



Council Agenda Report

To: Mayor Grisanti and the Honorable Members of the City Council

Prepared by: Sarah Kaplan, Public Safety Specialist

Reviewed by: Susan Dueñas, Public Safety Manager

Approved by: Steve McClary, Interim City Manager

Date prepared: May 3, 2022 Meeting date: May 23, 2022

Subject: Professional Services Agreement with CPARS Consulting, Inc.

RECOMMENDED ACTION: Authorize the City Manager to execute a Professional Services Agreement with CPARS Consulting, Inc for the creation and implementation of an earthquake tabletop exercise, and the creation of an earthquake response playbook in an amount not to exceed \$46,172.

FISCAL IMPACT: No additional appropriation is required. Funding for this agreement is included in the Adopted Budget for Fiscal Year 2021-2022 in Account No.100-7021-5100-00 (Professional Services).

WORK PLAN: This item was included as item 1c in the Adopted Work Plan for Fiscal Year 2021-2022.

DISCUSSION: The Public Safety Office has made earthquake preparedness the focus of calendar year 2022. Of particular concern is the impact of an earthquake on infrastructure and how that will impact the community. Therefore, staff issued a Request for Proposals on February 24, 2022 for a consultant to design and conduct a tabletop exercise in September 2022 based on a catastrophic earthquake scenario with an emphasis on the impact to infrastructure both outside of Malibu and inside Malibu. The consultants will also be tasked with developing a “play book” to assist EOC personnel in the immediate aftermath of such an event.

Proposals were due by April 1, 2022 and the City received a total of five proposals. The proposals were then rated based on criteria such as experience with a similar project, understanding of critical infrastructure relationships, familiarity with impacts on

infrastructure from a catastrophic earthquake and experience with developing play books. The top two submissions were interviewed by Public Safety staff. CPARS Consulting, Inc. was determined to be the best candidate for the project due to their extensive experience with California catastrophic earthquake planning.

ATTACHMENTS: Professional Service Agreement with CPARS Consulting, Inc.

AGREEMENT FOR PROFESSIONAL SERVICES

This Agreement is made and entered into as of May 23, 2022, by and between the City of Malibu (hereinafter referred to as the "City"), and CPARS Consulting, Inc. (hereinafter referred to as "Consultant").

The City and the Consultant agree as follows:

RECITALS

A. The City does not have the personnel able and/or available to perform the services required under this Agreement.

B. The City desires to contract out for consulting services for certain projects relating to the creation of an Earthquake Tabletop Exercise and an Earthquake Playbook after the exercise is completed.

C. The Consultant warrants to the City that it has the qualifications, experience and facilities to perform properly and timely the services under this Agreement.

D. The City desires to contract with the Consultant to perform the services as described in Exhibit A of this Agreement.

NOW, THEREFORE, the City and the Consultant agree as follows:

1.0 SCOPE OF THE CONSULTANT'S SERVICES. The Consultant agrees to provide the services and perform the tasks set forth in the Scope of Work, attached to and made part of this Agreement, except that, to the extent that any provision in Exhibit A conflicts with this Agreement, the provisions of this Agreement govern. The Scope of Work may be amended from time to time by way of a written directive from the City.

2.0 TERM OF AGREEMENT. This Agreement will become effective on May 23, 2022, and will remain in effect for a period of 12 months from said date unless otherwise expressly extended and agreed to by both parties or terminated by either party as provided herein.

3.0 CITY AGENT. The City Manager, or his or her designee, for the purposes of this Agreement, is the agent for the City; whenever approval or authorization is required, Consultant understands that the City Manager, or his or her designee, has the authority to provide that approval or authorization.

4.0 COMPENSATION FOR SERVICES. The City shall pay the Consultant for its professional services rendered and costs incurred pursuant to this Agreement in accordance with the Scope of Work's fee and cost schedule. The cost of services shall be a total amount not to exceed \$46,172.00. No additional compensation shall be paid for any other expenses incurred, unless first approved by the City Manager, or his or her designee.

4.1 The Consultant shall submit to the City, by no later than the 10th day of each month, its bill for services itemizing the fees and costs incurred during the previous month. The City shall pay the Consultant all uncontested amounts set forth in the Consultant's bill within 30 days after it is received.

