

City of Piedmont
COUNCIL AGENDA REPORT

DATE: December 15, 2014

TO: Mayor and Council

FROM: Paul Benoit, City Administrator

SUBJECT: Emergency Operations Plan Development Project

RECOMMENDATION

- a. Authorize the City Administrator to execute an Agreement with Howell Consulting for the purposes of updating the City of Piedmont's Emergency Operations Plan, providing essential training for City Staff, evaluating and proposing improvements to the City's Emergency Operation Center and conducting simulated disaster response training, in the amount of \$20,000.
- b. Appropriate \$20,000 to fund the Emergency Operations Plan and Development Project.

BACKGROUND

At the City Council meeting of October 20, 2014, Fire Chief Bud McLaren identified the need to update the City's Emergency Operations Plan, upgrade the Emergency Operations Center, provide essential ongoing training to all of the City's employees and conduct simulated disaster exercises on an annual basis.

The City of Piedmont is within a half mile of the Hayward fault which has the capability of producing a 6.7 or greater magnitude earthquake in the next 26 years. An earthquake of this magnitude would tax our emergency responders, Public Works personnel and administrative services. Additionally an event of this size has the potential to disrupt our communications systems, electrical grid and gas distribution system for several weeks. The need to prepare for a disaster is imperative, be it an earthquake, landslide, major wind event or a civil disturbance. This preparation is conducted by reviewing past events, identifying current hazards, planning for future events and conducting regular training exercises. By planning for the worst case scenario and training staff, the City of Piedmont will be better equipped to provide the necessary resources to mitigate emergency situations and to function within the parameters of Alameda County's Emergency Operations Plan.

The Fire Department is working on a plan that will provide the essential training necessary to maintain the readiness of our City employees and our Emergency Operations Center. However, a thorough evaluation and modernization of the City's Emergency Operations Plan is best undertaken by a specialized and subject matter professional to ensure that all areas of the Federal Emergency Management Agency's requirements are met.

Center. However, a thorough evaluation and modernization of the City's Emergency Operations Plan is best undertaken by a specialized and subject matter professional to ensure that all areas of the Federal Emergency Management Agency's requirements are met.

We have contacted consulting firms that have an expertise in the development of Emergency Operations Plans and Emergency Management Planning. Information provided to the firms included our geographical location, description of our City, our current Emergency Operations Plan and our last updates. The need to update our training and conduct table top exercises were identified as high priority components of this project.

The following two firms submitted proposals:

Howell Consulting, located in Sacramento CA, for the sum of \$19,400.00.

G.P. Strategies, located in Columbia MD, for the sum of \$55,962.45

Both firms produce a high quality product and have excellent reputations. However, Howell Consulting is a local firm, comes highly recommended, has actual California Office of Emergency Services experience, and is the most cost effective.

Should the Council select Howell Consulting, an appropriation of \$20,000 from the General Fund Reserves to the Contract Services line item of the Fire Department will be required.

The agreement before you has been reviewed and approved as to form and legality by the City Attorney.

ATTACHMENTS

- A. Agreement with Howell Consulting, Inc for Emergency Operation Plan Consulting
- B. Proposal for Emergency Operations Plan Development Project from Howell Consulting
- C. Proposal for Emergency Operations Plan Development Project from GP Strategies Corporation

By: Warren (Bud) McLaren, Fire Chief

CONTRACT

This Contract made **December 15, 2014**, between the **City of Piedmont**, California, a municipal corporation, 120 Vista Avenue, Piedmont, California 94611, referred to as "City" and **Howell Consulting, Inc**, hereinafter referred to as "Independent Contractor".

1. City is a municipal corporation which needs certain services performed as more specifically set forth hereafter.
2. Independent Contractor agrees to perform these services for City under the terms and conditions set forth in this Contract.

3. Services

The Independent Contractor shall provide consulting services described in the proposal dated October 20, 2014 and incorporated herein by reference.

4. Compensation

City will pay Independent Contractor **\$19,400** dollars for the services described in Section 3 above.

