community College District** ...Emergency Operations Plan: July 2016  
EOC Activation Guide: July 2016  
*Ellen Lopez, Project Manager*  
*David Lopez, Primary Editor*
  
- City of Orange** .....Local Hazard Mitigation Plan: March 2016  
*Ellen Lopez, Project Manager*
  
- Coastline Community College** .....Emergency Operations Plan: October 2015  
EOC Activation Guide: October 2015  
*Ellen Lopez, Project Manager*  
*David Lopez, Primary Editor*
  
- City of Anaheim** .....Local Hazard Mitigation Plan: 2008, Revised 2011  
Emergency Operations Plan: Revised 2013  
Continuity of Operations Plan: Revised 2013  
Point of Distribution Plans: (for eight strategic sites) revised annually  
*Ellen Lopez, Project Manager*

**Resumes**

**Ellen Lopez, MA, CEM**

**EXPERIENCE OVERVIEW**

- Ellen Lopez is a Certified Emergency Manager (CEM) with over 30 years of experience in the field of emergency management, specializing in comprehensive emergency management programs including preparedness, response, recovery, and mitigation. She is an Adjunct Professor for Coastline College's Homeland Security Emergency Management Associate Degree program.

**RELATED EXPERIENCE & LEADERSHIP**

- Ms. Lopez provides contract services to organizations, developing and revising emergency plans, and designing emergency management training and exercises for their specific needs to ensure state and federal compliance.
- In 2017, Ms. Lopez developed a comprehensive All-Hazards Emergency Plan and EOC Activation Plan for Laguna Woods Village in Laguna Woods, California.
- Ms. Lopez served as Project Manager in 2016 for the revision of the Local Hazard Mitigation Plan for the City of Orange, California.
- As an Assessor with the Emergency Management Assessment Program (EMAP), Ms. Lopez evaluates Comprehensive Emergency Management Plans (CEMP) for compliance with the US Department of Homeland Security, NIMS, and FEMA requirements.
- In 2016, Ms. Lopez headed the development of an Emergency Operations Plan and EOC Activation Plans for Coast Community College District and its five campuses. Ms. Lopez also headed the development of an EOC Activation Plan for Coastline Community College and its three campuses. She conducted training for campus personnel, developed an EOC Tabletop Exercise, and Emergency Evacuation Drill, and created corresponding exercise documentation.
- In her tenure as the Director of Emergency Management for the Anaheim Fire & Rescue Division from 2003 to 2015, she designed and managed the City's dedicated Emergency Operations Center (EOC) and served as the EOC Liaison and EOC Manager. Ms. Lopez developed and managed comprehensive all-hazard disaster preparedness and response programs working with all levels of government and the private sector. Ms. Lopez served on the Anaheim/Santa Ana Urban Area Security Initiative (UASI) committee representing the Northern Region Emergency Managers. She has delivered local and regional training on EOC Operations and on the National Incident Management System.
- At the City of Santa Monica, Ms. Lopez served as the Emergency Coordinator. In addition to the City of Santa Monica being a major tourist site in California, during her tenure, the City of Santa Monica hosted a number of high profile events including presidential visits and the National Democratic Convention. She coordinated the first measureable employee preparedness pledge drive, "When it Rocks, Are you Ready to Roll?", and co-produced an educational emergency preparedness video titled "Before It's Too Late". Ms. Lopez also served as the "Area A Representative" for the Cities of Beverly Hills, Culver City, Malibu, Santa Monica, and West Hollywood and provided congressional testimony on their level of preparedness following the 911 terrorist attacks.
- Ms. Lopez led the development and implementation of emergency operations plans, training, and exercises for the Orange County Fire Department and the Orange County Sheriff's Department. She served as the Project Manager for the design of the Orange County Emergency Operations Center and served as EOC Liaison with State and Federal officials during disasters and the recovery process.

**EXPERIENCE HIGHLIGHTS**

**YEARS OF EXPERIENCE**

- 30+

**AREAS OF EXPERIENCE**

- Emergency Operations Center Planning and Training
- Research and Analysis
- Training Development
- Facilitator/Instructor

**RELEVANT ACHIEVEMENTS**

- Certified Emergency Manager
- California State Credentialed, EOC Liaison Officer and EOC Coordinator

**RESPONSE EXPERIENCE**

- 1993 Laguna Beach Fire Storms
- 1994 Northridge Earthquake
- 2005 Chino Hills Earthquake
- 2005 Prado Dam Seepage
- 2005 Anaheim Hills Landslides
- 2008 OC Freeway Complex Fire
- 2009 H1N1 Influenza Pandemic

**EDUCATION**

Master of Arts, Public Administration, Webster University  
 Bachelor of Arts, Communications, Maryville University  
 Certified Emergency Manager (CEM), International Association of Emergency Management  
 Assessor, Emergency Management Accreditation Program (EMAP)

David A. Lopez

EXPERIENCE OVERVIEW

Mr. Lopez is a retired Orange County Fire Authority Captain with over 33 years of experience in emergency response and specialized operations. He has 10 years of experience on a CalFire Type 1 Incident Management Team and has over 19 years of experience in developing Emergency Operations Plans and Hazard Mitigation Plans.

