

City of Piedmont
COUNCIL AGENDA REPORT

DATE: April 1, 2024

TO: Mayor and Council

FROM: Rosanna Bayon Moore, City Administrator

SUBJECT: Consideration of an Agreement with Tamarack Management for Disaster Preparedness Consulting Services for a Total Contract Amount of \$149,665 and Authorization of the City Administrator to Execute Related Contract Documents

RECOMMENDATION

By a single motion, take the following actions:

1. Approve the attached Agreement with Tamarack Management for Disaster Preparedness Consulting Services for a Total Contract Amount of \$149,665.
2. Authorize the City Administrator to execute related contract documents.

BACKGROUND

Piedmont is situated in the East Bay Hills, an area historically vulnerable to numerous natural disasters such as wildfire and earthquakes. Ongoing disaster preparedness training and exercises are critical for the community and City readiness. In 2022, Piedmont worked with Tamarack Management to conduct wildfire evacuation exercises for staff and the public, followed by an update of the Emergency Operations Plan to incorporate findings and new processes identified during the exercises and the COVID-19 pandemic. In order to design and deliver ongoing, high-quality training and exercises, the City of Piedmont initiated a Request for Qualifications solicitation. Among a field of 5 respondents, Tamarack Management was selected as the top scoring firm based on their experience in the Bay Area and Piedmont, programmatic and technical knowledge, team member expertise, and cost.

Under the proposed Agreement, Tamarack will provide wildfire evacuation exercises, and as-needed disaster preparedness consulting.

FISCAL IMPACT

Under this agreement, Tamarack Management will provide a tabletop exercise for City staff, as well as a community exercise for residents of Piedmont at a cost not to exceed \$74,664. In addition, they will provide as needed Disaster Preparedness Consulting Services which may include design and delivery of future exercises, Emergency Operations Plan Updates, and additional training. The total not to exceed amount of the contract is \$150,000 for the proposed

contract term of two years. The City Council authorized a budget of \$100,000 for Emergency Preparedness for Fiscal Year 2023-24 and staff will be requesting an \$85,000 budget for Fiscal Year 2024-25. If the City opts to extend the contract, an appropriate budget will be considered at that time.

CITY ATTORNEY

The City Attorney has reviewed and approved the agreement as to form.

ATTACHMENT

Attachment A: Contract

By: Dave Brannigan, Fire Chief

CONTRACT

This Contract made April 2, 2024 (“Effective Date”), between the City of Piedmont, California, a municipal corporation, 120 Vista Avenue, Piedmont, California 94611, ("City") and Tamarack Management, LLC, a Limited Liability Company, ("Independent Contractor").

- A. City is a municipal corporation which needs certain services related to disaster preparedness as more specifically set forth hereafter.
- B. Independent Contractor agrees to provide these services and software to the City under the terms and conditions set forth in this Contract (“Contract”).

NOW, THEREFORE, in consideration of the mutual promises, covenants, terms and conditions hereinafter contained, the parties hereby agree as follows:

1. Services

Independent Contractor shall provide the services as set forth in Exhibit A attached hereto and incorporated herein.

2. Compensation

- a. City will pay the Independent Contractor the total sum of: \$74,665 dollars for the services described in Section 1 above. City shall issue payment within 30 days of the satisfactory completion of the services described in Section 1 above.

3. Additional Services and Compensation

- a. In addition to the services described in Section 1 above, City will pay the Independent Contractor on a time and materials basis for total compensation not to exceed the amount of \$75,000.00 dollars per fiscal year for the services described in Exhibit C, based on the current hourly rate schedule attached as Exhibit B. Except as provided in Exhibit B or as City may approve in its sole discretion, City will only reimburse costs identified on Exhibit B, and without premium or markup. Exhibit B shall remain fixed through June 30, 2025, and rates for each subsequent year are subject to adjustment based on mutual agreement with the City. Notwithstanding the foregoing, if City and Independent Contractor agree to any fixed or maximum fees for any period or services, those shall control, provided that the \$75,000 dollars per fiscal year not-to-exceed amount is not exhausted.
- b. Independent Contractor will provide City with monthly statements of fees earned and permitted reimbursable costs incurred for services provided during the month. Each statement will generally describe the services performed, the applicable rate

or rates, the basis for the calculation of fees, a reasonable itemization of all costs, and receipts or other backup the City may reasonably request.

- c. City shall issue payment within 30 days of receipt of satisfactory invoices.

3. Term

This contract shall begin on the Effective Date. Unless otherwise terminated as provided in this Contract, this Contract shall terminate 24 months from the Effective Date but can thereafter be reauthorized annually via a mutually agreed upon written amendment.

4. Office Space, Supplies, Equipment, Etc.

Unless otherwise provided in this Contract, Independent Contractor shall provide such office space, supplies, equipment, vehicles, reference materials, computers and telephone service as is necessary for Independent Contractor to provide the services under this Contract. Independent Contractor - not City - has the sole responsibility for payment of the costs and expenses incurred by Independent Contractor in providing and maintaining such items.

5. Contractual Relationship

The parties intend that an independent contractor-employer relationship will be created by this Contract. City is interested only in the results to be achieved, and the conduct and control of the work will lie solely with Independent Contractor. Independent Contractor is not to be considered an agent or employee of City for any purpose, and neither Independent Contractor nor any employees of Independent Contractor are entitled to any of the benefits that City provides for City's employees. It is understood that City does not agree to use Independent Contractor exclusively. It is further understood that Independent Contractor is free to contract for similar services to be performed for other cities, persons or entities during the term of the Contract. Independent Contractor shall be fully responsible for all income, social security or other taxes or deductions, including but not limited to worker's compensation and unemployment deductions, relating to the services it performs for City.

6. Indemnity and Hold Harmless

To the fullest extent permitted by law, Independent Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify and hold harmless City and its officers, elected officials, employees, agents, and volunteers (collectively "Indemnitees") from and against any and all liability, claims, loss, cost, damage, injury (including, without limitation, injury to or death of an employee of Independent Contractor or its subconsultants), expense and liability of every kind, nature and description (including, without limitation, fines, penalties, incidental and consequential damages, reasonable court costs and attorneys fees, litigation expenses and fees of expert consultants or expert

witnesses incurred in connection therewith, and costs of investigation) (“Liability”), where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, the performance of this Contract by Independent Contractor or by any individual or entity for whom Independent Contractor is legally liable, including but not limited to, officers, agents, employees, subcontractors or consultants of Independent Contractor.