5. Term

Unless otherwise terminated as provided in this Contract, this Contract shall terminate on **July 30, 2015**.

6. 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 while it is under Contract with City. 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.

7. 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 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), 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. 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.

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

The City of Piedmont, its Council Members, directors, officers, agents and employees shall be named as additional insureds. Independent Contractor shall provide City with an additional insured certificate for each such insurance coverage.

A.	<u>Professional Liability Insurance.</u>	\$2,000,000
B.	<u>Worker’s Compensation Insurance.</u>	\$1,000,000
C.	<u>Automobile Insurance</u>	\$2,000,000
D.	<u>Public Liability and Property Damage Insurance.</u>	\$5,000,000 (single limit per occurrence)

Independent Contractor shall notify City within one (1) business day after it has been served or notified of any claim or legal action that in any way involves Independent Contractor, and the City of Piedmont, even if the City is not named in the claim or as a defendant in any legal action, if such notification comes to Independent Contractor from any source other than the City. Independent Contractor shall also promptly provide City, within the same time period set forth in the prior sentence, with copies of any document or information it has regarding such claim or legal action.

9. 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.

10. 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.

11. Notices

Any notices to be sent pursuant to this Contract shall be given in writing, via facsimile and concurrently by prepaid U.S. certified or registered postage addressed to **City at 120 Vista Avenue, Piedmont, California 94611, and to Independent Contractor at 12820 Rimfire Drive, Wilton, CA 95693 946 Grosvenor Place, Oakland, CA. 94610** 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.

12. Governing Law

This Contract shall be governed by the laws of the State of California.

13. Modification

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

14. Time is of the Essence

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

15. 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 have been violated, and a full statement of the facts

surrounding the violation(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 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.

16. 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, 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.

17. 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.

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

CITY OF PIEDMONT:

Howell Consulting, Inc.

By: _____
Paul Benoit, City Administrator

By: _____
Brenna Howell

Attest:

John O. Tulloch, City Clerk

Approved as to form and legality:

Michelle Marchetta Kenyon, Acting City Attorney

Rev. 3/14

Proposal

City of Piedmont EOP Development Project

Howell Consulting



Chief Bud McLaren
Piedmont Fire Department
120 Vista Avenue
Piedmont, CA 94611
(510) 420-3038

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Letter of Transmittal

October 20, 2014

**RE: Proposal for Consulting Services to Develop the City of Piedmont
Emergency Operations Plan**

Dear Chief McLaren:

Howell Consulting appreciates the opportunity to offer consulting services to the City of Piedmont. Based upon careful review of your existing plan and related documentation, we believe that we are uniquely qualified to assist the City for the following reasons:

- Team members have emergency planning, training and exercise expertise in both California State and Local governments.
- A proven approach based upon best practices gleaned from more than twenty successful EOP projects for cities throughout California.
- A clear communication style that will solicit input from stakeholders, promote collaboration.
- My personal participation on the project as Project Manager/Planner to ensure your expectations are met, and to support communications with various stakeholders at the City and other local government levels.

We encourage you to contact our references to confirm the quality and success of our work. We are excited about this opportunity and look forward to working with you on this important effort. Please do not hesitate to contact me at (916) 202-2635 should you have any questions.

Sincerely,

Brenna Howell, CEO
Howell Consulting, Inc.

Proposal

October 20, 2014

Understanding of the Project

Executive Summary

Emergency Management activities are a team effort because disaster response requires coordination between many agencies, departments, allied organizations and different levels of government. Furthermore, different types of emergencies require different kinds of expertise and response capabilities. The primary goal of the proposed update and revision of the Emergency Operations Plan is to provide guidance on the response to disasters and large-scale emergencies and to coordinate the emergency management cycle with various surrounding jurisdictions and agencies.

We believe that the City requires a consultant that offers experience in the full emergency management cycle. Howell Consulting has more than 15 years of experience serving local, state and federal government entities.

