

PROPOSAL FOR  
RFP NO. 25-007AS - PROFESSIONAL  
CONSULTING SERVICES - SPECIAL  
OPERATIONS TEAM: CONTINUITY  
OF OPERATIONS IN RIVERSIDE AND  
SAN BERNARDINO COUNTIES



SEPTEMBER  
2024



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Tustin, CA 92782

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[JacobGreenAndAssociates.com](http://JacobGreenAndAssociates.com)





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CORONA

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**FEE PROPOSAL  
(Under Separate File)**

September 19, 2024

Annette Solorio, Purchasing Specialist II  
City of Corona  
400 S. Vicentia Ave., Suite 320  
Corona, CA 92882

Dear Ms. Solorio,

Jacob Green & Associates (JGA) is pleased to present this proposal in response to the Request for Proposal (RFP) No. 25-007AS Professional Consulting Services - Special Operations Team: Continuity of Operations in Riverside and San Bernardino Counties for the City of Corona. We understand that this project is critical to ensure the operational readiness and resilience of the region's Special Weapons and Tactics (SWAT), Hazardous Materials (HazMat) Response Teams, and Hazard Device Teams (HDT).

JGA has a proven track record in providing public safety and emergency management consulting services to cities, counties, and special districts across California. Our team brings together decades of experience in emergency operations planning, organizational assessments, and cross-agency collaboration, which aligns perfectly with the scope and objectives of this project. We are confident in our ability to support the City of Corona and the UASI region in maintaining high levels of operational efficiency and preparedness for its special operations teams.

Our project team, under the expert leadership of Senior Project Manager Dave Brown, brings unparalleled experience and expertise in the critical disciplines of Special Weapons and Tactics (SWAT), Hazardous Materials (HAZMAT) training, deployment and assessment, and Hazardous Device Teams (HDT/Bomb Squad) operations. With a proven track record of public safety leadership, Dave has successfully led, evaluated, and enhanced the performance of these specialized units. His deep understanding of regional tactical operations, combined with our team's commitment to continuous improvement, ensures that we will deliver exceptional results.

We are committed to exceeding expectations, delivering timely results, and ensuring compliance with all federal, state, and local regulations, including those outlined in the California Office of Emergency Services (Cal OES) Urban Area Security Initiative (UASI) Grant Funding.



JGA acknowledges receipt of all addenda related to this RFP.

JGA confirms that our proposal will remain valid for a period of at least 90 days from the date of submission.

The cost of printing, mileage, telephone, mailing, and other expenses incidental to the performance of the main items of the special operations continuity of operations professional consulting services to be rendered are included in the hourly rates schedule of said fee proposal, and that there will be no additional charges.

JGA does not have any prior or ongoing contract failures, any civil or criminal litigation, or investigations pending which involves our company.

We look forward to the opportunity to partner with the City of Corona on this critical initiative.

Contact Information:

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Principle Contact name: Jacob Green  
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Website: [www.JacobGreenAndAssociates.com](http://www.JacobGreenAndAssociates.com)  
Email: [Jacob@JacobGreenAndAssociates.com](mailto:Jacob@JacobGreenAndAssociates.com)

Sincerely,



Jacob Green  
President & CEO





# QUALIFICATIONS, RELATED EXPERIENCE, AND REFERENCES

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## SECTION A



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# QUALIFICATIONS, RELATED EXPERIENCE, AND REFERENCES

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JGA is an Orange County-based corporation comprised of 30 veteran local government leaders with over 600 years of combined municipal experience; and includes former City Managers, Police Chiefs, Fire Chiefs, Emergency Managers, and other municipal experts. We help our clients prepare for and respond to challenges in Public Safety, Emergency Management, Organizational Development, and Crisis Communications. JGA's headquarters are located in Tustin, CA.

We provide tailored services by developing a deep understanding of client needs, fostering authentic and trusted relationships, and focusing on solutions and outcomes that consistently exceed expectations. Drawing on the deep local experience of our team members and advisors, JGA has quickly become a premier partner with public safety agencies throughout the state of California.

Jacob Green & Associates brings a robust portfolio of experience in organizational assessments, emergency operations planning, public safety policy development, gap analysis, and comprehensive emergency services. We have successfully developed, implemented, and managed a variety of law enforcement and fire service strategic plans, emergency operations plans (EOPs), and emergency services projects across multiple cities and jurisdictions.

