

SUZANNE L. FREW

Ms. Frew is a respected leader in equity and cultural communications. She brings 30 years of experience supporting local, state, and federal government, business, and industry in the development and assessment of socially inclusive, culturally competent emergency management plans, communications, trainings, and exercises. Her unique differentiator is operationally applying a lens of diversity, equity, and inclusion to meet legal mandates and the intended *spirit* to ensure equitable service to the *whole community*, particularly diverse, highly vulnerable, disproportionately impacted populations. She addresses issues of marginalized racism, cross-cultural communications, and people with disabilities, access and functional needs (DAFN).

Ms. Frew is a recognized national leader in integrating cultural competency and inclusion in all evaluation activities related to disaster response in metropolitan, suburban and rural locales. Ms. Frew ensures all HSEEP activities integrate equity elements in development, play and evaluation and regularly serves as an exercise evaluator for Public Information. She works throughout the United States, Asia Pacific, and Southeast Asia. Suzanne is a consultant, trainer, speaker, National Disaster Preparedness Training Center (NDPTC) instructor, and the coauthor or contributing author to four risk communications/emergency management books and numerous professional articles. She serves as the liaison between the International Association of Emergency Managers (IAEM) Emerging Technology Committee and the IAEM Diversity Committee. Suzanne began her career serving FEMA in public information, hazard mitigation, and public-private partnerships.

PROFESSIONAL WORK HISTORY

President and Founder

The Frew Group, a Woman Business Enterprise (WBE) and Woman Owned Small Business (WOSB)
11/1999—present

Consultant/Subject Matter Expert

Witt O'Brien's
2018—present

Communications and Partnership Advisor/ Team Leader, Vietnam Training Program

Pacific Disaster Center/University of Hawaii
7/2009—6/2011

Senior Risk Communications Manager/Senior Strategist

CirclePoint
8/2006—9/2008

Consultant/Senior Program Developer

Science Application International Corporation (SAIC)
Engineering and Environmental Management Group
4/2002—7/2004

Mitigation Marketing, Education and Partnership Development Coordinator

Federal Emergency Management Agency (FEMA)
Mitigation Division, Region IX
5/1993—10/1999

Public Information Officer

FEMA Region IX
2/1992—4/1993

FIELDS OF EXPERTISE

- Diversity, Equity and Inclusion
- Cultural Competency
- Communications, Alerts and Warnings
- Disability, Access and Functional Needs
- Climate Change Adaptation
- Training and Exercise

AFFILIATIONS

- Albany Community Emergency Response Team (CERT)
- International Association of Emergency Managers
- Gender and Disaster Network, Founding Member
- National Disaster Preparedness Training Center (NDPTC)

CERTIFICATIONS

- Multiple FEMA EMI, NDPTC and other courses
- Design Thinking Course Certificates, IDEOU
- Cross Cultural Communications Training, UC Berkeley Extension
- Instructor Development, UC Berkeley Extension
- Disaster Operations Leadership Program, FEMA

EDUCATION

- Language Certificate, St. Petersburg State University (Russia)
- MFA, Rochester Institute of Technology
- BA, University of

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SELECTED PROFESSIONAL EXPERIENCES