We look forward to the opportunity to apply our knowledge to help the City with its Emergency Operations Planning project, with the goal of achieving measurable goals and benefits.

Detailed Project Overview

This section describes the following five (5) progressive, concurrent and consecutive tasks and is closely coordinated with Alameda County, Cal OES and FEMA guidance, current policies for implementation. We propose to help the City meet its objectives for updated Emergency Operations Plans by:

Task 1 - Management and Coordination

One of the first orders of business with the City will be for the Howell Consulting team to sit down and meet with key staff involved in the overall project (project kick-off). This is critically important to the overall project scope as it gives the City and our team a chance to familiarize each other with the project team members and go over the details of the project scope. Throughout the project, our team members will be meeting with key internal and external stakeholders as necessary to the planning process and developing the agendas and compiling the notes for use in plan/project development. This phase will also include all invoicing and overall project management as well as ensuring that all components of the project are completed on time and within budget. All materials will be filed and stored to turn over to the City for their records at the conclusion of the project.

Task 2 - Emergency Operations Plan (EOP)

To perform a comprehensive review of the project scope, guidance and procedures, our team will collect, review, and analyze relevant reports, studies, current plan, maps, existing various emergency procedures, and other records available from the City and create a list of any missing documents for inclusion in the EOP such as revision of existing policy documentation and recommend/discuss with Project Manager the need for updating or progress on local hazard mitigation planning, training/exercising etc.

The EOP and its supporting documents will be reviewed against federal, state and local guidelines including the FEMA Comprehensive Preparedness Guide (CPG) 101 v. 2: Guide for

All-Hazard Emergency Operations Planning; Standardized Emergency Management System (SEMS); the State Emergency Plan; National Incident Management System (NIMS); and the National Response Framework requirements as well as local/state and nationally-recognized best practices in emergency management and homeland security.

Following the feedback from overall project assessment and the collection of specific information, our team will develop the EOP based on the recommendations outlined within the assessment and in direction/coordination with the City staff and stakeholders. The EOP will include checklists for each role outlined in the overall EOC structure and outline responsibilities for the City departments - all complying with the Incident Command System (ICS), Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) structure and processes. We will also include information on responding to People with Access and Functional Needs as well as People with Disabilities and the Elderly. Specifically, we will develop the initial drafts including the following:

Basic Plan Update

Promulgation Document/Signature Page Approval and Implementation
Record of Changes
Record of Distribution Table of Contents
Purpose, Scope, Situations, and Assumptions
Situation Overview
Demographics, Geography
Hazard Analysis Summary
Capability Assessment
Mitigation Overview
Planning Assumptions
Concept of Operations
Organization and Assignment of Responsibilities
Direction, Control and Coordination
Information Collection and Dissemination
Communications
Administration, Finance and Logistics
Plan Development and Maintenance
Authorities and References



Task 3 – Functional Annexes (or ESF Annexes)

Addressed in this task is the inclusion of high-level summary functional documentation based on current written guidance from Cal OES, FEMA and other relevant working groups, if applicable into the newly developed EOP. The purpose of the annexes are to summarize what is already in place or what state guidance suggests the City do relative to each function as well as describe the City-level coordination elements that assist and support the EOP in that specific area.

An important part of the overall EOP are the annexes. These annexes contain high-level information to support the functional areas in the EOC and outline the requirements as determined by the local and state government. Using the California Emergency Function Development Guidance and the CPG 101 v. 2, our team will work with the City to review and analyze the annexes to be included and integrated into the City EOP and adopted as their

own. Some of the annexes that Howell Consulting recommends are the following, others can be discussed and mutually agreed upon.

- Direction and Control (EOC)
- Emergency Public Information
- Communications and Warning
- Recovery

Task 4 - City Table Top and Functional Exercises

In this task we will design and facilitate a (2) hour tabletop a (4) hour functional exercise with the Fire Chief for the City EOC Staff exercise with the Fire Chief for the City EOC Staff. These exercises will be conducted on different days and will build upon the developed scenario. This task will flush out any organizational issues developed in the planning and will assist the City staff in the familiarization of their roles and responsibilities.