For design professionals (as that term is defined by Civil Code § 2782.8) acting within the scope of their professional capacity, to the fullest extent permitted by law, Consultant shall, at its own expense, indemnify, protect, defend (by counsel reasonably satisfactory to the City) and hold harmless any Indemnitees from and against any and all Liability, whether actual, alleged or threatened, which arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant, or as may be provided by statute in Civil Code § 2782.8, as may be amended from time to time.

Neither termination of this Contract nor completion of the services shall release Independent Contractor from its obligations under this Section 7, as long as the event giving rise to the claim, loss, cost, damage, injury, expense or liability occurred prior to the effective date of any such termination or completion, and this section shall survive the termination of the Contract.

7. Insurance

The following minimum levels of insurance coverage shall be provided during the term of this Contract. Prior to the execution of the Contract, Independent Contractor shall provide proof of insurance required. Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best’s rating of no less than A:VII, unless otherwise acceptable to the City.

Independent Contractor shall furnish the City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Independent Contractor’s obligation to provide them. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

Coverage shall be at least as broad as:

1. Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$2,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 05 09 or 25 04 05 09) or the general aggregate limit shall be twice the required occurrence limit.

2. Automobile Liability: ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, covering hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

3. Workers' Compensation: as required by the State of California, with Statutory Limits.

4. Professional Liability (Errors & Omissions): As appropriate to Independent Contractor's services, and not less than \$2,000,000 per occurrence.

The insurance policies are to contain, or be endorsed to contain, the following provisions:

The City of Piedmont, its Council Members, directors, officers, agents and employees shall be named as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Independent Contractor including materials, parts or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Independent Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 forms if later revisions used).

For any claims related to this contract, Independent Contractor's insurance coverage shall be primary insurance coverage (at least as broad as ISO CG 20 01 04 13) with respect to the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Independent Contractor's insurance and shall not contribute with it.

Independent Contractor hereby grants to City a waiver of any right to subrogation which any insurer of said Independent Contractor may acquire against the City by virtue of the payment of any loss under such insurance. Independent Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

Independent Contractor shall require the insurer to provide City with 30-day prior notice of termination or material change in coverage and ten (10) days prior notice of cancellation for non-payment.

8. Assignability

Independent Contractor shall not assign, delegate, or transfer any interest in this agreement nor the performance of any Independent Contractor's obligations hereunder, without the prior written consent of the City.

9. Miscellaneous

As used in this Contract, the masculine, feminine or neuter gender, and the singular or plural number, shall each be deemed to include the others whenever the context so indicates.

10. Notices

Any notices to be sent pursuant to this Contract shall be given in writing by prepaid U.S. certified or registered postage addressed to: **City of Piedmont at 120 Vista Avenue, Piedmont, California 94611, and to Independent Contractor 381 Kaholalele Rd., Kapaa, HI 96746** or at such other address as each party shall give the other in writing from time to time, and notices shall be deemed received at the time of personal delivery or three (3) working days after being placed in the United States Mail, postage prepaid, certified mail, return receipt requested.

11. Governing Law

This Contract shall be governed by the laws of the State of California. Jurisdiction and venue of litigation arising from this Agreement shall be in the County of Alameda, State of California.

12. Modification

Any modification of this Contract will be effective only if it is in writing signed by all parties to this Contract.

13. Time is of the Essence

Time is of the essence in the performance of this Contract.

14. Termination

The following provisions shall govern termination under this Contract:

a. Either party may terminate this Contract for cause as follows:

- (1) The party electing to terminate shall give the other party written notice of termination at least five (5) days prior to the termination date, setting forth very specifically the grounds for termination, the specific provisions of the Contract that has been violated, and a full statement of the facts surrounding the violations(s).
- (2) If the terminated party so elects, the parties shall meet promptly and make good faith efforts to resolve the violation(s) in a mutually agreeable way.

- (3) If any such violation cannot be resolved by the parties at such meeting, or at any mutually agreed extension(s) of such meeting, the termination shall proceed.
 - (4) If the violation(s) have not been resolved, the terminating party may proceed with termination, and with retaining other person(s) or entities to provide services, if the terminating party is the City.
- b. Either party may terminate the Contract at any time without cause upon at least sixty (60) days prior written notice to the other party. In the event of any such termination by City, Independent Contractor shall be paid for services actually performed through the date of termination, and Independent Contractor's work shall be immediately discontinued as of that date, except that City may elect, at City's option, to have Independent Contractor complete one or more projects or specific activities which are then in progress, in which case Independent Contractor shall be paid for such services until completion. If terminated by Independent Contractor, any assignment accepted by Independent Contractor prior to the notice of termination shall be completed if desired by City.

15. Equal Opportunity

Independent Contractor shall insure that its policies and practices provide equal opportunity to all applicants and employees without regard to race, color, creed, gender, age, religion, national origin, sexual preference, gender identity, marital status, disability, Acquired Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) and in addition, Independent Contractor must comply with the Americans with Disabilities Act.

16. Compliance with Laws

Independent Contractor shall use the standard of care in its profession to comply with all applicable federal, state, and local laws, codes, ordinances, and regulations. Independent Contractor represents and warrants to City that it has and shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Contract any licenses, permits, insurance and approvals which are legally required for Independent Contractor to practice its profession.

17. Entire Agreement

This Contract constitutes the entire agreement of the parties with respect to the matters set forth herein. Any amendments, modifications, or changes to this Agreement shall be in writing and signed by both parties. In the event of a conflict between the terms set forth in this Contract and the terms set forth in any exhibit to this Contract, the terms of this Contract shall govern over the terms of any exhibit.

18. Ownership of Documents

All plans, studies, documents and other writings, including working notes and internal documents, prepared by and for Independent Contractor, its officers, employees and agents and subcontractors in the course of implementing this Agreement, shall become the property of City, upon payment to Independent Contractor for such work, and City shall have the sole right to use such materials in its discretion without further compensation to Independent Contractor or to any other party. Independent Contractor shall, at Independent Contractor's expense, provide such reports, plans, studies, documents and other writings to City upon written request. All documents prepared by Independent Contractor are confidential and shall be maintained to preserve their confidential nature. Release of any such documents to third parties shall only be made upon written consent of City.