Training and Exercise

- **Natural Disaster Preparedness Training Center, University of Hawaii** Adjunct instructor/trainer for FEMA's *Climate Adaptation for Emergency Management, Community Resilience, Social Media for Disaster Response and Recovery, and Natural Hazards Awareness for Community Leaders. (Current)*
- **Fairfax County, VA Department of Emergency Management and Security** Developed the county's 2021 Business Disaster Resilience and the Community Emergency Response Guide Train-the-Trainer programs, using strong lens on equity and inclusion.
- **Port of San Francisco** Served as equity and cultural inclusion SME for 2021 "deconstructed" earthquake Tabletop Exercise.
- **County of Sonoma (CA) Department of Emergency Management** Developed and facilitated 2020 online trainings for PIO and EOC operations. Developed and conducted 2020 workshop series entitled "Public Safety Cultural Competency and Skills Development Workshop" for county stakeholders addressing diverse and emergent populations at risk.
- **Port of San Diego/Mozaik** Served as exercise developer, evaluator for cultural competency, access and functional needs and public information elements of 2019 multi-jurisdictional soft target exercise. Served as exercise controller and facilitator for 2017 Recovery and Business Resumption Tabletop Exercise and Emergency Operations Workshop/Tabletop Exercise, After-Action Report (AAR) and Improvement Plan (IP) contributor.
- **New Mexico Public Health Department** Led development of the 2018 state Emergency Operations Center (EOC) Representatives and Department Operations Center (DOC) staff training programs and conduct of Train-the-Trainer training. Served as team leader for the 2016 statewide Homeland Security Exercise Evaluation Program (HSEEP)-based TTX evaluating public/private health care facilities, emergency management, and first responder response to Ebola Virus Disease.
- **San Francisco Bay Area Metropolitan Transportation Commission (MTC)**
 - Evaluator for the annual regional transportation response and recovery coordination exercise of the MTC Regional Emergency Operation Plan and the Bay Area transportation agencies' response to a region-wide terrorist attack.
 - Project manager/subject matter expert for the research and development of the CBRNE informational elements of the Terrorism Annex of the MTC Regional Emergency Operation Plan.
- **California Department of Social Services** Developer, facilitator, evaluator of terrorism TTX for internal staff based on scenario using multi-bombing incidents on state capital.
- **Bureau of Coastal and Environmental Quality** Training program lead/primary trainer for 2017 *Major Siting Certification Program* for large-scale land development/redevelopment projects, addressing building permitting processes, environmental impact assessments and mitigation alternatives for the Commonwealth of the Northern Mariana Island (CNMI) government agency representatives and land developer agents/investors.
- **County of Maui** Onsite consulting planner for 2014 *Makani Pahili* Statewide Hurricane Exercise. Developed and co-facilitated port operations TTX, multiple functional and full-scale exercises for islands of Maui, Molokai and Lanai.
- **California Department of Public Health.** Developer/instructor of risk communications module, TTX, and *hotwash* facilitator for a three yearlong statewide training program on weapons of mass destruction.
- **Golden Guardian.** Exercise evaluator of the City of San Francisco's Emergency Operation Center's Joint Information Center and information outreach activities from surrounding counties
- **Government of Vietnam.** Team Leader for the development, implementation and evaluation of Government of Vietnam's *Natural Disaster Risk Management Project (NDRMP) Education and Training*

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Program, a 2011 World Bank-funded training program for central and provincial level government officials (mitigation was a component of the training program.)

- **Orange County Sheriff's Department.** Instructor/course developer of demographics training module for *Terrorism Liaison Officers Training for School Networking* program.
- **Asia Disaster Preparedness Center.** Co-developer/instructor of *Disaster Risk Communications* training program for project managers of urban mitigation projects in twelve countries in Asia.
- **FEMA Emergency Management Institute** Developed and trained *Disaster Resistant Jobs: Strategies for Community, Emergency, and Economic Risk Management* course for economic developers and emergency managers, incorporating approaches to support mitigation planning, funding and community engagement.

Communications/Outreach

- **U.S. Geological Society (USGS)** Served as mentor to *Bill Anderson Fund* fellows and as local project coordinator for 2022-2023 *Diversifying HayWired Communication Projects* to develop innovative approaches to connect with marginalized communities that would likely experience disproportionate impacts from a large earthquake in the San Francisco Bay Area.
- **Bay Area Urban Area Security Initiative** Wrote *Translation Policy and Development Guide* and the *Guide for Engaging Hard-to-Reach Populations* 2022 Pandemic Communications Outreach toolkit.
- **County of Santa Barbara Department of Emergency Management** Wrote bilingual communications messaging guide for County's revised 2021 Care and Shelter Plan.
- **Social Media Roundtable.** Convened the 2017, 2016, 2015 and 2013 social media and emergency management roundtable for researchers, academics and practitioners at the international Natural Hazards Workshop, hosted by the University of Colorado.
- **County of Maui Department of Planning.** Led 2015 community outreach activities and co-developed participatory game for creating innovative environmental policy guidelines, entitled "Post-Disaster Reconstruction Guidelines and Protocols for the Conservation of Coastal Resources and Protection of Coastal Communities of Maui County." Specialized in inclusive outreach to diverse community members.
- **Federal Bureau of Investigation (Sacramento Field Office).** Trained field agents on cross-cultural issues in outreach and community engagement.
- **FEMA, Mitigation Division, Region IX.** Extensive leadership roles leading partnership development and outreach to public and private sectors and community members, mitigation education and communications planning and training throughout region's state and island jurisdictions. Served as PIO, Mitigation Education and Marketing Branch Chief, and Hazard Mitigation Deputy Officer on numerous disaster response operations. Served as Regional Public Information Officer. Managed cadre of twenty-five Public Information Officers and Congressional Liaison Officers.