Task 5 – Final Emergency Operations Plan and Next Steps Report

Once the City completes the final review and comment period, our team will incorporate final comments; integrate approved written and oral directions and finalize the Emergency Operations Plan as a final deliverable.

We will deliver the final plan and distribute it to the City in electronic format in both MS Word and Adobe PDF formats for distribution.

As a final project deliverable, our team will prepare a next steps report that will be a gap analysis identifying any major deficiencies or gaps in the City emergency management programs for future use.

Possible Concerns or Risks

- Responsiveness of the participating jurisdictions in reviewing and providing feedback on the plan and its contents.
- Participation of City leadership in all key meetings.
- Timeliness of decision-making and plan review by key personnel in keeping with the project timeline.
- Access by the Consultants to compressive source documentation in a timely and organized manner.

EOP Project Timeline

Project Timeline	December	January 2015	February	March	April	May	June
Task 1 Management and Coordination	X	X	X	X	X	X	X
Task 2 EOP Development (Basic Plan)		X	X	X	X		X
Task 3 Functional Annex			X	X	X		X
Task 4 City Exercises					X	X	X
Task 5 Final EOP and Next Steps						X	X

Progress Reporting

Howell Consulting acknowledges that the most crucial element of completing the project deliverables in the allotted time is making sure that each phase of the project adheres to its timeline. Our team is extremely qualified to meet established deadlines. As a regular business practice, a comprehensive project plan will be developed that includes identification of project goals and objectives, and analysis of critical tasks and deliverables and their corresponding timelines. The project plan is the primary responsibility of the Project Manager to monitor key project milestones and control points.

The City Timeline presented in the Project Gantt Chart outlines our proposed work plan schedule, providing a summary of approximate times and dates to completion. These would be refined as Howell Consulting works with project participants and stakeholders in completing key work elements. Howell Consulting will report progress to the key point of contact for the City at least monthly in writing and verbally.

Assumptions

We have included assumptions that reflect our understanding of the scope of work, given the information currently available. Upon project initiation, we will work closely with the Project Manager to discuss and refine the assumptions, in support of a jointly developed project work plan.

- City will assign a Project Manager with the authority to make key project decisions and approve deliverables.
- Upon project initiation, City will make available to Howell Consulting the relevant documentation including narratives, process flows, reports, forms, external inputs and outputs, entity charts, departmental policies and procedures.

- City will coordinate access to its staff for interviews and other project needs in a timely manner so as not to affect the proposed project timeline.
- The resulting contract may be amended for both time and/or time and cost based on mutual agreement.

Location of Consulting Services

Howell Consulting is headquartered in the Elk Grove area. Howell Consulting is a regional consulting firm focused on serving California government clients. Our projects are administered from our greater Sacramento area office.

Depth of Consulting Experience and Resources

Howell Consulting is an emergency management consulting firm founded in 2007. Howell Consulting, an S-Corporation, is based in the greater Sacramento area and builds upon more than 15 years of experience in the field of disaster management, including thirteen years working for the California Office of Emergency Services, (Cal OES)

For this project, Howell Consulting draws upon team members with extensive experience working with government agencies, industry and non-profits, educational institutions and federal, state and local governments to prepare for and recover from emergencies and disasters.

Howell Consulting offers a full range of planning, mitigation, preparedness, response and recovery consulting services to better prepare organizations before disaster strikes. Howell Consulting offers pre and post-disaster services, including the review of emergency response plans, business continuity and mitigation planning services, risk analysis, identification of hazards/vulnerabilities, and communications plans for employees, clients, students and/or tenants. Howell Consulting can also provide on-site assistance in the event of a disaster.

Finally, through strategic partnerships, Howell Consulting is able to assess needs and prescribe appropriate emergency management trends such as the latest planning grant requirements and issues of organizational resiliency in this current economy. Howell Consulting has had no violations, judgments, litigation or any other unresolved issues since its inception.