## Key Experience and Projects:

- **City of Menifee Police Department - Organizational Assessment** - Conducted a comprehensive Organizational Assessment and **SWOT analysis** of the Menifee Police Department, identified strategic planning priorities for the agency.
- **City of San Luis Obispo Police Department - 5-year Strategic Plan** - Delivered strategic planning fundamentals for the Police Department which included a detailed **SWOT analysis**, community and department engagement, and facilitation of a strategic planning retreat.
- **Central County Fire Department - Strategic Planning** - Currently working with the Central County Fire Department to provide strategic planning fundamentals for the Fire Department, which included a detailed **SWOT analysis**, community and department engagement, and facilitation of a strategic planning retreat.
- **City of El Centro Fire Department - Strategic Planning** - Currently working with the El Centro Fire Department to provide strategic planning fundamentals for the Fire Department, which included a detailed **SWOT analysis**, community and department engagement, and facilitation of a strategic planning retreat.
- **City of Lake Forest - Comprehensive Planning and Training** - Delivered comprehensive emergency management services, including a gap analysis and work plan, an emergency operations plan, a disaster recovery plan, a **continuity of operations plan**, a local hazard mitigation plan, and training & exercise support.

- **City of Rialto - Comprehensive EM Services** - Delivered comprehensive emergency management services, including a gap analysis and work plan, an emergency operations plan, a disaster recovery plan, a **continuity of operations plan**, a local hazard mitigation plan, and training & exercise support.
- **City of Indio - Gap Analysis & Continuity of Operations Plan** - Conducted a detailed gap analysis and developed a **continuity of operations plan** to enhance the City's resilience and ensure uninterrupted essential functions during emergencies.
- **City of San Juan Capistrano - EM Services (Monthly)** - Provide emergency management support and technical assistance, training & exercise support, a gap analysis and work plan, and emergency planning.
- **City of Oxnard Fire Department - EM Services (Monthly)** - Provided ongoing emergency management services, including regular assessments, training, and advisory support. This ongoing service ensured that the City's emergency management capabilities remained current and effective.

This selection of completed projects demonstrates our team's depth of experience and proven track record in developing, implementing, and managing comprehensive public safety and emergency management solutions. Our work spans a variety of contexts and challenges, providing us with the expertise necessary to deliver a Continuity of Operations Plan that is both robust and tailored to the specific needs of the City of Corona and the Riverside UASI Region. Refer to teams bios for individual experience and accomplishments.

Our firm, Jacob Green and Associates, maintains a strong and stable financial condition, ensuring our ability to complete all projects without interruption. We do not have any existing or anticipated conditions such as bankruptcy, pending litigation, planned office closures, or impending mergers that would impede our ability to fulfill our contractual obligations. We are fully committed to delivering high-quality services on time and within scope, supported by a sound financial foundation and an experienced team.



# REFERENCES



## CITY OF SAN LUIS OBISPO

**Chief Rick Scott, Chief of Police**

rscott@slocity.org

805.781.7256

1042 Walnut Street, San Luis Obispo, California, 93401



## CITY OF OXNARD

**Alex Hamilton, Fire Chief**

alexander.hamilton@oxnard.org

805.385.7700

360 W 2nd Steet, Oxnard, CA 93030



## CITY OF SAN JUAN CAPISTRANO

**Benjamin Siegel, City Manager**

bsiegel@sanjuancapistrano.org

949.234.4563

30448 Rancho Viejo Road, Suite 110, San Juan Capistrano, CA 92675





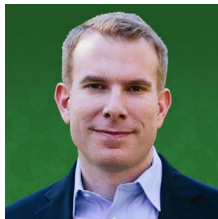
# PROPOSED STAFFING AND PROJECT ORGANIZATION

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## SECTION B

# PROPOSED STAFFING AND PROJECT ORGANIZATION

Our project team consists of highly experienced professionals who work closely together to ensure seamless collaboration and project success. Each team member brings specialized expertise and will be actively engaged in each task. Dave Brown, Principal Project Manager, will be responsible for leadership and oversight of this project, and be the primary point of contact for the City of Corona.