5.0 CONFLICT OF INTEREST. The Consultant represents that it presently has no interest and shall not acquire any interest, direct or indirect, in any real property located in the City which may be affected by the services to be performed by the Consultant under this Agreement. The Consultant further represents that in performance of this Agreement, no person having any such interest shall be employed by it.

5.1 The Consultant represents that no City employee or official has a material financial interest in the Consultant's business. During the term of this Agreement and/or as a result of being awarded this contract, the Consultant shall not offer, encourage or accept any financial interest in the Consultant's business by any City employee or official.

5.2 If a portion of the Consultant's services called for under this Agreement shall ultimately be paid for by reimbursement from and through an agreement with a developer of any land within the City or with a City franchisee, the Consultant warrants that it has not performed any work for such developer/franchisee within the last 12 months, and shall not negotiate, offer or accept any contract or request to perform services for that identified developer/franchisee during the term of this Agreement.

6.0 GENERAL TERMS AND CONDITIONS.

6.1 Termination. Either the City Manager or the Consultant may terminate this Agreement, without cause, by giving the other party ten (10) days written notice of such termination and the effective date thereof.

6.1.1 In the event of such termination, all finished or unfinished documents, reports, photographs, films, charts, data, studies, surveys, drawings, models, maps, or other documentation prepared by or in the possession of the Consultant under this Agreement shall be returned to the City. If the City terminates this Agreement without cause, the Consultant shall prepare and shall be entitled to receive compensation pursuant to a close-out bill for services rendered and fees incurred pursuant to this Agreement through the notice of termination. If the Consultant terminates this Agreement without cause, the Consultant shall be paid only for those services completed in a manner satisfactory to the City.

6.1.2 If the Consultant or the City fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the Consultant or the City violate any of the covenants, agreements, or stipulations of this Agreement, the Consultant or the City shall have the right to terminate this Agreement by giving written notice to the other party of such termination and specifying the effective date of such termination. The Consultant shall be entitled to receive compensation in accordance with the terms of this Agreement for any work satisfactorily completed hereunder. Notwithstanding the foregoing, the Consultants shall not be relieved of liability for damage sustained by virtue of any breach of this Agreement and any payments due under this Agreement may be withheld to off-set anticipated damages.

6.2 Non-Assignability. The Consultant shall not assign or transfer any interest in this Agreement without the express prior written consent of the City.

6.3 Non-Discrimination. The Consultant shall not discriminate as to race, creed, gender, color, national origin or sexual orientation in the performance of its services and duties pursuant to this Agreement, and will comply with all applicable laws, ordinances and codes of the Federal, State, County and City governments.

6.4 Insurance. The Consultant shall submit to the City certificates indicating compliance with the following minimum insurance requirements no less than one (1) day prior to beginning of performance under this Agreement:

(a) Workers Compensation Insurance as required by law. The Consultant shall require all subcontractors similarly to provide such compensation insurance for their respective employees.

(b) Comprehensive general and automobile liability insurance protecting the Consultant in amounts not less than \$1,000,000 for personal injury to any one person, \$1,000,000 for injuries arising out of one occurrence, and \$500,000 for property damages or a combined single limit of \$1,000,000. Each such policy of insurance shall:

1) Be issued by a financially responsible insurance company or companies admitted and authorized to do business in the State of California or which is approved in writing by City.

2) Name and list as additional insured the City, its officers and employees.

3) Specify its acts as primary insurance.

4) Contain a clause substantially in the following words: "It is hereby understood and agreed that this policy shall not be canceled nor materially changed except upon thirty (30) days prior written notice to the City of such cancellation or material change."

5) Cover the operations of the Consultant pursuant to the terms of this Agreement.

6.5 Indemnification. Consultant shall indemnify, defend with counsel approved by City, and hold harmless City, its officers, officials, employees and volunteers from and against all liability, loss, damage, expense, cost (including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation) of every nature arising out of or in connection with Consultant's performance of work hereunder or its failure to comply with any of its obligations contained in this Agreement, regardless of City's passive negligence, but excepting such loss or damage which is caused by the sole active negligence or willful misconduct of the City. Should City in its sole discretion find Consultant's legal counsel unacceptable, then Consultant shall reimburse the City its costs of defense, including without

limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation. The Consultant shall promptly pay any final judgment rendered against the City (and its officers, officials, employees and volunteers) covered by this indemnity obligation. It is expressly understood and agreed that the foregoing provisions are intended to be as broad and inclusive as is permitted by the law of the State of California and will survive termination of this Agreement.