Statement of Qualifications for Each Consultant

We are pleased to introduce our proposed team, their project roles, and why each one is uniquely qualified to work on the Emergency Operations Plan project:

Brenna Howell, Lead Consultant: Ms. Brenna Howell has more than 15 years of consulting experience, with the last 10 years focused on Emergency Operations, Local Hazard Mitigation, and EOP Functional Annex development planning, specifically for California local government jurisdictions, including Colusa, Kings, Merced, Sacramento and Yolo counties including several cities. She also has experience in serving as the Emergency Coordinator at the local level for the Cities of Stockton and West Sacramento as well as the County of Yolo. Ms. Brenna Howell has a Bachelor's degree from Grand Canyon University in Emergency Management and Public Safety.

Mr. Neal O’Haire. Neal will serve as Lead Facilitator and Trainer for any and all exercise planning meetings and the actual exercises. Additionally, Neal will lead initial project kick-off meeting and other coordination meetings as appropriate for the Howell Consulting team. Neal will work extensively in the areas of exercise development and Table Top Exercise/ Functional exercise design.

Resumes

The following pages provide resumes for our proposed team.

Brenna Howell

Range of Experience

Brenna Howell has over 18 years of experience working in Emergency Management and is experienced in the full spectrum of the Emergency Management cycle.

Selected Experience

Brenna completed several Emergency Operations Planning projects for Colusa, Kings, Merced, Sacramento and Yolo Counties as well as for the Cities of Atwater, Compton, Davis, Dos Palos, Gustine, Livingston, Los Banos, Live Oak, Merced, Sacramento, Stockton, West Sacramento, Winters and Woodland. Brenna has served as a Project Manager for Sacramento County on the development of several functional annexes such as Mass Care and Shelter to include People with Disabilities and the Elderly, Animals and the Medically Fragile, Mental Health, Direction and Control and Emergency Public Information. In addition, Brenna completed a thorough revision of Sacramento County's All-Hazards EOP. Brenna has served as Project Manager for Sacramento County on several planning projects such as their Fall Functional Exercise Team and After Action Report, the Evacuation Standard Operating Procedures, and their Continuity of Operations Plan projects. Brenna also serves other emergency management firms and companies as a sub-contractor to utilize her expertise in the area of Emergency Operations Center management and function, as well as an Emergency Operations Plan subject matter expertise.

Brenna was the Emergency Services Coordinator for the City of West Sacramento on a part-time basis. She developed their Emergency Management Team policies and procedures, revised their All-Hazards EOP and coordinated with the West Sacramento Police Department on the development of the city's Evacuation plan. Other city responsibilities include, the oversight of day-to-day emergency management responsibilities and direct assistance in the areas of: planning, training, preparedness, response, recovery and mitigation. While at the City of West Sacramento, Brenna served on the Yolo County Local Hazard Mitigation Plan revision planning team. This was a critical planning effort for the City of West Sacramento.

While working at the former California Emergency Management Agency (Cal EMA) now California Office of Emergency Services (Cal OES), Brenna provided direct regional coordination support to Operational Areas (cities, counties, and special districts) as well as state agencies in coordinating all aspects of emergency preparedness, planning, training, exercise development, response, recovery and grant administration. Brenna was also responsible for special projects such as: West Nile Virus, agricultural rendering, and regional evacuation planning, Delta flooding issues and multi-agency coordination and regional duty officer training.

During Brenna's tenure at OES (Coastal and Inland Regions, Planning Branch) she responded to numerous emergencies and disasters statewide, in both Liaison and Agency Representative roles to ensure compliance with the Standardized Emergency Management System (SEMS). Brenna served many of the county governments in which she was assigned on their local hazard mitigation planning teams during the release of FEMA's DMA 2000 program. She provided technical expertise to the counties during the

release of this new federal program. Additionally while in those response roles, Brenna worked to broker Mutual Aid resources and information. She has served in Emergency Operations Centers at all levels of government and has been assigned to several field level Incident Command Posts. In 2004, Brenna was appointed to a team that responded out of state to the Florida Hurricanes.