JACOB GREEN  
President & CEO

## KEY PERSONNEL



DAVE BROWN  
Principal Project Manager



BRAD KAYLOR  
Project Lead - SWAT

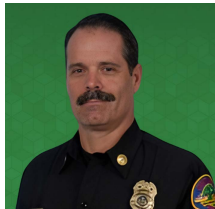


RANDY BLACK  
Project Lead - HazMat



RANDALL STERETT  
Project Lead - Bomb/HDT

## SUBJECT MATTER EXPERTS



JIM SCHILLER  
Fire Services



TONY COLETTA  
Emergency Management



NICOLE BEACH  
Project Delivery



JIM MOSS  
Tactical Operations

ORGANIZATIONAL CHART

# JGA PROJECT TEAM

JGA's Team Video Link: [Jacob Green and Associates - JGA - Your First Call](#)



JACOB GREEN, MPA

President & CEO

Jacob has an extensive background in public safety and has overseen emergency management programs for over 18 years in his capacity as both Emergency Manager and the department head responsible for emergency management in various agencies, including the cities of Santa Ana, Fountain Valley, Ontario, and San Juan Capistrano. He specializes in seminar training and leadership coaching for municipal management staff involved with the planning and provision of emergency services. Jacob's key emergency management accomplishments include the creation of a new Bureau of Emergency Management for the City of Ontario, the design and construction of Ontario's new \$7 million Emergency Operations Center, and citywide disaster training/exercises, emergency operations plan writing, hazard mitigation plan writing, management of the emergency operations center during disaster activations, and community engagement and public education activities for multiple cities. Jacob has also served as the Ontario Fire Department's lead Public Information Officer and Grant Manager.

### Specific Experience and Qualifications related to this project:

- Managing Director, Organizational & Leadership Development Public Safety Group (Vice-President, Innovation)
- Assistant City Manager / San Juan Capistrano
- Assistant City Manager / Deputy City Manager / City of Ontario
- Business Operations Director / City of Ontario
- Police Administrative Director / City of Ontario
- Emergency Manager / City of Ontario

**Jacob Green, as the President and CEO of Jacob Green & Associates, brings extensive experience in public safety, emergency management, and leadership development to this project. Jacob has managed over \$5 million in grant funding for emergency initiatives and led the design and construction of a \$7 million Emergency Operations Center. His hands-on involvement in over 100 fire department incidents as a Public Information Officer demonstrates his deep expertise in crisis management and public safety coordination. Jacob's leadership in these areas, combined with his strategic oversight of municipal operations, positions him as a trusted authority in emergency preparedness and organizational resilience.**

# KEY PERSONNEL



## DAVE BROWN Principle Project Manager // Director of Client Success

Chief Dave Brown, (ret.) is passionate about helping public sector executives and organizations succeed in a dynamic and challenging environment, especially when facing leadership, political, or personnel challenges.

Chief Brown has held command positions in every division of law enforcement, including many years as a Chief of Police. He has also served as Director of Public Safety, Assistant City Manager, and completed several stints as Interim City Manager. Dave has been a staunch advocate and champion for the regionalization of specialized units like SWAT, HazMat, and Hazardous Device Teams.

### Specific Experience and Qualifications related to this project:

- Charter Member / Commander / Team Leader, Southwest Cities Regional SWAT (Hemet/Murrieta/Menifee Police Department)
- Past President, Inland Empire SWAT Commanders' Association
- Past President, Association of Riverside County Chiefs of Police
- Co-Chair, Committee on Regionalization of SWAT Teams, CA Commission on POST
- Voting Member, Riv. Co. Anti-Terrorism Approval Authority (ATAA)
- Certified Tactical (SWAT) Commander, California Association of Tactical Officers

**As Principal Project Manager, Chief Brown brings a verified history of tactical collaboration and advancement in the region. He has a deep network of professional relationships and specific knowledge of the critical disciplines to be addressed in this project.**

### References:

Mike Abel, Police Chief (ret.), Corona Police Department  
951.232.4453, kc11098@outlook.com

Joe Delgudice, Inv. Bureau Chief (ret.), Riv. Co. District Attorney  
951.870.6589, joedelg@yahoo.com

Karsten Guthrie, Asst, Fire Chief, Oxnard Fire Department  
805.443.1379, karsten.guthrie@oxnard.org



## BRAD KAYLOR

Project Lead - SWAT

Chief Brad Kaylor began his law enforcement career in 1988 with the City of Claremont before joining the Ontario Police Department in 1990. He held various roles, including Gang Violence Suppression, Narcotics, Field Training, SWAT, and DEA Group Supervisor, while also serving in Patrol, Investigations, and Special Operations.

A graduate of the FBI National Academy and the DEA Drug Unit Commanders Academy, Brad earned a Bachelor's in Organizational Management from the University of La Verne. He was Deputy Chief from 2010 to 2014 and Chief of Police until his retirement in 2018.