Emergency Management

- **Sacramento Area Council of Governments** Serving as equity and inclusion Subject Matter Expert/consultant for development of 2023 Emergency Preparedness Strategy.
- **Solano County Office of Emergency Services** Serving as equity and inclusion consultant for 2023 revision of Emergency Operations Plan and Annexes.
- **Marin County Emergency Services** Served as equity and inclusion SME for EOP and annex rewrite.
- **County of Santa Barbara (CA) Department of Emergency Management** Served as equity and inclusion consultant for development of county's Care and Shelter Plan.
- **Ramsey County, Minnesota**
 - COVID AAR: Served as equity and inclusion advisor and reviewer.
 - Emergency Operations Plan update: Served as equity and inclusion advisor and reviewer.
- **County of Sacramento** Served as equity and inclusion SME on county's 2021 EOP Care and Shelter Plan update. Developed communications outreach messaging for 2021 Evacuation Annex update.

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- **California State University** Developed and conducted 2021 social vulnerability risk assessment for high risk, vulnerable populations and supported the development of 2021 Hazard Vulnerability and Risk Assessment of 23-campus system.
- **University of the Pacific** Developed campus 2020 Emergency Operations Plan (EOP) Crisis Communications Annex and supported update to EOP.
- **County of Sacramento** Developed 2020 Drought and Climate Change Annex for Emergency Operations Plan. (Under review)
- **City of Albany, CA** Led the development of the 2020 business disaster resilience plan, strategy and guidebook. Providing ongoing support to city government and business leadership on the shutdown and reopening process in response to COVID-19.
- **Kitsap County, WA** Provided cultural competency review of 2020 county emergency management plan and COVID-19 Recovery Plan developments.
- **City of San Jose, City of Sacramento** Conducted 2019 cultural competency review and supported revisions of disaster recovery base plans and annexes.
- **Port of San Diego** Supported development of the 2019 public information Concept of Operations (CONOPS) and Emergency Operations Plan (EOP) Communications Annex update. Planning documents focus on cultural competency and social inclusion of diverse communities in planning and engagement.
- **University of the Pacific** Supported development of 2019 Multi-Year Training and Exercise Program and continuity of operations leadership and crisis communications training.
- **Impact360 Alliance/University of Washington** Led 2018/9 development and facilitation of design-thinking based workshop and service development processes for emerging innovative initiative connecting academic research and professional communities in natural hazards and disasters.
- **San Francisco Bay Area Urban Area Security Initiative** Led or supported the development of a wide range of disaster resilience initiatives over multiple performance periods, including:
 - Supported development of the Public Information training approaches.
 - Developed cultural competency training elements for Commodity Points of Distribution (CPOD) multi-county training.
 - Led local and state research, facilitator of stakeholder meetings and team strategist for the development of the shelter annex of the Regional Emergency Coordination Plan (RECP).
 - Served as senior strategist for development of Citizen Preparedness Program Capability Assessment and Plan program guidance and funding recommendations.
- **National Public Radio** Led the 2018 review and revision of NPR's companywide emergency response plan and the Hazard and Threat Handbook for CA compliance.
- **St. Paul's Episcopal School** Developed Oakland, CA-based elementary and middle school's 2018 Emergency Operation Plan.
- **FEMA/Applied Technology Council** Served on the management/author team of the FEMA/Department of Education's 2017 *School Safety Guide for Natural Hazards*, the national state-of-the-art disaster preparedness, mitigation, response and recovery guide addressing K-12 grade school facility security, operational capabilities, communications, continuity of operations, community engagement and recovery.
- **City of Los Angeles.** Wrote terrorism annex/public outreach sections of hazard mitigation plan and facilitated public meetings.
- **California Department of Social Services** Co-developed agency's administrative Continuity of Operations/Continuity of Government Plan.
- **IBM Crisis Response Team** Provided onsite response and shelter operations support for businesses and faith-based organizations in Hurricane Katrina response. Supported development of Post-Traumatic Stress Disorder program for the Government of Sri Lanka in Indian Ocean Earthquake and Tsunami response.