19. Licenses

Independent Contractor represents and warrants that it has all licenses, permits, qualifications, insurance and approvals of whatsoever nature which are legally required of Independent Contractor to practice its profession. Independent Contractor represents and warrants to City that Independent Contractor shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement, any licenses, permits, insurance and approvals which are legally required of Independent Contractor to practice its profession.

20. Waiver

Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Agreement.

21. No Third-Party Beneficiaries

Nothing in this Contract shall operate to confer rights or benefits on persons or entities who are not parties to this Contract.

22. Severability

If any portion of this Contract or application thereof to any person or circumstance shall be declared invalid by a court of competent jurisdiction or if it is found in contravention of any federal, state or local statute, ordinance or regulation the remaining provisions of this Contract or the application thereof shall not be invalidated thereby and shall remain in full force and effect to greatest extent permitted by law.

23. Construction

Headings or captions to the provisions of this Contract are solely for the convenience of the parties, are not part of this Contract, and shall not be used to interpret or determine the validity of this Contract. Any ambiguity in this Contract shall not be construed against the drafter, but rather the terms and provisions hereof shall be given a reasonable

interpretation as if both parties had in fact drafted this Contract.

IN WITNESS WHEREOF, the parties have executed this Contract at Piedmont, California, the day and year first above written.

CITY OF PIEDMONT:

TAMARACK MANAGEMENT, LLC:

By: _____
Rosanna Bayon Moore, City Administrator

By: _____
Tamara Chapman, Owner/Founder

Attest:

Anna Brown, City Clerk

Approved as to form and legality:

Michelle Marchetta Kenyon, City Attorney
Deepa Sharma, Assistant City Attorney



PROPOSAL

CITY OF PIEDMONT COMMUNITY WILDFIRE EVACUATION PLANNING AND EXERCISE



PREPARED FOR:
CITY OF PIEDMONT, CA

PREPARED BY:
TAMARACK MGMT

MARCH 8, 2024



tammy@tamarackmgmt.com

831 239 3480





COVER LETTER AND INTRODUCTION

To: Chief Dave Brannigan
Piedmont Fire Department
dbrannigan@piedmont.ca.gov

From: Tamara (Tammy) Chapman
Tamarack MGMT
tammy@tamarackmgmt.com

March 7, 2024

RE: Response to City of Piedmont Request for Qualifications for Community Wildfire Evacuation Planning and Exercise

Dear Chief Dave Brannigan,

I am happy to submit our proposal for the development and execution of wildfire evacuation training and exercises. We understand that the City would like to host a training and exercise for its staff and a separate resident-focused exercise in 2024, then possibly have the contractor support wider emergency management program activities, including delivering this exercise series on an annual cycle. We would be an excellent fit for this work, given our:

- Experience designing a staff-focused wildfire evacuation training and exercise and resident-focused exercise for the City of Piedmont in 2022.
- Extensive familiarity with the City of Piedmont 2023 Emergency Operations Plan (EOP) document, including the Evacuation Annex.
- Experience planning for and working with community members with access and functional needs in the Bay Area and beyond.
- Familiarity and experience working with the City of Piedmont, Alameda County, and greater Bay Area response organizations.
- Exercise design expertise, including 3 Master Exercise Practitioners (MEPs).

Our team is thankful for the opportunity to submit this proposal and hopes to continue our partnership with you. As the owner and founder of Tamarack MGMT, I am responsible for contractually committing the company to the work described in the RFQ for 2024 and beyond. On behalf of the team, I offer my warmest regards.



Tammy Chapman, Owner/Founder, Tamarack MGMT

PROPOSED APPROACH AND WORK PLAN

METHODOLOGY OVERVIEW

Our team envisions a yearly planning process beginning in 2024 to support the City of Piedmont with an annual staff training and exercise and resident-focused exercise. Our method will include coordinating closely with the City of Piedmont team to hold exercise planning meetings, host both exercises, facilitate after-action processes, and make relevant updates to existing plans, policies, and procedures.

PROJECT INITIATION AND MANAGEMENT

Our team will initiate all work by laying a solid foundation for the entire project and regularly checking in to ensure the process is operating smoothly. Project management will include:

Activity	Detail
Develop the Project Management Plan	- Documents the approach to all phases and tasks. - Lays the foundation and provides a “roadmap” for project work. - Is updated and finalized after the Project Kickoff Meeting.
Conduct a Project Kickoff Meeting	- Virtual meeting with the City of Piedmont Project Manager. - Used to discuss and establish a shared understanding of expectations, schedules, and deliverables.
Establish a Core Stakeholder Group	- Consists of key project planning and administration stakeholders. - Selected in coordination with the City of Piedmont Project Manager. - Attends project planning meetings and supports project planning, administration, and closeout. - For exercise projects, is typically referred to as the Exercise Planning Team (EPT).
Establish a Document Collaboration Website	Serves as a document repository, allowing designated users to access current and archived versions of documents.
Conduct Regular Project Reporting	- Regular (up to bi-weekly/every other week) email updates. - Outlines accomplishments, deliverables, and anticipated risks.

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EXERCISE PLANNING AND DELIVERY

Our team will design and facilitate a wildfire evacuation training and exercise for City staff and a resident-focused community functional or full-scale exercise using Homeland Security Exercise Evaluation Program (HSEEP) principles. While the exact objectives and focus of each event may change yearly, we anticipate the exercises will follow a similar concept and planning process each cycle. Our proposed approach and work plan focused on 2024 follows.

Exercise Concepts

Staff Training and Exercise

Tamarack MGMT will coordinate closely with the City of Piedmont planning team and use HSEEP principles and existing planning documents to design a staff training and exercise. In a no-fault learning environment, we anticipate the training and exercise will incorporate:

- A wildland fire scenario impacting portions of Piedmont in the Cal Fire designated VHFHSZ.
- The opportunity to discuss response roles, responsibilities, and expectations in relation to a wildland fire scenario.
- Engaging facilitation designed to keep the conversation forward-thinking and productive.

Our team will provide up to four (4) staff Tamarack to offer facilitation and evaluation leadership and operational support for a staff training and exercise that will last up to six (6) hours and include up to 100 exercise players. Tamarack MGMT facilitators will guide players through a discussion-based scenario that describes various stages and activities associated with a wildfire situation, such that they are faced with considering the decision to evacuate, managing evacuation, and managing the reentry of community members. Our facilitation will be focused on creating a positive, no-fault learning environment where all participants feel encouraged to share. Our skilled facilitators will keep the conversation productive and forward-thinking by using techniques such as tactical pauses during the discussion to advance learning when needed. The training and exercise will end with a participant hotwash, providing an opportunity to reflect on key discussion points and organizational next steps.