### Specific Experience and Qualifications related to this project:

- Chief of Police (2014-2018): Oversaw all law enforcement operations for the City of Ontario. Implemented staffing, law enforcement, and tactical response protocols for the Ontario International Airport.
- UASI Strategic Coordinator: Worked with multiple agencies to enhance security/response capabilities.
- UASI Project Coordinator: Oversaw the ASU regional downlink program and coordinated UASI-funded equipment acquisitions to enhance regional response capabilities.
- FBI Regional Crime-Fighting Laboratory Partnership: Created a strategic partnership with the FBI regional crime-fighting laboratory, enhancing investigative capabilities and forensic support
- Riverside FBI Joint Terrorism Task Force (JTTF): Contributed to counter-terrorism efforts and intelligence gathering as a member of the task force.
- DEA/HIDTA Group 50: Led efforts in combating drug trafficking and related criminal activities as Group Supervisor.
- Ontario SWAT Team: Served 10 years as SWAT team member, advancing to SWAT Team Commander.
- Inland Empire SWAT Commanders Association: Collaborated with regional SWAT commanders to enhance tactical operations and inter-agency coordination.
- Inland Empire Association of Chiefs of Police: Active member, working with fellow chiefs to improve law enforcement practices and community safety.
- Partnership with US Marshals Fugitive Task Force: Established a crucial partnership with the US Marshals Fugitive Task Force, enhancing efforts in capturing high-risk fugitives.

**As Chief of Police, Chief Kaylor demonstrated a proven history of strategic leadership, tactical collaboration, and advancement in the region. He possesses a deep network of professional relationships and a thorough understanding of the critical disciplines necessary for effective public safety operations.**

### References:

Eric Hopley, Chief DA Investigator, SBCO DA, Chief of Police, Ontario PD (Ret.)  
909.376.7044, ehopley@sbcoda.org,

Eric Charrette, Director of Security, Captain, Riverside PD (Ret.)  
909.838.4631, eric.charrette@sanmanuel-nsn.gov

Michael Lorenz, Chief of Police, Ontario PD  
909.565.7547, mlorenz@ontariopolice.org



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## RANDY BLACK

Project Lead - HazMat

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Randy retired with over 39 years in the fire service; he began his career as a Reserve Firefighter with the Santa Ana Fire Department in 1985. He rose through the ranks, becoming a Chief Officer in 2003. The last position he held before retirement was Assistant Chief, overseeing EMS, Operations Training and Promotions. Prior assignments included serving as Division Chief, overseeing the city of Santa Ana and the EMS Division, Emergency Planning and Coordination, Emergency Communication Center Manager, Public Information Officer, and Emergency Management Coordinator. He served as president of the California Fire Chiefs Association EMS Southern Section and Director of the FIRESCOPE EMS section. He has his bachelor's degree in Public Fire Protection Administration.

### **Specific Experience and Qualifications related to this project:**

- HazMat team, member and responder
- Oversight of the Hazardous Materials Program for the fire department
- Represented the Santa Ana Fire Department on regional hazardous material programs
- Worked on the development of the Orange County JHAT Program
- Was a member of the Orange County UASI oversight committee reviewing and approving expenditures of Grant funds
- Instructed hazardous materials and terrorism response classes

Randy's career included being an active member of a regional hazardous materials response team staffed by fire department personnel. He is trained to the hazardous material specialist level and has taught hazardous materials and terrorism response.

**As a chief officer, Randy participated in the early rollout of the UASI Grant program in Santa Ana and was an integral part of oversight for expenditures, including hazardous materials, team acquisitions of UASI funds. During this project, Randy participated in the development of the Orange County Joint Hazardous Assessment Team Program. This program integrated law enforcement, SWAT, and bomb squad specialists with hazardous materials teams, and the environmental health department to respond to complex multidisciplinary incidents.**

### **References:**

Robert Acosta, Support Services Director, Orange County Fire Authority (ret),  
Los Alamitos Police Department (current) Division Chief  
714.483.0911, racosta@cityoflosalamitos.org

Kenny Dossey, Deputy Chief Operations, Orange County Fire Authority (ret)  
949.322.8815, Kennydossey@gmail.com

Stephen Horner, Hazardous Materials Master Instructor, Santa Ana College (current),  
Hazardous Materials Captain, Orange County Fire Authority (ret)  
714.920.8143, Sdhorner44@gmail.com



## RANDY STERETT

Project Lead - Bomb/HDT

Randy brings a wealth of expertise as a critical asset for the project, particularly in his role as the Hazardous Device Team (HDT) lead. With over three decades of experience in law enforcement, including serving as a Bomb Squad Commander and Lieutenant with the Orange County Sheriff's Department, he has extensive qualifications in managing and responding to high-risk explosive situations. His certifications, including those from the FBI in bomb and weapons of mass destruction technologies, as well as his role in national and international training, make him a vital resource in ensuring the project's success in areas related to public safety, tactical response, and threat mitigation. Randy earned a Master's in Public Administration from California State University, Long Beach. Additionally, Randy holds Bachelor of Arts in Sociology and Associate of Arts in General Studies.