Education

Bachelor of Science, Emergency Management and Public Safety, Grand Canyon University, AZ

Employment History

Howell Consulting Inc., CEO 2007 to Present

City of Stockton Fire Department, Emergency Planner, Grant Development 2013 to 2014

City of West Sacramento Fire Department, Emergency Services Coordinator 2009 to 2011 **California Office of Emergency Services**, Emergency Services Coordinator 1995 to 2007 **State Controller's Office**, Office Support/ Assistant 1992 to 1995

Mr. Neal O'Haire

Neal is currently retired as the Emergency Services Manager for the County of Napa. Neal was responsible for all phases of emergency management planning and training for the Napa Operational Area. Major accomplishments include establishing the operational area CERT program, rewriting the Operational Area Emergency Operations Plan, Completing the DMA 2000 Hazard Mitigation Plan, Chairing the Terrorism Working group, and managing the response and recovery operations. Major response and recovery actions include managing the Napa Earthquake September 2000, Napa Flood of 2002 and most recently the Winter Storm 2005-2006 event. Neal also served as the Chapter and Statewide president of the California Emergency Services Association. During this period of employment Neal also served for six years on the local American Red Cross Executive Board was also appointed by the governor and served for four years on the Napa State Hospital Advisory Board.

From August 1995 to November 1999 Neal was the Senior Emergency Services Coordinator with the Governor's Office of Emergency Services, Coastal Region. As such, he served as both the SEMS Senior and the Regional Training Officer. Neal served as lead staff for response and preparedness programs for the Coastal Region.

Neal served as the operations section chief and deputy REOC Director for most all of the State and Federally declared disasters in California from 1995 to 1999. He supported declared operational areas, and coordinated intelligence and resources as part of the region wide response.

As trainer Neal was responsible for the scheduling, coordination and delivery of training to include federal EMT courses and most recently the entire Standardized Emergency Management System Approved Course of Instruction (SEMS ACI) within the region.

From 1 June 1990 to 1 August 1994 Neal served as an Emergency Services Coordinator for the Governor's Office of Emergency Services, State of California. As such he assisted the local government of six counties and their component cities in emergency preparedness, planning and exercise design.

From Jan. 90 until June 90 Neal was employed as the Occupational Health and Safety Officer for the California National Guard. In this position he was responsible for overseeing the compliance with State and Federal laws regarding the California National Guard's 23,000 active and part time soldiers and 83 facilities in the areas of Safety and Occupational Health.

From Nov. 86 until Jan. 90 Neal was a Federal Military Technician (GS-11), Training Officer for the 175th Medical Brigade of the California National Guard.

Neal has received many awards throughout his career, has completed multiple training courses in the field of Emergency Management, he has a BA Cum Laude from the University of San Francisco, 1977 and an MA in International Relations from the University of Southern California, European division, 1981.

References

The following references demonstrate our experience performing similar work to that proposed.

Reference #1

Name: Mr. Rick Martinez
Title: Chief, City of West Sacramento Fire Department
Phone: Office (916) 617-4600
Client: City of West Sacramento
Project: Emergency Operations Plans, Local Hazard Mitigation
Work Performed: Howell Consulting updated and developed several emergency planning projects for the county and its cities. Proposed consultant **Brenna Howell** worked on these projects.

Reference #2

Name: Mr. Steve Cantelme
Title: OES Chief
Phone: Office: (916) 874-4670
Client: County of Sacramento, Office of Emergency Services
Project: Emergency Operations Plans, Care and Shelter, Animal Care, Evacuation and Access and Functional Needs Annexes
Work Performed: Howell Consulting updated and developed several emergency planning projects for the county and its cities. Proposed consultant **Brenna Howell** worked on these projects.

Pricing

The total fixed, “not to exceed” pricing for task delivery and contract support of this project will be **\$19,400**. All ancillary costs including overhead and profit are included in this price.