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Community Training and Resident-Focused Exercise

Coordinating closely with the City of Piedmont planning team, Tamarack MGMT will develop and execute a community training and resident and resident-focused wildfire evacuation exercise using HSEEP principles. In alignment with the requested services outlined in the RFQ, we propose three main components:

- **At-home training:** City of Piedmont personnel will distribute “Exercise Only” alert notifications via AC Alert and social media. All City of Piedmont residents are invited to complete the at-home training/discussions on wildfire evacuation readiness and general personal preparedness.
- **Community evacuation:** City of Piedmont personnel will distribute “Exercise Only” alert notifications via AC Alert and social media. Residents in the established evacuation zone will simulate evacuation from their neighborhood to the community hotwash location.
 - Tamarack MGMT will work with City personnel to determine if exercise response play will be incorporated. If the City of Piedmont chooses to incorporate response play, we anticipate that activities will focus on wildfire response operations related to capabilities associated with Unified Command operations, dispatch procedures, fire department staging, fire mitigation, and door-to-door community evacuation notifications.
- **Community hotwash:** After completing all at-home and evacuation activities, all City residents will be invited to participate in a community preparedness event at a central location. We recommend following the model used in the 2022 community preparedness event, which included a forum to debrief on the at-home training and evacuation exercise and to engage in a broader discussion on topics including alert and warning, evacuation routes, and wildfire safety.

Our team will provide up to five (5) staff Tamarack to offer control and evaluation leadership, as well as operational support, for the community training and resident-focused wildfire evacuation exercise that will last up to six (6) hours (including the community hotwash period) and include up to 100 exercise stakeholders. We will work with the City of Piedmont planning team to determine the specifics of each component of the resident-focused exercise.

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Exercise Design

Exercise planning meetings are used to reach a consensus on crucial exercise planning issues needed to inform the development of exercise elements and documents. We anticipate that exercise planning meetings (discussed in more detail in the next section) for both events will cover the following topics:

- **Objective development:** Training and exercise objectives incorporate community engagement, staff priorities, and a review of the current planning documents. Together with the City of Piedmont planning team, we will draft, revise, and finalize objectives. We anticipate that the objectives of the resident-focused exercise will build off lessons learned and capabilities practiced during staff training and exercise.
- **Scenario:** The scenario provides realism and context to training and exercise discussions. We understand the exercise will focus on a wildland fire evacuation of a Cal Fire-designated VHFHSZ. In coordination with the City of Piedmont planning team, Tamarack MGMT can provide recommendations for the design of a realistic scenario.
- **Logistics:** Considering and planning for training and exercise logistics allows for a smooth and seamless exercise. Discussion-based exercise logistics typically include facility and room determination and reservation; audio/visual requirements; supplies, food, and refreshments; participant registration; speaker topics and identification; and breakout group identification (if necessary). Operations-based exercise logistics typically include control planning; staffing; facility and exercise area determination and reservation; player and staff communications; safety and security; media coordination; and supplies, food, and refreshments.
- **Registration:** A complete understanding of expected participants allows for an engaging exercise. Tamarack MGMT will support the City of Piedmont planning team and Communications Program Manager in designing and distributing accessible, inclusive, and culturally competent invitations and registration, including a save-the-date flyer.

Planning Meetings

Our team will host a series of HSEEP exercise planning meetings for each event to facilitate discussions on key exercise design components, including objectives, the scenario, logistics, and registration. To maximize efficiency and limit the burden on City staff time, we will

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schedule staff and community exercise meetings in tandem when possible. For example, this may mean hosting both meetings during a 3-hour time block. Depending on schedule coordination, we hope to hold up to one (1) planning meeting in person. We anticipate holding the following meetings for each iteration of the training and exercise for City staff and a resident-focused community evacuation exercise.

- **Initial Planning Meeting (IPM):** The IPM is used to finalize the exercise scope and objectives. Tamarack MGMT will prepare a packet of read-ahead materials, including a meeting agenda, draft exercise objectives, and draft core capabilities. (We often prefer to combine the IPM with a Concept and Objectives Meeting.) The IPM is used to confirm and discuss:
 - Core capabilities to be addressed.
 - Scenario options and considerations.
 - Structure and schedule (including all training and exercise components).
 - Evaluation.
 - Logistics (e.g., venue selection, safety, staffing).
 - Accessible, inclusive, and culturally competent invitations and registration, including a save-the-date flyer.
- **Midterm Planning Meeting (MPM):** The MPM is used to continue exercise planning and serves as an opportunity to review draft exercise documentation. Tamarack MGMT will provide draft exercise documentation to the City of Piedmont planning team before the MPM to allow for an informed discussion. The MPM is used to confirm and discuss:
 - Draft exercise materials
 - Structure and schedule (including all exercise components).
 - Status of participant registration.
 - Other exercise policies (e.g., media).
 - Logistics.
- **Final Planning Meeting (FPM):** The FPM serves as the last planning meeting before the exercise and is used to resolve any open issues or last-minute concerns, review all exercise logistics, and conduct a comprehensive review of final exercise materials. The FPM is used to discuss:
 - Final exercise materials.

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- Final logistics.
- Any outstanding planning items.

Documentation

During the exercise design process, the City of Piedmont planning team will review and approve final versions of all documentation. We will support exercise delivery with a package of materials for facilitators, controllers, evaluators, and players. We will work closely with the City of Piedmont to ensure all exercise material and outreach documents are accessible, inclusive, and culturally competent. We envision the following materials for each event:

Component	Recommended Documentation
Staff Training and Exercise	● Accessible, inclusive, and culturally competent event flyers. ● Situation Manual (SitMan): ○ Exercise schedule. ○ Assumptions and artificialities. ○ Scenario. ○ Discussion questions. ○ Player handout, if necessary. ● Facilitator/Evaluator (F/E) Guide: ○ Exercise evaluation guide (EEG) or evaluation worksheet. ○ Facilitator speaker notes. ● Presentation. ● Accessible, inclusive, and culturally competent participant feedback survey.
At-Home Training	● Accessible, inclusive, and culturally competent event flyers. ● Accessible, inclusive, and culturally competent worksheet for community members (to be available digitally): ○ May include activities, checklists, or discussion points. ● Accessible, inclusive, and culturally competent participant feedback survey.
Community	● Accessible, inclusive, and culturally competent event flyers.