### **Specific Experience and Qualifications related to this project:**

- Chairman of the National Bomb Squad Commanders' Advisory Board (NBSCAB)
- Wrote the curriculum and was lead instructor for the State Department's South East Asia Counter IED Seminar (Thailand, Indonesia and Philippines), September, 2018
- Was an instructor for the State Department's South East Asia Counter IED Seminar (Thailand, Indonesia and Philippines)
- Helped develop and maintain Orange County's Joint Hazard Assessment Team, which includes the 9th Civil Support Team
- Assisted California POST with the development of a three-part course covering Multi-assault Counter-terrorism Events Action for Managers/Supervisors
- California POST subject matter expert in domestic terrorism telecourse development
- California POST subject matter expert for the development of a homemade explosives telecourse
- Assisted with NTOA and NBSCAB bomb tech support for SWAT (AKA: Assault Support), assisting in the development of a Guideline for Standard Operating Procedures
- Terrorism Liaison Officer coordinator for the Orange County Sheriff's Department Intake Release Center (IRC)
- Tactical training: Certified Explosive Breacher, Orange County Sheriff's 2-week Basic SWAT School, AT-Solutions SWAT/Bomb Squad Interoperability, SSI Counter-terrorism for SWAT Operations, FTF SWAT & Bomb Squad Interoperability for Terrorism Incidents, Multiple-assault Counter-terrorism Action Capabilities MACTAC, Low-light Entries, Patrol Entries, Tactical Combat Casualty Care, High Risk Entries
- Law Enforcement Security Clearance and F.B.I. Top Secret Security Clearance
- More than 2,500 hours of explosive and/or bomb related training
- More than 1,000 bomb related calls (e.g. post-blast investigations, suspicious packages, and destructive devices)

### **References:**

Ronald Swanson, Glendale Police Department AZ  
623.694.1488, rswanson@glendaleaz.com

Mathew James, U.S. State Department Office of Antiterrorism Assistance Program  
202.793.0282, Jamesm2@state.gov

David Marker, Denver Police Department Sergeant (Retired)  
720.641.2288, david.marker@hdps-hsv.com

# SUPPORT PERSONNEL



**JIM SCHILLER**  
Fire Services // Subject Matter Expert

Battalion Chief Jim Schiller (ret.) brings 30 years of service in two fire agencies (Los Angeles City Fire Department and the City of Ontario), offering a unique depth of experience and a passion for helping public sector executives and organizations succeed in a dynamic and challenging environment, especially when faced with leadership, political, or personnel challenges.

Jim has an extensive background in emergency scene management and mitigation. He has been a key contributor in planning, coordinating, and executing Command-and-Control during emergency incidents. Jim has also held multiple positions in program creation and management, including the implementation of a process for Ontario Fire Department members to obtain Fire Incident Management Team positions.

## **Specific Experience and Qualifications related to this project:**

- Paramedic/EMS Coordinator
- Certified California State Fire Marshal Instructor
- Certified California State Fire Marshal Company Officer
- Certified California State Fire Marshal Chief Officer
- Hazardous Materials Specialist Team Member/ Leader
- Wildland Fire Program manager
- US Army Veteran, Sergeant/E-5, 91B Combat Medic (1/6 Inf, 6/31 Mech Inf)
- French Commando School, asymmetrical warfare

As the Hazardous Materials Team Leader Jim worked with Fire Prevention in Fire Code development for multiple outdoor agricultural operations. Also working with and training with the Ontario Fire Department Explosive Ordinance Disposal unit coordinating realistic scenarios as well as interaction with Southern Pacific and Union Pacific Railroads Hazardous Materials response team in formal training and real-world incidents.