EOP Planning Project Cost Proposal	Brenna Howell	Neal O’Haire	Totals
Project Labor Costs – Hourly Rate	\$100.00	\$100.00	
	Project Manager and Lead Planner	Trainer and Facilitator	
Task 1: Management and Coordination	\$2,000		\$2,000
In this task we will conduct a series of project initiation/planning meetings with the City.	20		20
Task 2: EOP Development (Basic Plan)	\$6,000		\$6,000
The EOP and supporting documents will be reviewed against federal, state and local guidelines. Development of EOP completed in this task.	60		60
Task 3: Functional Annex Documentation	\$6,000		\$6,000
This task is designed to document selected Functional Annexes to the EOP.	60		60
Task 4: City Table Top and Functional Exercises	\$1,200	\$2,200	\$3,400
This task is designed to test the new planning documents with a (2) hour TTX and (4) FE.	12	22	34
Task 5: Final EOPs Next Steps Report	\$1,000		\$1,000
During this task, our firm will finalize the EOP for the City.	10		10
Total Labor Hours	162	22	184
	\$16,200	\$2,200	\$18,400
Administration Costs (Printing, Travel)			\$1,000
Total Contractor Proposal Costs			\$19,400



GP-PR-1122-14-106

November 26, 2014

GP Strategies Corporation
11000 Broken Land Parkway, Suite 200
Columbia, MD 21044-3555

Bud McLaren, Chief
Piedmont Fire Department
120 Vista Avenue
Piedmont, CA 94611-4031

RE: Proposal to Provide Emergency Operations Plan Development Support and Tabletop Exercises

Dear Chief McLaren:

GP Strategies Corporation (GP) is pleased to submit this proposal to provide Emergency Operations Plan (EOP) development support and tabletop exercises to the City of Piedmont California. Specifically, GP proposes to:

- Provide emergency management planning specialists as required to develop the new EOP and related documentation in a format and process that meets the needs of the City and where applicable conforms with the guidance of California Office of Emergency Services (OES) and the Federal Emergency Management Agency (FEMA) such as Comprehensive Preparedness Guide 101 and National Incident Management System (NIMS) principles.
- Provide two exercise activities for Emergency Operations Center (EOC) staff representatives of Piedmont City agencies. The first activity is a training workshop with short scenario related discussions to familiarize personnel with the new plan and procedures as they relate to EOC operations. The second is a FEMA compliant Homeland Security Exercise and Evaluation Program (HSEEP) tabletop exercise with a non-earthquake scenario.

This proposal provides an overview of the anticipated scope of work, schedule, resources, and costs for these services. We are open to discussions about modifications as you focus on the details of your project. We would appreciate the opportunity to discuss this proposal before you make a final selection so we are both comfortable the project is on target with any others submitted to you.

Scope of Work – EOP Development

GP will provide technical writers/emergency management planning specialists as required to develop/edit EOP documentation for the Piedmont City EOP. Given that the City EOP has not been updated since 2007-09 our proposed approach assumes that many sections will require a complete format adjustment/re-write to conform to current guidance and would therefore require at least one

meeting and several conference calls with an identified planning committee as recommended by CPG 101. A decision will have to be made by the team leader/team which format best meets the City's needs: Traditional Functional EOP; Emergency Support Function EOP or; Agency/Department EOP.

Scope of Work – FEMA Exercise Program Compliance

GP Strategies strongly recommends to Piedmont officials that the project culminating tabletop exercise (TTX) be conducted in accordance with FEMA HSEEP processes. Therefore this proposal is submitted with activities that Piedmont officials may first consider as too extended and therefore costly. Some firms may choose to submit exercise proposals that shortcut the standard recognized federal process. We recommend against that approach and that choice. We believe it is in the legal interest and public confidence interest for Piedmont officials to follow the nationally recommended process so that they can report to citizens that the City is meeting a national standard when it spends its funds on preparedness, that it does so to assure adjacent communities and the county and state that it is a fully compliant partner should it be called upon to interact with other jurisdictions in the event of an area wide emergency, that should Piedmont need assistance from outside communities its personnel are planning, training and exercising using proper recognized terminology.