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Evacuation	• Exercise Plan (ExPlan): ○ Exercise schedule. ○ Assumptions and artificialities. ○ Scenario. ○ Communications. ○ Safety. • Master Scenario Events List (MSEL), if deemed necessary, with selected exercise structure. • Controller/Evaluator (C/E) Handbook: ○ Control structure. ○ Evaluation, including an EEG or evaluation worksheet. ○ Communications. • Briefing materials (PowerPoint presentations) for controllers and evaluators, players, and residents. • Accessible, inclusive, and culturally competent participant feedback survey for exercise staff, players, and residents.
Community Hotwash	• Accessible, inclusive, and culturally competent event flyers. • Accessible, inclusive, and culturally competent participant feedback survey. • Preparedness materials (provided by the City of Piedmont).

Logistics

For both events, Tamarack MGMT can co-manage pre-exercise event logistics with the City of Piedmont. We can prepare save-the-date language and an event flyer to distribute to prospective participants and create and manage an exercise registration platform, such as Google Forms or Survey Monkey. We often find that invitations are best received when they come from a peer agency, so we may lean on City staff to send the flyers and links to the registration site.

For the resident-focused community evacuation exercise, Tamarack MGMT will conduct site visits of the designated locations for community training and resident-focused exercise play, most likely the evacuation area and the anticipated location of the community hotwash. These

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visits will help us view and discuss the exercise perimeter and associated security needs, vehicle and participant ingress and egress points, signage needs, and controller and evaluator locations. With the support of City personnel, we will also facilitate the following briefings:

- **Controller/evaluator** briefing to address final issues or questions the day prior or the morning of the exercise.
- **Player briefing** (if necessary) on the morning of the exercise to support players' understanding of the intended scope of their play actions.
- **Resident briefing** on the day of the exercise to discuss general evacuation safety, exercise logistics, and evacuation preparedness.

Evaluation

Both events will end with a participant hotwash, providing an opportunity to reflect on key discussion points and organizational next steps. These hotwashes, facilitators' notes, and evaluators' notes will form the basis of each After-Action Report and Improvement Plan (AAR/IP). For each exercise, Tamarack MGMT will draft and refine an AAR/IP to analyze and discuss solutions to challenges identified during the respective exercise. In 2024, Tamarack MGMT anticipates hosting a combined virtual AAM, focusing on both the staff training and exercise and the community exercise. Our AAM facilitator(s) will employ the same facilitation principles from the exercise, creating a space for creative thinking and candid sharing.

OTHER PLANNING AS REQUESTED

Following each exercise cycle, Tamarack MGMT can update the City of Piedmont EOP, associated annexes, and other plans, policies, and procedures with findings and lessons learned from the exercise after-action reports. To accomplish this, we will work closely with the City of Piedmont planning team, including relevant stakeholders for each plan or procedure, to determine the most appropriate and inclusive way to incorporate new lessons-learned content.

Having supported the City with its update, Tamarack MGMT is intimately familiar with the current City of Piedmont EOP and associated annexes. Having worked with other jurisdictions in the East Bay Hills, specifically in Alameda County, our team is familiar with the Operational Area (OA) plan and other jurisdictional plans. With this knowledge, we can support incorporating local and regional best practices to augment City plans.

PROPOSED APPROACH AND WORK PLAN

Tamarack MGMT can also support the City of Piedmont in novel planning endeavors, such as developing new annexes, policies, or standard operating procedures. Activities for updating or creating new planning documents include:

Activity	Detail
Gather Information	• Review additional relevant plans. • Use a survey-based approach to gather information from additional stakeholders.
Conduct a Gap Analysis	• Used to identify necessary revisions, requirement, or updates. • Includes a space for adding applicable excerpts from the current document draft or other relevant reference documents.
Host Stakeholder Planning Meetings	• Includes members of the Core Stakeholder Group and others, as necessary. • Includes members who can leverage their networks and bring those perspectives to our planning process. • Typically host 1-3 meetings on any individual topic.
Conduct Community Engagement	• Designed to engage the public and gather input on critical topics. • Ensures the needs of the whole community are reflected. • May take the form of a survey, public meetings, or planning meetings.
Develop the Plan	• Incorporates input from the Core Stakeholder Group and community feedback.

STATEMENT OF QUALIFICATIONS

FIRM OVERVIEW

Tamarack MGMT is an emergency management, public health, and homeland security consulting firm founded by Tamara (Tammy) Chapman in 2017. Tamarack MGMT is proud to be a federally certified Service-Disabled Veteran-Owned Small Business (SDVOSB) and a Woman-Owned Small Business (WOSB).

Our specialties are:

- Exercise planning, delivery, and evaluation.
- After-action reporting and improvement planning (AAR/IP development).
- Plan development, revision, and validation, including emergency operations plans (EOPs).
- Program assessment.
- Training and advising.
- Program and project management services.

We design and tailor our work and materials to each organization, aligning with and often enhancing our clients' preferences and styles. We value transparency and collaborative processes - our team aims to ensure you know what is happening and when, so expectations are clear. We aim to provide exceptional, responsive customer service by integrating our core operating principles into our work.

- **Kaizen:** We embrace the spirit of kaizen, or continuous improvement, for ourselves and our clients. We constantly strive to do better than our past work and take our client work to higher performance levels.
- **Coordination and Collaboration:** We work collaboratively with internal and external stakeholders to ensure that all perspectives are reflected in our recommendations and strategies.
- **Future Value:** We want our work efforts to have lasting value for our clients beyond the project we are hired to complete. Our recommendations are designed to be easily understood and implemented by clients to support future use.
- **Lasting Client Relationships:** We are committed to the long-term mission, vision, and goals of the communities and organizations we serve. We aim to be a trusted advisor

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and partner our clients can rely on for current and future projects. **We genuinely value our existing relationship with the City of Piedmont.**

DEDICATION TO THE WHOLE COMMUNITY

Tamarack MGMT is dedicated to incorporating the needs of the whole community into emergency preparedness and response planning. Our team has supported exercise events with members of the public, including those with access and functional needs and those who may not speak English as a first language. We have used focus groups and multi-lingual surveys to develop planning documents with input from community members representing populations with access and functional needs, populations with non-English language considerations, and those who may not have access to technology.