6.6 Compliance with Applicable Law. The Consultant and the City shall comply with all applicable laws, ordinances and codes of the federal, state, county and city governments, including, without limitation, Malibu Municipal Code Chapter 5.36 Minimum Wage.

6.7 Independent Contractor. This Agreement is by and between the City and the Consultant and is not intended, and shall not be construed, to create the relationship of agency, servant, employee, partnership, joint venture or association, as between the City and the Consultant.

6.7.1. The Consultant shall be an independent contractor, and shall have no power to incur any debt or obligation for or on behalf of the City. Neither the City nor any of its officers or employees shall have any control over the conduct of the Consultant, or any of the Consultant's employees, except as herein set forth, and the Consultant expressly warrants not to, at any time or in any manner, represent that it, or any of its agents, servants or employees are in any manner employees of the City, it being distinctly understood that the Consultant is and shall at all times remain to the City a wholly independent contractor and the Consultant's obligations to the City are solely such as are prescribed by this Agreement.

6.8 Copyright. No reports, maps or other documents produced in whole or in part under this Agreement shall be the subject of an application for copyright by or on behalf of the Consultant.

6.9 Legal Construction.

(a) This Agreement is made and entered into in the State of California and shall in all respects be interpreted, enforced and governed under the laws of the State of California.

(b) This Agreement shall be construed without regard to the identity of the persons who drafted its various provisions. Each and every provision of this Agreement shall be construed as though each of the parties participated equally in the drafting of same, and any rule of construction that a document is to be construed against the drafting party shall not be applicable to this Agreement.

(c) The article and section, captions and headings herein have been inserted for convenience only and shall not be considered or referred to in resolving questions of interpretation or construction.

(d) Whenever in this Agreement the context may so require, the masculine gender shall be deemed to refer to and include the feminine and neuter, and the singular shall refer to and include the plural.

6.10 Counterparts. This Agreement may be executed in counterparts and as so executed shall constitute an agreement which shall be binding upon all parties hereto.

6.11 Final Payment Acceptance Constitutes Release. The acceptance by the Consultant of the final payment made under this Agreement shall operate as and be a release of the City from all claims and liabilities for compensation to the Consultant for anything done, furnished or relating to the Consultant's work or services. Acceptance of payment shall be any negotiation of the City's check or the failure to make a written extra compensation claim within ten (10) calendar days of the receipt of that check. However, approval or payment by the City shall not constitute, nor be deemed, a release of the responsibility and liability of the Consultant, its employees, sub-consultants and agents for the accuracy and competency of the information provided and/or work performed; nor shall such approval or payment be deemed to be an assumption of such responsibility or liability by the City for any defect or error in the work prepared by the Consultant, its employees, sub-consultants and agents.

6.12 Corrections. In addition to the above indemnification obligations, the Consultant shall correct, at its expense, all errors in the work which may be disclosed during the City's review of the Consultant's report or plans. Should the Consultant fail to make such correction in a reasonably timely manner, such correction shall be made by the City, and the cost thereof shall be charged to the Consultant.

6.13 Files. All files of the Consultant pertaining to the City shall be and remain the property of the City. The Consultant will control the physical location of such files during the term of this Agreement and shall be entitled to retain copies of such files upon termination of this Agreement.

6.14 Waiver; Remedies Cumulative. Failure by a party to insist upon the

performance of any of the provisions of this Agreement by the other party, irrespective of the length of time for which such failure continues, shall not constitute a waiver of such party's right to demand compliance by such other party in the future. No waiver by a party of a default or breach of the other party shall be effective or binding upon such party unless made in writing by such party, and no such waiver shall be implied from any omissions by a party to take any action with respect to such default or breach. No express written waiver of a specified default or breach shall affect any other default or breach, or cover any other period of time, other than any default or breach and/or period of time specified. All of the remedies permitted or available to a party under this Agreement, or at law or in equity, shall be cumulative and alternative, and invocation of any such right or remedy shall not constitute a waiver or election of remedies with respect to any other permitted or available right of remedy.

6.15 Mitigation of Damages. In all such situations arising out of this Agreement, the parties shall attempt to avoid and minimize the damages resulting from the conduct of the other party.