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- **Crowding the Rim Partnership (Stanford University/ Circum Pacific Council/US Geological Survey /American Red Cross).** Project managed the international resilience education project addressing cascading health, economic and infrastructure disaster impacts around Pacific Rim countries. Innovative initiative included a three-day summit attended by representatives from eight sectors from 22 countries, a game simulation, a high school educational module, and interactive hazards map database.
- **American Planning Association.** Coauthored the Planning for the Unexpected: Land Use Development and Risk (PAS Report 531), a review of the strategic principles of risk management, approaches to city- and county-level review of land development applications and how the processes of risk assessment, risk mitigation, and risk transfer can be integrated into the planning function.
- **FEMA, Mitigation Division, Region IX.** Served as in multiple capacities, including the Mitigation Education and Marketing Branch Chief, Deputy Mitigation Office, and Public Information Officer on response and recovery operations, and regional lead for private-private partnership development and networking with business and industry and community-based organizations.

SELECTED PUBLICATIONS

- Role of Risk Communication in Community Resilience Building; Routledge Publishing, “Harnessing the Power of Social Media for Disaster Risk Reduction and the Mitigation Planning Process,” chapter author, Suzanne Frew: June 2019
- “Teaching Key Elements of Decision Making Online for Homeland Security and Emergency Management,” article, *Journal of Homeland Security Education*, co-author, Clayton Wukich, Suzanne L. Frew, Alan Steinberg, Philadelphia, 2016
- Social Media for Government: Theory and Practice; Routledge Publishing, “Social Media in Emergency Management: Examples from the Field,” chapter co-author, Suzanne Frew, Alisha Griswald: March 2016
- “Listen, Respect, Adjust: Integrating Social Media Cross Cultural Communications into Post-disaster Reconstructions Planning,” article, *IAEM Bulletin*, International Association of Emergency Managers: July 2015
- “Teaching Key Elements of Decision Making Online for Homeland Security and Emergency Management,” paper, American Political Science Association’s Teaching and Learning Conference, co-author, Clayton Wukich, Suzanne L. Frew, Alan Steinberg, Philadelphia, Pennsylvania, February 2014
- Social Media for Natural Disaster Response and Recovery; FEMA course material; National Disaster Preparedness Training Center at the University of Hawaii, co-author, Dave Kozuki and Suzanne Frew: January 2012
- “International Program on Climate Change and Variability Risk Reduction,” coauthor, poster presentation at the 35th Annual Hazards Research and Applications Workshop, Broomfield, Colorado, July 2010
- Disaster Communications; course material for Vietnam's Natural Disaster Risk Management Project Education and Training Program; Pacific Disaster Center and Vietnam Ministry of Agriculture and Rural Development, co-author, Erin Hughey, Heather Bell, Suzanne Frew, Margaret Roth: February 2010
- “Search for the Tipping Point: Five Keys to Building Resiliency Success,” a paper and presentation at the Roundtable on Emergency Management and Resiliency Building, Centre for Emergency Preparedness and Response, Public Health Agency of Canada, Toronto, Ontario, Canada, February 2008
- “Harnessing the Power: San Francisco Bay Area Launches a Regional Public Informational Initiative,” article, *International Association of Emergency Managers Bulletin*: July 2007
- “Crafting Cross-cultural Risk Communication Strategies,” invited essay, Real Risk, Tudor Rose: 2006
- Planning for the Unexpected: Land Use Development and Risk; American Planning Association PAS Report 531, co-author, Laurie Johnson, Laura Samant and Suzanne Frew: February 2005
- “Respecting the Snowflake: A Global Perspective for Building Effective Risk Communications,” invited essay, Know Risk, Tudor Rose and United Nations/International Strategy for Disaster Reduction: January 2005