YOUR EXERCISE TEAM

Our highly skilled and enthusiastic project team members bring years of experience working together to create a seamless, collaborative environment. Madeline Cohn will serve as the project manager. More information on Madeline's qualifications and the rest of the team's experience is outlined below. For other planning work, as requested, we may enlist the support of additional subcontractors and/or independent contractors with the City of Piedmont's approval. This helps our team surge quickly and closely match our skills and expertise to the project.

Madeline Cohn, Project Manager

- Eight years of experience in emergency management, planning, exercise design and development, response and recovery, and after-action reporting activities.
- Managed designing and delivering the City of Piedmont's 2022 wildfire evacuation exercise series.
 - Discussion-based exercise design included structured HSEEP planning meetings, development of HSEEP documentation, and exercise facilitation.
 - Operations-based community exercise design included HSEEP planning meetings, management of exercise logistics, and exercise control.
 - Developed individual AAR/IPs for each exercise, including in-depth documentation of strengths and opportunities for future improvement.

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- Managed the 2023 revision process for the City of Piedmont Emergency Operations Plan (EOP) update and associated annexes.
- Supported the Kenai Peninsula Borough, AK, in the development and execution of a multi-agency wildfire evacuation tabletop exercise (TTX).
- Served as an Emergency Planner for the Cameron County, TX, OEM. (2020-2021)
 - Served in the Planning Section of the Cameron County Emergency Operations Center (EOC) as Situation Unit Leader during responses including presidentially declared hurricanes, flooding, the 2021 Texas Winter Weather, and the COVID-19 pandemic.
 - Designed and executed three TTXs for her local EOC and relevant stakeholders.
- Supported the Transportation Security Administration's (TSA's) Intermodal Security Training and Exercise Program (ISTEP) on approximately 30 transportation security exercises for transportation security stakeholders, including trucking industry stakeholders. (2017-2019)
 - Post-exercise responsibilities included developing extensive AARs, after-action briefs, and executive summaries highlighting strengths, best practices, areas for improvement, and lessons learned.
- Supports local, state, federal, and private-sector clients on planning endeavors, including:
 - EOPs.
 - Comprehensive Emergency Management Plans (CEMPs).
 - Continuity of Operations (COOP) Plans.
 - Hazard- and function-specific annexes.
- Holds a BS in Biomedical Engineering and an MPP in Social Policy with a concentration in Health Policy.

Tammy Chapman, Project Executive

- Owner/founder of Tamarack MGMT.
- Eighteen years of experience working with government, private sector, nonprofit, and academic institutions in emergency preparedness.
- Certified as a FEMA Master Exercise Practitioner (MEP).
- U.S. Army Veteran.

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- Developed and teaches a TTX design course for graduate students at the Middlebury Institute of International Studies at Monterey (as adjunct faculty) that is rooted in FEMA standards.
- Supported the design and delivery of the 2022 City of Piedmont wildfire evacuation exercise series and Kenai Peninsula Borough multi-agency wildfire evacuation TTX.
- Manages/managed work for the Bay Area Urban Areas Security Initiative (UASI) related to post-disaster commodity distribution and equitable community resilience.
- Led the development and execution of the largest exercise effort ever undertaken by the San Diego, CA, region. The 2017 complex coordinated terrorist attack (CCTA) scenario spanned two days, numerous venues, and included both tactical and strategic play.
- Managed various other combined planning and exercise efforts, including developing exercises aligned to planning documents.
- Holds a BS in Biology and an MA in International Policy Studies with a Certificate in Nonproliferation Studies.

Amanda Wight, Planner

- Ten years of experience assisting clients nationwide in disaster preparedness activities as an emergency management professional.
- Developed and delivered over 40 exercises ranging from TTXs to large multi-site, multidisciplinary, and multi-day full-scale exercise (FSE) programs.
- Supported the design and delivery of the 2022 City of Piedmont wildfire evacuation exercise series.
- Managed the development and execution of the Kenai Peninsula Borough, AK, multi-agency wildfire evacuation TTX.
- Managed all training and exercise programs for a former consulting firm's preparedness division and managed the active shooter and terrorism preparedness projects specifically focused on multi-agency response (2014-2022).
- Supporting the San Francisco Department of Public Health (SFPDH) Public Health Emergency Preparedness and Response (PHEPR) in managing a mass casualty exercise series.
 - Exercise series includes a TTX, functional exercise (FE), and FSE designed to test mass casualty response and multi-organizational coordination.

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- FSE is scheduled for Spring 2024 and will include more than five locations throughout San Francisco.
 - Developed an improvement plan matrix to provide SFDPH Public Health Emergency Preparedness and Response (PHEPR) with a user-friendly, accessible tool to track improvement areas and identify commonalities.
- Supported San Diego Gas and Electric Company (SDG&E) via the Select Group in developing a multi-year training and exercise plan (2021-2022).
 - In this role, she also delivered trainings, workshops, TTXs, and FEs for EOC positions, Public Safety Power Shutoff load curtailments, cyber-attacks, and communication outages across the SDG&E system.
- Holds a BS in Emergency Management with a Law Enforcement Minor.

Andrea Finkelstein, Planner

- Fifteen years of emergency management experience.
- Certified as a FEMA MEP.
- Supported the design and delivery of the 2022 City of Piedmont wildfire evacuation exercise series.
- Supported the Maui, HI, wildfire recovery through volunteer work.
 - Supported shelter operations through the Red Cross.
 - Supported response operations through an assigned position on the statewide voluntary organizations active in disaster (VOAD) executive leadership team.
 - Acted as the VOAD liaison, collaborating on safety protocols and coordination efforts for re-entry into the exclusion zone.
- Served as the Maui Emergency Management Agency (MEMA) Plans and Operations Officer.
 - Supported EOC operations for multiple large wildfires, including FMAG-declared fires.
 - Experience supporting evacuation planning for communities with limited evacuation routes and challenging topography.
 - Oversaw and fulfilled county-mandated disaster responsibilities, including administering and operating emergency management programs, developing and

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- maintaining EOP and other response plans, and coordinating response operations before and during emergencies.
- Designed, developed, and exercised operational plans and procedures.
- Set policies and plans for both the department as a whole and county-wide emergency response.
- Served as the Maui County lead for several statewide and regional exercises, including:
 - Honolulu Incident Management Team (IMT) annual training exercise (2021).
 - Hawaii statewide annual catastrophic hurricane exercise Makani Pahili (2013-2019).
 - 93rd Weapons of Mass Destruction Civil Support Team (CST) exercise for Maui County (2013-2020) (also served as an evaluator for CST 2017).
- Holds a BS in Environmental Education.