6.16 Partial Invalidity. If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

6.17 Attorneys' Fees. The parties hereto acknowledge and agree that each will bear his/her or its own costs, expenses and attorneys' fees arising out of and/or connected with the negotiation, drafting and execution of the Agreement, and all matters arising out of or connected therewith except that, in the event any action is brought by any party hereto to enforce this Agreement, the prevailing party in such action shall be entitled to reasonable attorneys' fees and costs in addition to all other relief to which that party or those parties may be entitled.

6.18 Entire Agreement. This Agreement constitutes the whole agreement between the City and the Consultant, and neither party has made any representations to the other except as expressly contained herein. Neither party, in executing or performing this Agreement, is relying upon any statement or information not contained in this Agreement. Any changes or modifications to this Agreement must be made in writing appropriately executed by both the City and the Consultant.

6.19 Notices. Any notice required to be given hereunder shall be deemed to have been given by depositing said notice in the United States mail, postage prepaid, and addressed as follows:

CITY: Steve McClary
Interim City Manager
City of Malibu
23825 Stuart Ranch Road
Malibu, CA 90265-4861
TEL (310) 456-2489 x226
FAX (310) 456-2760

CONSULTANT: Nicholas Lowe
President, Chief Executive
Officer
Critical Preparedness and
Response Solutions (CPARS
Consulting, Inc.)
710 South Myrtle Avenue, #296
Monrovia, CA 91016
TEL (626) 320-0218

6.20 Warranty of Authorized Signatories and Acceptance of Facsimile or Electronic Signatures. Each of the signatories hereto warrants and represents that he or she is competent and authorized to enter into this Agreement on behalf of the party for whom he or she purports to sign. The Parties agree that this Contract, agreements ancillary to this Contract, and related documents to be entered into in connection with this Contract will be considered signed when the signature of a party is delivered physically or by facsimile transmission or scanned and delivered via electronic mail. Such facsimile or electronic mail copies will be treated in all respects as having the same effect as an original signature.

7.0 GENERAL TERMS AND CONDITIONS. (City and Consultant initials required at EITHER 7.1 or 7.2)

7.1 Disclosure Required. By their respective initials next to this paragraph, City and Consultant hereby acknowledge that Consultant is a “consultant” for the purposes of the California Political Reform Act because Consultant’s duties would require him or her to make one or more of the governmental decisions set forth in Fair Political Practices Commission Regulation 18700.3(a) or otherwise serves in a staff capacity for which disclosure would otherwise be required were Consultant employed by the City. Consultant hereby acknowledges his or her assuming-office, annual, and leaving-office financial reporting obligations under the California Political Reform Act and the City’s Conflict of Interest Code and agrees to comply with those obligations at his or her expense. Prior to consultant commencing services hereunder, the City’s Manager shall prepare and deliver to consultant a memorandum detailing the extent of Consultant’s disclosure obligations in accordance with the City’s Conflict of Interest Code.

City Initials _____
Consultant Initials _____

7.2 Disclosure not Required. By their initials next to this paragraph, City and Consultant hereby acknowledge that Consultant is not a “consultant” for the purpose of the California Political Reform Act because Consultant’s duties and responsibilities are not within the scope of the definition of consultant in Fair Political Practice Commission Regulation 18700.3(a) and is otherwise not serving in staff capacity in accordance with the City’s Conflict of Interest Code.

City Initials _____
Consultant Initials NL

This Agreement is executed on _____, at Malibu, California,
and effective as of May 23, 2022.

CITY OF MALIBU:

PAUL GRISANTI, Mayor

ATTEST:

KELSEY PETTIJOHN, City Clerk
(seal)

CONSULTANT:

Nicholas Lowe

By: Nicholas Lowe
President/CEO
CPARS Consulting, Inc.
710 S. Myrtle Ave. #296
Monrovia, CA 91016
626-320-0218
NLowe@CPARSconsulting.com

APPROVED AS TO FORM:

THIS DOCUMENT HAS BEEN REVIEWED
BY THE CITY ATTORNEY'S OFFICE _____
JOHN COTTI, Interim City Attorney

Exhibit A – Scope of Work

Task 1 – Conduct Project Kick-Off Meeting

Upon execution of a contract, CPARS will immediately schedule a kick-off meeting with the City of Malibu. During this meeting we will review the scope of work, discuss actions taken thus far by the City to plan for the tabletop exercise, make adjustments to our strategy as necessary, and establish shared expectations. During the initial meeting, we will also gather the names and contact information for the Exercise Design Team (EDT) that will be involved in the development and conduct of the tabletop exercise. That list will then be maintained by CPARS on a regular basis during the contract performance period as the EDT evolves. As a matter of general project management practice, our team will continuously maintain the following resources and provide regular updates to the City of Malibu:

- A roster of EDT members; and
- A master project management timeline/exercise program calendar.