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- “The Differences Between Cats and Dogs: Considering the Social Cultural Dimensions of Communicating,” invited article, On The Line, “Natural Hazards Observer”, Natural Hazards Center: May 2004
- “Asian Urban Disaster Mitigation Program Risk Communications Strategies Guidelines,” (unpublished), Asian Disaster Preparedness Center: March 2003
- “Rim Sim: A Role-Play Simulation,” USGS Bulletin 2209, co-author, Robert C. Barrett, Suzanne L. Frew, David G. Howell, Herman A. Karl, and Emily B. Rudin; 2003
- “Public Awareness and Social Marketing,” chapter, Proceedings: Regional Workshop on Best Practices in Disaster Mitigation, Bali, Indonesia: September 2002

SELECTED PRESENTATIONS

- “The Mileti Influence on the Emergency Management Profession,” workshop presentation, International Association of Emergency Managers (IAEM) Annual Conference, Grand Rapids Michigan, October 2021
- “Social Vulnerabilities and COVID-19,” Living & Leading through Pandemic: A Critical Thinking Series webinar, Rochester Institute of Technology, June 2020
- “*Business in the New Normal*,” City of Albany and Solano Avenue Association COVID-19 business support webinar, May 2020
- “Carrot, Stick or Kumbaya: How Diversity, Equity and Inclusion is Changing the Future of Disaster Management and Community Resilience,” presentation, International Association of Emergency Managers Annual Conference, Savannah, GA, November 2019
- “Building Cultural Competence in Emergency Management,” keynote speech, 2018 Manitoba Disaster Management Conference, Winnipeg, Manitoba, October 2018
- “Meeting the Challenge: Building Inclusive Community Resilience,” guest lecture, Ethics, Values and Public Policy, Rochester Institute of Technology, September 2018
- “Ready to get social? Tapping Social Media’s Power to Reduce Risk and Drive the Mitigation Planning Process,” panel presentation, Floodplain Management Association Conference, Reno, Nevada, September 2018
- “Practicing Radical Inclusion: Bridging Cultural Divides for a Risk Resilient Hawai’i,” keynote presentation, 2018 Hawaii Conference on Language Access, Office of Language Access (OLA), Honolulu, Hawaii, August 2018
- “Cultural Competency in Emergency Management,” webinar, International Association of Emergency Managers (IAEM) Diversity Ad Hoc Committee, March 2018
- “Harnessing the Power of Social Media for Disaster Risk Reduction and the Mitigation Planning Process,” Tech Talk, 2017 IAEM Annual Conference, Long Beach, California, November 2017
- “Building Trust and Engagement: Bridging Cultural Divides in Risk Communications,” individual presentation, 2017 IAEM Annual Conference, Long Beach, California, November 2017
- “Role of Social Media in Hurricane Harvey Response,” radio interview, KCBS Radio San Francisco, August 2017
- “Opening Doors Through Social Media,” American Association of University Women (AAUW) Oakland/Piedmont Branch, Public Lecture, Oakland, CA, January 2017
- “Emergency Communications: Organize, Strategize, Plan, Implement,” co-presenter, National Association of Government Web Professionals 2013 Annual Conference, Louisville, Kentucky, September 2013
- “Breaking New Ground: Integrating Social Media into Your Business Practice,” presentation to the Maui County Dental Society, Kahului, Hawaii, July 2013
- “Social Media for Disaster Management” Online Lecture, Information Science Department, Otago Business School, University of Otago, New Zealand, January 2013
- “The Tubes Are Clogged: Disaster Messages via Social Media,” panel presentation at the 35th Annual Hazards Research and Applications Workshop, Broomfield, Colorado, July 2010