**As a Fire Safety Subject Matter Expert, Chief Schiller brings a history of collaboration and advancement in the region. He has a deep network of professional relationships and specific knowledge of the critical disciplines to be addressed in this project.**





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## TONY COLETTA

Emergency Management // Subject Matter Expert

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Tony Coletta brings 25 years of expertise providing emergency management services, emergency planning and hazard mitigation planning. His emergency management experience includes instructing and course design, emergency operations center design, recruitment and succession planning, strategic planning, grant management, and performance management.

Tony is a proven leader skilled in problem-solving, alliance-building, and organizational communication that delivers results-oriented solutions directed at tomorrow's municipal challenges. He has built ultra-effective emergency management teams, led multi-million-dollar regional homeland security programs and coordinated state-wide public safety initiatives. Tony has authored best practice emergency plans, successfully leveraged federal agencies and elected officials to maximize emergency management funding and led the construction of state-of-the-art emergency operations centers. As the first Administrator of the Riverside UASI Program, he has a deep understanding of the capabilities of the special operations teams within both Riverside and San Bernardino Counties. This understanding came from overseeing regular federally required capability assessments and reporting of the region's public safety components including special operations teams.

### **Specific Experience and Qualifications related to this project:**

- Riverside UASI/Riverside Regional Homeland Security Program Administrator
- Certified Emergency Manager (CEM) – International Association of Emergency Managers
- Past Member Governor's - California Emergency Council

**As a Subject Matter Expert, Tony brings a verified history of leading the regions homeland security and emergency management capability building efforts. Serving as the first UASI Administrator, a role he held for over eight years, he built the Riverside UASI Program, including all administrative, logistical, and tactical components. This role required close coordination with the region's public safety executives, agencies, and special teams. Tony has a deep understanding of the region's public safety organizations and maintains a network of professional relationships supportive to the success of this project.**





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## NICOLE BEACH

**Project Delivery // Subject Matter Expert**

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Nicole Beach is a project management and strategy delivery leader who specializes in assisting organizations in realizing value by aligning strategy with execution. Nicole collaborates closely with our clients to develop work plans that ensure their success in executing strategic goals and provides project management oversight across all projects. Before joining JGA, Nicole amassed a wealth of experience leading complex technology, organizational, and strategic projects, including M&A integrations, ERP implementations, and process improvement initiatives. Most recently, she oversaw Project Management Offices and Strategic Portfolio Management for SAFEbuilt, Citrix, and Sport Clips. Nicole holds certifications as a Project Management Professional (PMP) and Lean Six Sigma Green Belt. She also earned an MBA with a concentration in Process Improvement from Nova Southeastern University.



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## JIM MOSS

**Tactical Operations // Subject Matter Expert**

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Jim Moss has spent the past 34 years serving in the Los Angeles County Sheriff's Department. His assignments have included roles as a Patrol Field Training Officer, a member of the Gang Enforcement Team, an instructor in the Advanced Officer Training Unit, and 19 years in the Special Enforcement Bureau. Within the bureau, he spent 8 years on the SWAT Team and 12 years as a Tactical/Rescue Medic on Air Rescue 5. In addition to his law enforcement career, Jim has spent over 25 years as a strength and speed coach for high school, college, and professional athletes. His true passion is helping individuals reach their full potential and building high-level teams in all areas. He has trained and collaborated with law enforcement officers and military personnel from around the world.



WORK PLAN  
            
SECTION C



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# WORK PLAN

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## 1. PROJECT OVERVIEW

The project aims to provide professional consulting services for the Special Operations Team's Continuity of Operations in Riverside and San Bernardino Counties. The focus is on enhancing the capabilities of Special Weapons and Tactics (SWAT), Hazardous Materials (HazMat) Response Teams, and Bomb Squads within the Riverside Urban Area Security Initiative (UASI) region.

## 2. PROJECT DELIVERABLE

Continuity of Operations Plan (CON OPS):

A comprehensive CON OPS document that outlines a structured approach to maintaining and enhancing special operations capabilities in Riverside and San Bernardino Counties. This document will serve as the primary deliverable, integrating various aspects of the project into a cohesive framework. The components listed below will be included in the CON OPS as support to the overall framework.

- A. Incorporation of SWOT Analysis
- B. Standard Operating Guideline (SOG) Recommendations
- C. Identification of Areas for Future Enhancement and Evolution
- D. Implementation and Evaluation Framework

## 3. PROJECT OBJECTIVES

1. Ensure the participation and collaboration of regional special operations teams.
2. Conduct a SWOT analysis to identify strengths, weaknesses, opportunities, and threats.
3. Recommend Standard Operating Guidelines (SOG) to improve interoperability and incident response.
4. Identify areas for future enhancement and evolution.
5. Develop a Continuity of Operations Plan (CON OPS) that integrates Objectives 1-4.