Task 2 - Conduct Initial Planning Meeting

Within the first few weeks of the contract, CPARS will host an Initial Planning Meeting (IPM) for the EDT in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP) standards. An IPM is the formal beginning of the planning process and it will help EDT members and exercise planners from the numerous participating departments/agencies to determine the exercise program priorities based on guidance from senior leadership. During the IPM, EDT members will receive clear assignments for activities associated with recruiting participants, preparing participants for their involvement in the exercise, and coordinating exercise logistics. Topics that will be covered in the IPM will include:

- Exercise scope
- Proposed exercise objectives and their aligned core capabilities
- Relevant plans, policies, and procedures to be tested in the exercise
- Exercise scenario (2008 ShakeOut Earthquake Scenario)
- Proposed exercise location(s), date(s), and duration
- Participants and anticipated extent of play for exercise participants
- Exercise design team composition and functionality
- Exercise assumptions and artificialities
- Available exercise resources
- Exercise logistics
- Exercise planning timeline and milestones
- Other issues, concerns, and sensitivities

Task 3 - Conduct Mid-Term Planning Meeting (MPM)

As planning progresses, CPARS will prepare and conduct a Mid-Term Planning Meeting (MPM) with the EDT. The MPM is a meeting to discuss exercise organization and staffing concepts, scenario and timeline development, scheduling, logistics, and administrative requirements, as well as get updates and validate all planning and progress that has taken place thus far. Some of

the draft documentation for the exercise will also be reviewed, as appropriate. Items covered during the MPM will include:

- Comments on draft exercise documentation (e.g., Situation Manual)
- Construction of the scenario
- Exercise organization and staffing concepts
- Identification of exercise venue, artificialities, and/or limitations
- Agreement on final logistical items
- Assignment of additional responsibilities

Task 4 - Conduct Final Planning Meeting (FPM)

As exercise planning nears completion, CPARS will prepare and conduct a Final Planning Meeting (FPM) with the EDT. Prior to the FPM, the exercise planning team will receive final drafts of all exercise materials. No major changes to the exercise’s design, scope, or supporting documentation should take place at or following the FPM. The FPM ensures that all logistical requirements have been met, outstanding issues have been identified and resolved, and exercise products are ready for printing. The following items are addressed during the FPM:

- Conduct a comprehensive, final review and approve all remaining draft exercise documents (e.g., Situation Manual, Exercise Evaluation Guides) and presentation materials
- Resolve any open exercise planning issues and identify last-minute concerns; and
- Review all exercise logistical activities (e.g., schedule, registration, attire, special needs)

Planning Meeting Deliverables

For the aforementioned three (3) planning meetings, CPARS will:

- Schedule and distribute information for the virtual meetings;
- Develop and distribute all EDT meeting materials (see table below);
- Develop an agenda;
- Manage invitations, reminders and registration;
- Develop and distribute read-ahead packets, as deemed appropriate (provided to participants at least one week in advance of the meeting);
- Maintain a master list of participating agencies; and
- Record and document meeting minutes for distribution to all EDT members.

CPARS recommends the following materials be developed for review at the associated EDT meetings, and will develop said materials in accordance with this timeline.