Additionally, the City management has taken great effort to have nearly 100 employees take FEMA National Incident Management System study courses 100, 200, 700 and 800. To use a less rigorous approach then to follow FEMA CPG 101 for planning and the HSEEP nationally recognized exercise process as a metric will provide lesser reinforcement for employees, would reduce the impact of this overall preparedness effort and would lessen the impact of the time/dollars invested by both tax payers and employees spent to take these courses which the City has already determined is a desired investment.

Our information from the Fire Chief is that is has been many years since a multi-agency City exercise has been held. FEMA strongly recommends that when a new EOP is constructed to new standards that an exercise be held to test the plan to see that it will be enduring and provides a sound foundation for the responders and decision makers at the head of department, City management and City Council levels.

Delays in plan reviews, exercises, and updates should increase expectations that significant changes will be required to bring the current plan up to date. Therefore, we can deliver a lesser approach to your stated needs if desired and will consult with you to that effect if desired but we do not initially recommend it and this proposal is our best advice in your interest going forward.

Our proposed approach to developing the Basic Plan and conducting the training and TTX is summarized in Table 1.

Table 1: Task List and Timeline

Task	Duration
Meet with City Planning Team to outline approach and establish priorities (January 2015 5 days post award)	2 days
Review existing 2007-09 plan and conduct research	2 weeks
Develop Draft format compliant EOP outline and insert appropriate new information sections and standard operating procedures	2 weeks
Distribute EOP to Piedmont Planning Team, respond to questions and prepare to facilitate planning team review session (Mid-February)	10 days for comments
Meet with Piedmont Planning Team via webinar to brief EOP and gather information for final revisions. (Early March)	1 day
Revise draft EOP based on facilitated session	10 days
Final Plan presentation and senior official(s) briefing onsite (City Manager, Department Chiefs etc.). (Late March)	2 days
Initial Planning Meetings (IPM) for EOC training workshop and TTX in conjunction with Final Plan presentation.	1 day
Final Planning Meeting (FPM) for EOC training workshop via Conference call approximately 3-4 weeks later	1 day
Conduct EOC staff training workshop on plan and processes Conduct FPM for FEMA HSEEP compliant TTX in PM same day	1 day
Conduct TTX –20+- participants and a cap on observers attending	1 day
Submit Draft TTX After Action Report (AAR)/Improvement Plan (IP) 30 calendar days following TTX.	30 days
Conduct After Action Meeting (AAM)	1 day
Submit final AAR/IP	15 days post AAM

Cost of Services

GP proposes to provide the services required on a firm fixed price basis.

EOP Development -	\$ 19,769.29
EOC Staff Training Workshop	\$ 12,776.98
Tabletop Exercise	\$ 23416.18
Total Proposed Cost -	\$ 55,962.45

For the Workshop and the TTX, GP Strategies will provide a lead facilitator and a note taker, a printed (B&W) and bound situation manual for each participant as well as the visuals and a computer for instructor use. The City of Piedmont will provide an appropriate venue for the meetings, the workshop and the TTX, to include a projection system and audio (speakers).

Invoicing and Payment Terms

GP will invoice on a monthly basis based on the following schedule for the Planning and Exercise Support:

January 31 –	10%
February 28 –	10%
March 31 –	20%
May 31 –	20%
June 30 –	20%
July 31 –	20%

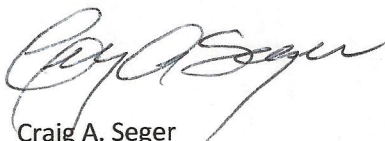
Payment terms are Net 30 days.

Summary

GP appreciates the opportunity to provide these services for the City of Piedmont. Should you have any questions about this proposal, or if you would like for GP Strategies to consider other options, please contact our Program Manager Mr. Wayne Tripp as follows.

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Sincerely,



Craig A. Seger
Senior Vice President
GP Strategies Corporation
Homeland Security and Emergency Management Services