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- “Averting the Tipping Point: Risk Communications for Swine Flu and Other Healthcare Emergencies,” a webcast, EIP Virtual Forum Presentation, May 2009. <http://www.emforum.org/vforum/090513.htm>
- “Reality Check: Making our Risk Communication Investments Work,” a panel presentation at the Western State Seismic Policy Council Conference, Reno, Nevada, October 2007
- “Socio-Cultural Strategies for Multi-Disciplinary Risk Communications,” panel presentation, Crowding the Rim—Dealing with Energy Needs, Food, and Other Living Resources and Natural Calamities around the Pacific, Technical Session, Geological Society of America/American Association of Petroleum Geologists Joint Annual Meeting, San Jose, CA: April 2005
- “Innovative Techniques in Disaster Risk Communication,” Community and Ecology: The Intersection of Community Sociology and Environmental Sociology, International Sociological Association (ASA) Mini-Conference, San Francisco, CA: August 2004
- “Innovative Techniques in Disaster Risk Communication,” panel presentation, International Visual Sociology Association (IVSA) Annual Conference, San Francisco, CA: August 2004
- “I Talk. You Talk. Is Anyone Listening?” panel presentation, 30th Annual Hazards Research and Applications Workshop (invitational), Boulder, CO: July 2004
- “Developing Cultural Brokers: The Next Generation Challenge for Public Risk Communication,” panel presentation, 29th Annual Hazards Research and Applications Workshop (invitational), Boulder, CO: July 2004
- “Turning Data Into Intelligence: Social Marketing and Risk Communication,” plenary panel presentation, Emergency Management Higher Education Conference, FEMA/Department of Homeland Security, Emmitsburg, Maryland: June 2004
- “The Difference Between Cats and Dogs: Social Cultural Dimensions of Health Risk Communication,” lecture, Residents Research Seminar, Children’s Hospital Oakland Research Institute (CHORI), Oakland, CA: May 2004.
- “Breaking Barriers: Social Cultural Dimensions of Risk Communications,” panel presentation and proceedings paper, American Association for the Advancement of Science 2004 Annual Meeting, Seattle, WA: February 2004
- “Educating Communities to Sustain Economic Health in the Face of Disasters,” proceedings paper, World Congress on Natural Disaster Mitigation, New Delhi, India: February 2004
- “Economic Risk Assessment,” panel presentation, Risk and Vulnerability Applications and Networking Workshop, 30th International Symposium on Remote Sensing of the Environment, Honolulu, HI: November 2003
- “Breaking Barriers: Designing and Implementing Cross Cultural Risk Communication Strategies,” new research workshop, Hazards Research and Applications Workshop (invitational), Boulder, CO: July 2003
- “Risk Communication Strategies,” panel presentation, Symposium on International Disaster Response Law: Anticipating the Future, San Jose State University, San Jose, CA: March 2003
- “Public Awareness and Social Marketing,” closing plenary speech and paper, USAID/ADPC Regional Workshop on Best Practices in Disaster Mitigation, Bali, Indonesia: September 2002
- “Educating the Changing Face of America,” essay, Creating the Earthscope Legacy Workshop, Tucson, AZ: August 2002
- “Keys to Successful Partnerships: An International Case Study,” panel presentation, Hazards Research and Applications Workshop (invitational), Boulder, CO: July 2002
- “How Does the Changing Face of America Impact Land Use Planning and Risk Reduction,” panel presentation, Hazards Research and Applications Workshop (invitational), Boulder, CO: July 2002
- “Crafting the Earth’s Tale,” poster and abstract, Earthscope Workshop, National Center for Atmospheric Research, Boulder, Colorado: Spring 2002
- “Crowding the Rim,” panel presentation, Peninsula Geological Society, Stanford University, Stanford, CA: February 2001
- “Developing Successful Partnerships,” panel presentation and proceedings paper, 2nd International Earthquake and Megacities Workshop, Manila, Philippines: December 1999

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CONTACT INFORMATION

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