Melinda Drayton, Subject Matter Expert

- Owner of Melinda Drayton Strategic Consulting, LLC.
 - Specializes in facilitation, strategic planning, alternative response models, and large-scale capital improvement, ensuring community involvement and focusing on marginalized groups who are most impacted by decisions but rarely have a seat at the decision-making table.
- Retired Deputy Fire Chief (Oakland, CA, Fire Department; 1998-2022).
 - Has several decades of experience in the field and in the EOC for various incidents at the local, state, and national levels.
 - Served as Incident Commander for the East Bay Incident Management Team.
 - Supported several Type I wildland fire responses within California, specializing in an agency liaison role.
- Established and implemented Zonehaven evacuation zones for Alameda County, CA, and the City of Oakland, CA.
- Experienced with National Wildfire Coordination Group (NWCG) fundamentals and standards.
- Serves as a facilitator for ICS 420: Incident Management Team.
- Serves as a proctor and evaluator for the Bay Area Urban Areas Security Initiative (UASI) Tactical Interoperable Communications Plans and as a FEMA grant reviewer.

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- Holds a BS in Personality Psychology and an MA in Sport Psychology.

Robert Meuser, Subject Matter Expert

- Current Battalion Chief in the New York City Fire Department (FDNY) with 25 years of experience (18 in the FDNY).
 - Assigned to midtown Manhattan and responsible for an area including two high-profile train stations, under river rail infrastructure, subways, mega high rises, commercial office spaces, large hospitals, and bridge and tunnel infrastructure.
- Certified as a FEMA MEP.
- Certified HazMat Technician II & Safety Trained.
- Supports the FDNY Center for Terrorism & Disaster Preparedness (CTDP).
 - Serves as a Lead Designer, Controller, and Evaluator for TTXs, Fes, and FSEs requiring multi-agency coordination with stakeholders.
- Served on the FDNY Incident Management Team.
 - Operated within the Planning Section to develop a series of FSEs built to advance the team's reconnaissance and damage assessment capabilities following large-scale events.
- Served as an intelligence analyst for the CTDP's *"Watchline"* publication.

RELATED EXPERIENCE WITH REFERENCES

Project: Mass Casualty Incident Functional Exercise and Full-Scale Exercise

Client: San Francisco Department of Public Health

Reference: Nick Holsapple, 315-569-0144, Nick.Holsapple@sfdph.org

Scope of Work: Designed, developed, and will coordinate and evaluate a full-scale mass casualty incident exercise that will be held in April 2024. This FSE is the conclusion of an exercise series that included a tabletop exercise and a functional exercise on coordination and communication of SFDPH, EMSA, EMS, and regional hospitals following a mass casualty incident. This FSE includes 26 agencies/organizations, 14 exercise locations, and over 120 volunteers. AFN considerations have been made throughout the planning process, specifically including all individuals who would like to participate and ensuring we have the appropriate resources available to support those with AFN.

Project: Multi-Agency Wildfire Evacuation Tabletop Exercise

Client: Kenai Peninsula Borough, AK

Reference: Brenda Ahlberg, (907) 231-6505, bahlberg@kpb.us

Scope of Work: Designed, developed, facilitated, and evaluated an in-person multi-agency tabletop exercise designed around a wildfire evacuation scenario. The exercise included over 40 participants from local, state, and federal agencies and focused on highlighting strengths and gaps in wildfire response in an isolated community. Discussion topics focused on command and control, incident management team support, community notifications, evacuation considerations, and vulnerable populations. To support this exercise, Tamarack MGMT developed a Player Guide (Situation Manual), Facilitator's Guide, and participant feedback survey. Following the exercise, Tamarack MGMT developed an AAR/IP and hosted an AAM to discuss exercise findings.

RELATED EXPERIENCE WITH REFERENCES

Project: Emergency Operations Plan Tabletop Exercise

Client: Mendocino County, CA

Reference: Brentt Blaser, (707) 489-2749 (*previous*) blaserb@mendocinosheriff.org (*previous*), bblaser@acgov.org (*currently with Alameda County*)

Scope of Work: Designed, developed, facilitated, and evaluated a virtual tabletop exercise designed to validate the recent update of the OA EOP. The TTX used a wildland-urban interface fire scenario to discuss strategic and operational response plans, policies, and procedures. Tamarack MGMT used a “virtual whiteboard” to increase engagement and collaboration among participants. To support this exercise, Tamarack MGMT developed a Situation Manual, Facilitator/Evaluator Guide, and participant feedback form. Following the exercise, Tamarack MGMT developed a Summary Report to highlight key findings.

FEE SCHEDULE AND ESTIMATED BUDGET

AVAILABILITY AND TIMELINE FOR 2024

Tamarack MGMT is available to begin work immediately and is committed to delivering the requested services in accordance with the City of Piedmont's timeline. Below, we have outlined a proposed sample schedule for the 2024 exercise series, including key activities and meetings. We will adjust the schedule as necessary based on the actual date of the contract award and the City's desired dates for both exercises. This timeline assumes concurrent exercise planning and may be adjusted if that approach does not work for the City. The timeline for planning efforts in future years may be adjusted as desired.

Activity	Expected Date
Kickoff Meeting	Week of 4/1/24
Regular check-ins and progress reporting	Ongoing
IPM: staff training and exercise	Week of 4/29/24
IPM: community training and resident-focused exercise	Week of 4/29/24
MPM: staff training and exercise	Week of 5/20/24
MPM: community training and resident-focused exercise	Week of 5/20/24
Site visit: community training and resident-focused exercise	Week of 5/20/24
FPM: staff training and exercise	Week of 6/3/24
FPM: community training and resident-focused exercise	Week of 6/17/24
Delivery: staff training and exercise	Week of 6/17/24
Draft AAR/IP: staff training and exercise	Week of 7/15/24
Delivery: community training and resident-focused exercise	Week of 8/5/24
Draft AAR/IP: community training and resident-focused exercise	Week of 8/26/24
AAM: combined	Week of 8/26/24
Final AAR/IP: staff training and exercise	Week of 9/9/24
Draft AAR/IP: community training and resident-focused exercise	Week of 9/9/24

FEE SCHEDULE AND ESTIMATED BUDGET

ESTIMATED BUDGET FOR 2024 EXERCISES

Tamarack MGMT offers the exercises described in this proposal for 2024 at a **firm fixed price of \$74,665**. This budget includes staff time, travel expenses, subcontracted services, and other associated expenses.