IPM	MPM	FPM
Selection of capabilities and objectives to test	Draft Situation Manual (including scenario and facilitator questions)	Draft Facilitator/ Evaluator Guide
Review of applicable plans and previous exercise or real world After-Action Reports, audits,	Draft Exercise Evaluation Guides (EEGs)	Final Exercise Evaluation Guides
	Final Exercise Invitation	Draft Participant Feedback Form

assessments, etc. to inform objectives		Draft Exercise Briefing (PowerPoint presentation)
Lists of EDT members and possible exercise participants		Draft Observer Packet (if applicable)
Draft Exercise Invitation		
<u>Updated/Provided for Each Meeting</u>		
Calendar/Schedule		
EDT Roster		
Meeting minutes/notes		

Task 5 - Conduct Tabletop Exercise

The Earthquake Tabletop Exercise will test Malibu’s preparedness for and response to a catastrophic earthquake in southern California, disruption of critical infrastructure/utility systems and services, and factors effecting government continuity. Many tabletop exercises are predictable and monotonous. CPARS prides itself on developing “out of the box” tabletop exercises, which may include a combination of group and individual activities, break-out groups and plenary discussions, games and demonstrations. Based on the objectives and expectations of the EDT members, we will help craft an exercise that achieves objectives while remaining interactive, challenging, and memorable.

CPARS will provide two (2) professional facilitators to lead and evaluate the Tabletop Exercise as well as a note taker. Evaluators and ancillary note takers will be selected from the membership of the EDT. CPARS will reproduce copies of necessary exercise documents for the players (e.g., Situation Manual, Participant Feedback Form, other handouts) and for exercise staff (e.g., Facilitator/Evaluator resources, Exercise Evaluation Guides). Following the completion of the exercise, we will facilitate a Hot Wash for players and a Facilitator/Evaluator Debriefing. Please see Deliverable 6 below for more information on the Facilitator/Evaluator Debriefing.

Task 6 - Develop After Action Report (AAR) and Improvement Plan (IP), Conduct After-Action Meeting (AAM), and Develop Earthquake Playbook

Development of the AAR/IP will begin immediately after the conclusion of the exercise with the Hot Wash. During the Hot Wash that CPARS facilitates, players will be asked to self-identify demonstrated strengths and areas for improvement and will be asked to complete Participant Feedback Forms. Following the Hot Wash, CPARS will facilitate a Facilitator/Evaluator Debriefing. During the Facilitator/Evaluator debriefing, we will: 1) gather all the facts on the exercise to see the big picture; 2) identify areas for improvement by objective and identify their root causes; 3) identify strengths by objective; 4) prioritize those strengths and areas for improvement; and 5) select which items will be included in the AAR.

CPARS will take full responsibility for authoring the AAR/IP and for capturing the evaluators’ input. Once the draft AAR is developed, CPARS will embark on developing an associated

Earthquake Playbook for the City of Malibu. The Playbook is intended to be a series of checklists for various organizational elements of the City providing actions they should take to stabilize the incident, respond to damages, injuries, and fatalities, and position the City for an effective recovery. The Playbook checklists will be user-friendly quick reference guides that can be employed in a moment's notice following a real-world earthquake. The Playbook will be built upon lessons identified throughout the development and conduct of the tabletop exercise.

Once the draft AAR and Playbook are completed, then CPARS will conduct an AAR/IP Meeting. The purpose of the AAR/IP Meeting is to formally present the draft AAR and Playbook to participating agencies and then populate the IP by getting them to approve, deny or edit recommendations for improvement, and then commit to making those improvements by providing a point of contact and milestones for expected completion. CPARS will produce the following materials for the AAR/IP Meeting:

- Draft Tabletop Exercise AAR/IP
- Draft Malibu Earthquake Response Playbook
- PowerPoint Presentation
- Agenda
- Sign-In Sheets
- Invitations

Once the AAR/IP Meeting is complete and stakeholders have had an opportunity to review the AAR/IP and the Playbook and provide feedback, the AAR/IP and Playbook will be finalized and provided to the EDT for approval.

Estimated Project Timeline

All dates below are flexible and will be negotiated with the City of Malibu and EDT. This timeline proposes one possible solution for achieving the objectives within the performance period.

- Project Kick-Off Meeting – June 9, 2022
- Initial Planning Meeting (IPM) - June 16, 2022
- Mid-Term Planning Meeting (MPM) – July 21, 2022
- Final Planning Meeting (FPM) – August 25, 2022
- Conduct Tabletop Exercise – September 8 or 15, 2022
- Conduct AAR/IP Meeting – November 17, 2022
- Finalize and Submit AAR/IP and Playbook - December 16, 2022

Invoicing Schedule

Item	Tasks to be Accomplished	Billing Percentage	Billing Amount
1	Complete Tasks #1 - #4	50%	\$23,086.00
2	Complete Task #5	30%	\$13,851.60
3	Complete Task #6	20%	\$9,234.40