## 4. PROJECT PHASES AND TASKS

### Phase 1: Project Initiation & Resource Allocation

#### Task 1.1: Kick-off Meeting

- Schedule and conduct a kick-off meeting with City staff and key stakeholders
- Discuss project scope, objectives, and deliverables
- Assign roles and responsibilities

Task Responsibility: Project Manager

## **Task 1.2: Stakeholder Engagement (RFP Task 1)**

- Identify and engage stakeholders from SWAT, HazMat, and Bomb Squads
- Schedule regular virtual or live meetings for collaboration

Task Responsibility: Project Leads

## **Phase 2: Analysis and Planning**

### **Task 2.1: SWOT Analysis (RFP Task 2)**

- Conduct a detailed SWOT analysis for the special operations teams
- Document findings and provide recommendations for operational enhancements

Task Responsibility: Project Manager, Project Leads

### **Task 2.2: Develop SOG Recommendations (RFP Task 3 )**

- Create a section within the CON OPS dedicated to SOG recommendations
- Focus on improving interoperability, incident response integration, and communications. (RFP Task 4)

Task Responsibility: Project Manager

## **Phase 3: Plan Development**

### **Task 3.1: Draft CON OPS**

- Develop a draft of the Continuity of Operations Plan incorporating SWOT analysis and SOG recommendations
- Ensure the plan addresses current capabilities and potential challenges
- Conduct report design and formatting activities

Task Responsibility: Project Manager

### **Task 3.2: Review and Feedback**

- Share the draft CON OPS with stakeholders for review and feedback
- Incorporate feedback and make necessary revisions

Task Responsibility: Project Manager, Project Leads, SMEs



## **Phase 4: Plan Finalization**

### **Task 4.1: Finalize CON OPS**

- Prepare the final version of the CON OPS
- Ensure all recommendations and strategies are integrated

Task Responsibility: Project Manager

### **Task 4.2: Implementation Framework**

- Develop a structured framework for the implementation of the CON OPS (RFP Task 5)
- Include timelines, resource allocation, and responsible parties

Task Responsibility: Project Leads

### **Task 4.3: Evaluation Mechanism**

- Establish an evaluation mechanism to regularly assess the effectiveness of the CON OPS
- Make necessary adjustments based on evaluation results

Task Responsibility: Project Leads

## **Phase 5: Project Closeout**

### **Task 5.1: Deliver Final CON OPS**

- Deliver the final version of the CON OPS

### **Task 5.2: Documentation Closeout**

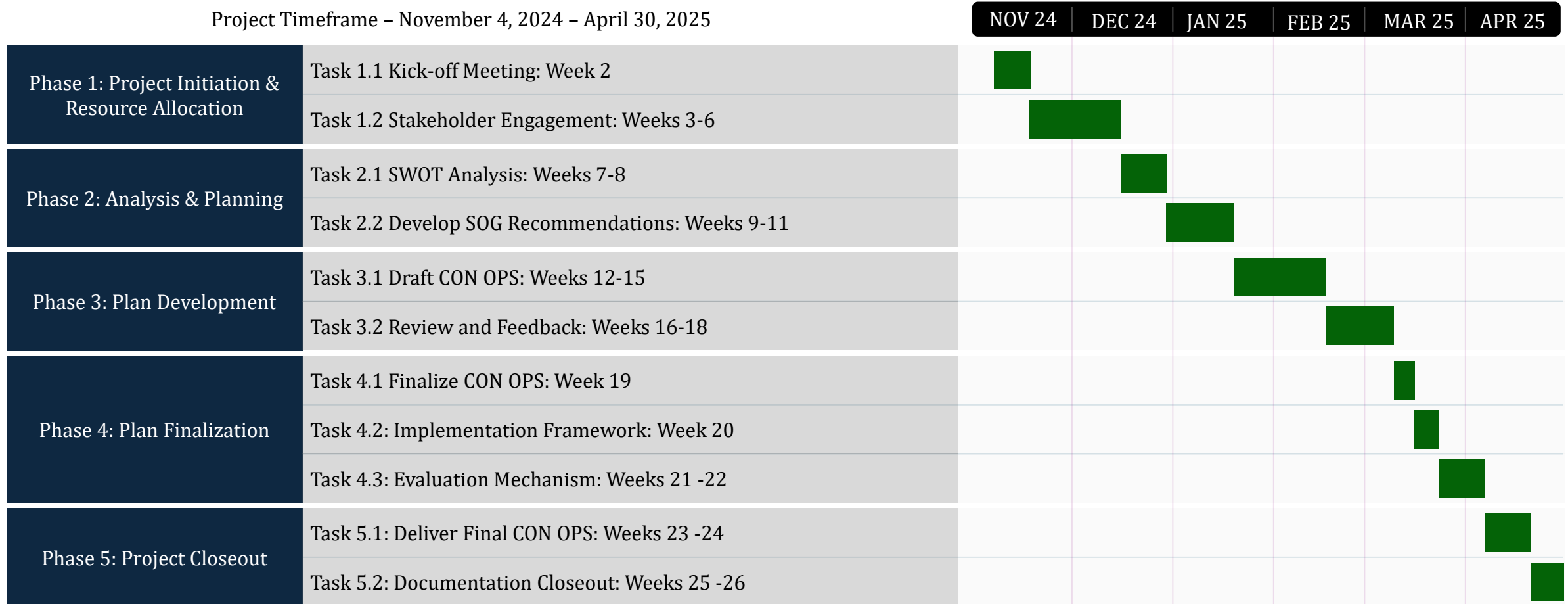
- Deliver all final project reports and documentation