Tamarack MGMT is proud to have supported the City of Piedmont on its 2022 wildfire evacuation exercise series. Due to the increased control, coordination, and planning responsibilities that we plan to offer in the 2024 exercise series, as well as the addition of the at-home preparedness drill materials, we feel our quote, while higher than before, accurately estimates the planning needs for these exercises. **Our cost represents the true value of our services and expenses; we never “lowball” our quotes so our clients can feel confident that what they see is what they get.** We are, however, amenable to adjusting the approach to realign our price point for any given component of this proposal upon consultation with the City of Piedmont project manager to meet the available budget needs.

The following assumptions and conditions are considered in the budget estimate:

General Assumptions

- The total period of performance for work in 2024 will be between 6 and 8 months.
- The timeline in the earlier section may be adjusted based on the actual contract award date. The timeline in the earlier section may be adjusted for work performed in future years.
- The dates and times of the exercises will be mutually agreed upon by Tamarack MGMT and the City of Piedmont.
- Any changes to the timeline will be agreed upon by Tamarack MGMT and the City of Piedmont.
- The exercises will not take place adjacent to a holiday (to help us manage costs and ensure our staff can take their well-deserved time off as planned).
- All planning and project management check-in meetings will be conducted virtually unless otherwise stated or agreed upon by Tamarack MGMT and the City of Piedmont.
- The AAM will be conducted virtually.

FEE SCHEDULE AND ESTIMATED BUDGET

- The primary mode of conducting virtual meetings will be via webinar/teleconference. Participants must provide their own telecommunications equipment (computer/laptop/telephone).
- Tamarack MGMT will provide electronic copies of materials needed to support planning meetings.
- Once the scope of each exercise is agreed upon, planning progress will continuously move forward. Changes to the scope or overall objectives of the training and drill may incur additional cost to the City of Piedmont.
- The City of Piedmont will provide Tamarack MGMT with written plans, policies, procedures, and templates associated with the topics being exercised as described in this proposal.
- This quote does not include food/beverages or venue costs. Tamarack MGMT can provide some logistical support in arranging any event location and catering but is not responsible for direct expenses.
- Tamarack MGMT will provide use of its teleconference/webinar platform and project document storage in Basecamp.
- This quote does not include any media purchases.
- This price quote is guaranteed for 45 days from the date of submission.

Staff Training and Exercise Assumptions

- Printing for the training and exercise includes participant (e.g., player, facilitator, evaluator) materials only. Large-format printing, such as oversized signage, is not included.
- The training and exercise will take a standard discussion format without a Master Scenario Events List (MSEL), or exercise injects. The training and exercise will not require remote support.

Community Training and Resident-Focused Exercise Assumptions

- Printing for the exercise includes participant (e.g., player, controller, and evaluator) materials only; mailers to the public are also not included. Large-format printing such as oversized signage is not included.
- The City of Piedmont will be responsible for:

FEE SCHEDULE AND ESTIMATED BUDGET

- Drafting and managing public alerts.
- Recommending, coordinating, and providing all safety and security measures associated with the exercise. Tamarack MGMT will include a summary of safety planning in its exercise documentation.
- Coordinating and providing public works support, such as signage along the evacuation route and road closures.
- Coordinating and providing any legal advice associated with establishing the evacuation route and location, participant waivers (if needed), and any other legal issues.
- Media management.
- Providing a venue and, if desired, food/beverage and preparedness collateral (e.g., small gift-type items) for the community hotwash.
- If a nearby offsite simulation cell is required, providing space and WiFi access to Tamarack MGMT staff.

FEES FOR ADDITIONAL SERVICES

Tamarack MGMT understands that the City of Piedmont may desire updates to the current EOP and associated annex documents and other future work. Tamarack MGMT also offers our services at hourly rates (time and materials structure). Our current internal labor rates range from \$125 to \$160 per hour across multiple labor categories; the rates of any potential partners we might utilize on any given project may be higher. To accommodate changes in the marketplace/inflation, Tamarack MGMT reserves the right to adjust its labor rates during any work conducted in the year 2025 and beyond. However, it is always our preference to scope a project to a firm fixed price based on our labor rates and other costs; we would be happy to prepare specific quotes as the City identifies work it would like our team to accomplish.

CITY SERVICES CONTRACT

Tamarack MGMT reviewed *RFQ: Exhibit A – Professional Services Agreement (Sample)* and has identified no items for negotiation.

Exhibit B – Rate Sheet

Tamarack MGMT prefers taking on projects with a firm fixed price cost structure. We build project/task-specific firm fixed price budgets using our internal current fully loaded labor rates, the current labor rates of any approved subcontractors or independent contractors, and cost projections for travel and materials based on the specific project needs. Our fully loaded rates include salary, fringe benefits, taxes, and day-to-day operating items such as computers and software. Tamarack MGMT's current labor rates are:

Labor Category	Fully Loaded Hourly Labor Rate
Project Executive	\$160
Project Manager	\$155
Senior Planner	\$150
Planner	\$145
Analyst	\$125
Subject Matter Expert	Varies

Should any work be requested on a time and materials basis that includes reimbursable travel costs, Tamarack Management may exceed Government Services Administration (GSA) lodging rates, as contractors are typically unable to take advantage of government rate lodging.

Exhibit C - Additional Scope of Services

Exercise Planning

1. Conduct exercise planning processes for staff training and exercise, as well as community exercises that generally follow the HSEEP format.
2. Develop written exercise documents (draft, revised, and final) based on exercise needs. These typically consist of a Situation Manual for players, a Facilitator/Evaluator Guide, a presentation, and a participant feedback form or survey.
3. Provide an appropriate number of exercise staff for training and exercises up to six (6) hours in duration, including the hotwash period.
4. Provide support for community outreach in coordination with the City's Communication Program Manager.
5. For community exercises, plan and provide exercise leadership and operational support.
6. For community exercises, run a community hot wash at the end of the exercises.
7. Support coordination of exercise logistics, including developing save-the-date language and providing an online registration platform.
8. Conduct after-action meetings as appropriate.
9. Create after-action reports/improvement plans (draft and final).
10. As needed, update the City's plans and procedures with findings from the after-action reports.