

— READINESS FRAMEWORK · MULTI-YEAR RETAINER

Multiple Years of Continuous Emergency Management — EOP Modernization, Multi-Hazard Exercises, and Ongoing Readiness

Client: City of Sonoma, California · **Role:** Prime · **Status:** Active (Multi-Year Retainer)**25+**

EOC staff trained across annual sessions

4

HSEEP-compliant TTX scenarios delivered

14+

EOC and Disaster Council meetings facilitated

Multi-year

Active retainer — growing in scope each cycle

READINESS

MULTI-YEAR RETAINER

CITY OF SONOMA, CA

WILDFIRE · EARTHQUAKE · FLOOD · CYBER

LOCAL GOVERNMENT

EOP · TTX · EOC TRAINING

The Situation

The City of Sonoma operates in one of California's highest-risk emergency management environments — wildfire, earthquake, flood, PSPS, and cyberattack are all credible, recurring hazards. Sonoma had plans on paper. But they hadn't been tested, updated, or exercised in any systematic way.

The city needed more than a plan refresh. They needed a consistent presence — someone who would show up year after year, train the same staff, run the exercises, keep the plan current, and still be there when the next City Manager arrived. TLR was brought on retainer to be that partner.

What We Did

Over multiple years, TLR has served as Sonoma's prime emergency management consultant — the city's institutional memory, its exercise program, and its planning infrastructure all at once. The engagement had four consistent work streams:

EOP Modernization. TLR led a full update of the city's Emergency Operations Plan and hazard-specific annexes, developed collaboratively with city staff. The updated plan reflects how Sonoma's government actually makes decisions — not a template adapted from another jurisdiction.

Annual EOC Training. Each year, TLR delivered structured EOC training sessions reaching 25+ city staff. Training was tied to the updated EOP — so staff were learning the plan they'd actually use, not generic procedures.

HSEEP-Compliant Exercises. TLR designed and facilitated four tabletop exercises across Sonoma's primary hazards: wildfire combined with Public Safety Power Shutoff (PSPS), earthquake, flood combined with hazmat, and cyberattack. Each TTX was scenario-specific, evaluated against FEMA core capabilities, and produced an after-action summary with improvement recommendations.

Ongoing Governance Support. TLR facilitated 6+ EOC planning meetings and 8+ Disaster Council meetings — keeping the plan in active use rather than filed away between emergencies.

"A retainer model works for emergency management for the same reason it works for legal counsel. You don't want to be building the relationship when you need it most — you want it already in place."

ENGAGEMENT DETAILS

Client	City of Sonoma, CA
TLR Role	Prime
Duration	Multi-year (active)
Structure	Annual retainer
Status	Active

KEY NUMBERS

Staff trained	25+ annually
TTX scenarios	4 HSEEP-compliant
Meetings facilitated	14+ (EOC + Council)
Hazards covered	Wildfire, EQ, Flood, Cyber

HAZARDS

Wildfire / PSPS · Earthquake · Flood / Hazmat · Cyberattack

KEY DELIVERABLES

EOP	Updated with all hazard annexes
TTX	4 HSEEP-compliant scenarios
Training	Annual EOC program, 25+ staff
AARs	Post-TTX with improvement plans

What We Delivered

- **Updated EOP and hazard annexes** – built with city staff, current and in active use
- **4 HSEEP-compliant TTX scenarios** – wildfire+PSPS, earthquake, flood+hazmat, cyberattack
- **Annual EOC training program** – 25+ staff across sessions
- **14+ facilitated meetings** – EOC and Disaster Council combined
- **After-action summaries** – for each TTX, with prioritized improvement recommendations

What Changed

Sonoma now has a current, tested Emergency Operations Plan – built with city staff, not handed to them. EOC personnel have exercised multiple hazard scenarios and understand their roles in each. The Disaster Council meets regularly and engages with the plan as a living document rather than a filing obligation.

The engagement has grown in scope over successive cycles – a signal that the work is producing institutional change, not just deliverables. The city retains TLR because consistent, senior-led engagement compounds. Small organizations can't afford to rebuild the relationship and context every few years.

READINESS FRAMEWORK · APPLIED

Readiness isn't built in a single engagement. It compounds.

The Sonoma engagement applies TLR's Readiness framework across all six domains over successive cycles: governance (Disaster Council facilitation and engagement), planning (EOP and annex currency), operational capacity (EOC training), communications (exercise play), and continuous improvement (HSEEP-aligned after-actions). A retainer structure is the most efficient way to build real institutional readiness – consistent investment, compounding returns. The alternative is rebuilding from scratch after every transition.