Task(s) Responsibility: Project Manager, Project Coordinator



## 5. PROJECT SCHEDULE

Project Timeframe – November 4, 2024 – April 30, 2025



## 6. RESOURCE ALLOCATION

### For Principal Project Members

- Project Manager: Responsible for overall project coordination and communication
- Project Lead: Leading a major component of the project
- Project Coordinator: Responsible for providing administrative support to the project
- SME: Subject Matter Expert providing subject or topical expertise to the project

## 7. QUALITY ASSURANCE AND CONTROL

### Project Phases 4 and 5

- Implement a QA/QC process to ensure the quality and accuracy of all deliverables

### Project Phases 2 through 5

- Conduct regular client progress meetings to track milestones and address any issues

### Project Phases 1 through 5

- Conduct regular internal project team meetings to track milestones and address any issues

### Project Phase 1 through 5

- Maintain thorough documentation of all project activities and decisions

## 8. COMMUNICATION PLAN

- Regular updates to City staff and stakeholders through regular meetings and project status reports
  - Biweekly Project Meetings (by Project Manager)
  - Monthly Project Status Reports (by Project Manager/Project Coordinator)
- Transparent communication of project progress, challenges, and solutions
  - Monthly Project Status Reports (by Project Manager/Project Coordinator)
- Ensure all stakeholders are informed and engaged throughout the project lifecycle
  - Biweekly Project Meetings (by Project Manager)
  - Monthly Project Status Reports (by Project Manager/Project Coordinator)
  - Regular Project Notices (email) and Project Stakeholder Calls (as required) (by Project Leads)





# CITY OF CORONA'S COMMITMENT

Successful project outcomes rely on a strong partnership between our team and yours. To ensure the best results, we've outlined key client responsibilities that foster effective collaboration and project efficiency. By fulfilling these roles, you actively contribute to the project's success, helping us deliver high-quality work on time and within scope. This mutual commitment not only improves project outcomes but also maximizes the value and impact of our combined efforts.

- **Clear Objectives:** Define and communicate project goals, expectations, and deliverables clearly at the project's outset.
- **Active Participation:** Engage in regular meetings and provide necessary feedback to ensure the project stays on track and aligns with expectations.
- **Resource Allocation:** Ensure the availability of internal resources, including key personnel, data, and tools, required for the project.
- **Open Communication:** Maintain open and honest communication with the Consultant, addressing any concerns or changes in scope as soon as they arise.
- **Decision-Making:** Facilitate timely decision-making processes to avoid delays and ensure project progress.
- **Access Provision:** Provide the Consultant with necessary access to relevant systems, documentation, and facilities.
- **Respect Timelines:** Adhere to agreed-upon timelines for reviews, approvals, and information requests to maintain project momentum.
- **Change Management:** Collaborate on managing any changes in project scope, requirements, or timelines, ensuring mutual agreement on modifications.
- **Partnership Approach:** Foster a collaborative and respectful working relationship, recognizing that successful outcomes depend on both parties' commitment and cooperation.
- **Timely Payment:** Pay invoices pursuant to contract terms and communicate any payment issues promptly with the Consultant.