RELATED EXPERIENCE & LEADERSHIP

- **Firefighter/Fire Captain.** Mr. Lopez started his career as a firefighter with the Orange County Fire Department in 1983. He promoted to the rank of Captain in 1989 and is certified in EMT-1, Hazardous Materials Response, Rescue Systems 1 & 2, Confined Space Rescue, Swift Water Rescue, and Helicopter Rescue Operations. In that capacity, he also served as an instructor in each of his certified skills.
- **Hazardous Materials Response Team.** Mr. Lopez is a certified Hazardous Materials Specialist. He assisted in the development of the Hazardous Materials Specialist curriculum in the 1980s and has extensive experience as a hazardous materials response team instructor. Mr. Lopez has performed Level-A entries on several large scale hazardous materials incidents.
- **Helicopter Program/Air Operations.** While with the Orange County Fire Authority, Mr. Lopez was instrumental in creating the first fire and rescue helicopter program following the 1993 Laguna Beach Firestorm. He developed departmental policy, standard operating procedures, and training procedures. His efforts served as the foundation for the current all-risk Air Operations Program that operates 2 Bell UH-1 helicopters and 2 Bell 412 helicopters serving all of Orange County and providing mutual aid throughout the State of California. Mr. Lopez served as the Senior Helicopter Crew Chief from 1994 to 2016 and was the primary instructor for all new crewmembers during that time.
- **CalFire Type 1 Incident Management Team.** Mr. Lopez served on a CalFire Type 1 Incident Management Team from 2006 to 2016. Starting as an Air Support Group Supervisor, he was responsible for managing the ground support need for firefighting helicopters and airplanes on large wildland fires throughout California and surrounding Western States. In 2009, he elevated to the position of Air Operations Branch Director and was responsible for managing all strategic and tactical aspects of the aviation assets on wildland fires that exceeded the capabilities of the local jurisdictions. As the Air Operations Branch Director, he worked closely with the Command and General Staff in a unified command environment.
- **Subject Matter Expert.** Mr. Lopez has served as an Air Operations Branch Director as part of simulated Incident Management Team in support of the US Army Guardian Response 2017 and 2018 exercise. This annual exercise tests the readiness of the US Army's CEBRE, US&R, and Hazard Materials response capability as part of the Defense of Defense (DoD) Support for Domestic Disaster Assistance.
- **Plan Development.** Mr. Lopez has assisted in the development of several Emergency Operations Plans and Hazard Mitigations Plans. He uses his computer skills to organize information, create customized illustrations, create intelligible map products, and to format the final product. He has also served as lead controller in EOC training exercises.

**EXPERIENCE HIGHLIGHTS**

**YEARS OF EXPERIENCE**

- 33+

**AREAS OF EXPERIENCE**

- Training Course Development
- Training Course Instruction
- Firefighting & Fire Management
- Fire Aviation Management
- Helicopter Rescue Operations

**RESPONSE EXPERIENCE**

- 1985 Fricker Fire, Anaheim
- 1993 Laguna Fire Storm
- 2003 Old Fire, San Bernardino
- 2007 Harris Fire, San Diego County
- 2008 Freeway Fire Complex, Yorba Linda
- 2015 Butte Fire, Butte County

TRAINING & CERTIFICATIONS

- Fire Fighter 1, California State Fire Marshal
- Certificate, OCFA Leadership Institute
- ICS: 100, 200, 300, 400
- HEB1/HEB2, HLCO, ASGS, AOBD

**List of References for Similar Services Provided****7b-17**

**Tim Moy**, *Director of Security Services*, Laguna Woods Village, (949) 597-4488.

**Alan Velasco**, *Fire Captain*, City of Orange Fire Department, (714) 915-7873.

**Scott Berg**, *Manager*, Disneyland Security Operations, (760) 221-1630

**Mike Hooper**, *President*, Willdan Homeland Solutions, (714) 403-1397



