

PROFESSIONAL CONSULTANT SERVICES AGREEMENT

SENSEMAKERS LLC

TABLETOP AND FULL-SCALE COUNTER TERRORISM (RFP #2385)

THIS PROFESSIONAL CONSULTANT SERVICES AGREEMENT (“Agreement”) is made and entered into this _____ (“Effective Date”), by and between the CITY OF RIVERSIDE, a California charter city and municipal corporation (“City”), and SENSEMAKERS, LLC, a California limited liability company (“Consultant”).

1. **Scope of Services.** City agrees to retain and does hereby retain Consultant and Consultant agrees to provide the services more particularly described in Exhibit “A,” “Scope of Services” (“Services”), attached hereto and incorporated herein by reference, in conjunction with a Multiple Assault Counter Terrorist Action Capabilities (“Project”).

2. **Term.** This Agreement shall be effective on the date first written above and shall remain in effect until July 31, 2025, unless otherwise terminated or extended pursuant to the provisions herein.

3. **Compensation/Payment.** Consultant shall perform the Services under this Agreement for the total sum not to exceed Two Hundred Sixty-Five Thousand Six Hundred Two Dollars and Ninety-Seven Cents (\$265,602.97), payable in accordance with the terms set forth in Exhibit “B.” Said payment shall be made in accordance with the City’s usual accounting procedures upon receipt and approval of an itemized invoice setting forth the services performed. The invoices shall be delivered to City at the address set forth in Section 4 hereof.

4. **Notices.** Any notices required to be given, hereunder shall be in writing and shall be personally served or given by mail. Any notice given by mail shall be deemed given when deposited in the United States Mail, certified and postage prepaid, addressed to the party to be served as follows:

To City

Fire Department
City of Riverside
Attn: Mark Annas
3401 University Avenue
Riverside, CA 92501

To Consultant

Sensemakers, LLC
Attn: James Bailey
2401 E. Katella Avenue, Ste 610
Anaheim, CA 92806

5. **Prevailing Wage.** If applicable, Consultant and all subcontractors are required to pay the general prevailing wage rates of per diem wages and overtime and holiday wages determined by the Director of the Department of Industrial Relations under Section 1720 et seq. of the California Labor Code and implemented by Resolution No. 13346 of the City Council of the City of Riverside. The Director's determination is available on-line at www.dir.ca.gov/dlsr/DPreWageDetermination.htm and is referred to and made a part hereof; the wage rates therein ascertained, determined, and specified are referred to and made a part hereof as though fully set forth herein.

6. **Contract Administration.** A designee of the City will be appointed in writing by the City Manager or Department Director to administer this Agreement on behalf of City and shall be referred to herein as Contract Administrator.

7. **Standard of Performance.** While performing the Services, Consultant shall exercise the reasonable professional care and skill customarily exercised by reputable members of Consultant's profession practicing in the Metropolitan Southern California Area, and shall use reasonable diligence and best judgment while exercising its professional skill and expertise.

8. **Personnel.** Consultant shall furnish all personnel necessary to perform the Services and shall be responsible for their performance and compensation. Consultant recognizes that the qualifications and experience of the personnel to be used are vital to professional and timely completion of the Services. The key personnel listed in Exhibit "C" attached hereto and incorporated herein by this reference and assigned to perform portions of the Services shall remain assigned through completion of the Services, unless otherwise mutually agreed by the parties in writing, or caused by hardship or resignation in which case substitutes shall be subject to City approval.

9. **Assignment and Subcontracting.** Neither party shall assign any right, interest, or obligation in or under this Agreement to any other entity without prior written consent of the other party. In any event, no assignment shall be made unless the assignee expressly assumes the obligations of assignor under this Agreement, in a writing satisfactory to the parties. Consultant acknowledges that any assignment may, at the City's sole discretion, require City Manager and/or City Council approval. Consultant shall not subcontract any portion of the work required by this Agreement without prior written approval by the responsible City Contract Administrator. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement, including without limitation, the insurance obligations set forth in Section 12. The Consultant acknowledges and agrees that the City is an intended beneficiary of any work performed by any subcontractor for purposes of establishing a duty of care between any subcontractor and the City.

10. **Independent Contractor.** In the performance of this Agreement, Consultant, and Consultant's employees, subcontractors and agents, shall act in an independent capacity as independent contractors, and not as officers or employees of the City of Riverside. Consultant acknowledges and agrees that the City has no obligation to pay or withhold state or federal taxes or to provide workers' compensation or unemployment insurance to Consultant, or to Consultant's employees, subcontractors and agents. Consultant, as an independent contractor, shall be responsible for any and all taxes that apply to Consultant as an employer.

11. Indemnification.

11.1 Design Professional Defined. For purposes of this Agreement, “Design Professional” includes the following:

- A. An individual licensed as an architect pursuant to Chapter 3 (commencing with Section 5500) of Division 3 of the Business and Professions Code, and a business entity offering architectural services in accordance with that chapter.
- B. An individual licensed as a landscape architect pursuant to Chapter 3.5 (commencing with Section 5615) of Division 3 of the Business and Professions Code, and a business entity offering landscape architectural services in accordance with that chapter.
- C. An individual registered as a professional engineer pursuant to Chapter 7 (commencing with Section 6700) of Division 3 of the Business and Professions Code, and a business entity offering professional engineering services in accordance with that chapter.
- D. An individual licensed as a professional land surveyor pursuant to Chapter 15 (commencing with Section 8700) of Division 3 of the Business and Professions Code, and a business entity offering professional land surveying services in accordance with that chapter.

11.2 Defense Obligation For Design Professional Liability. Consultant agrees, at its cost and expense, to promptly defend the City, and the City’s employees, officers, managers, agents and council members (collectively the “Parties to be Defended”) from and against any and all claims, allegations, lawsuits, arbitration proceedings, administrative proceedings, regulatory proceedings, or other legal proceedings to the extent the same arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of Consultant, or anyone employed by or working under the Consultant or for services rendered to the Consultant in the performance of the Agreement, notwithstanding that the City may have benefited from its work or services and whether or not caused in part by the negligence of an Indemnified Party. Consultant agrees to provide this defense immediately upon written notice from the City, and with well qualified, adequately insured and experienced legal counsel acceptable to City. Consultant will reimburse City for reasonable defense costs for claims arising out of Consultant’s professional negligence based on the percentage of Consultant’s liability. This obligation to defend as set forth herein is binding on the successors, assigns and heirs of Consultant and shall survive the termination of Consultant’s Services under this Agreement.

11.3 Indemnity For Design Professional Liability. When the law establishes a professional standard of care for Consultant’s services, to the fullest extent permitted by law, Consultant shall indemnify, protect and hold harmless the City and the City’s employees, officers, managers, agents, and Council Members (“Indemnified Parties”) from and against any and all claim for damage, charge, lawsuit, action, judicial, administrative, regulatory or arbitration proceeding, damage, cost, expense (including counsel and expert fees), judgment, civil fines and penalties,

liabilities or losses of any kind or nature whatsoever to the extent the same arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of Consultant, or anyone employed by or working under the Consultant or for services rendered to the Consultant in the performance of the Agreement, notwithstanding that the City may have benefited from its work or services and whether or not caused in part by the negligence of an Indemnified Party.

11.4 Defense Obligation For Other Than Design Professional Liability.

Consultant agrees, at its cost and expense, to promptly defend the City, and the City's employees, officers, managers, agents and council members (collectively the "Parties to be Defended") from and against any and all claims, allegations, lawsuits, arbitration proceedings, administrative proceedings, regulatory proceedings, or other legal proceedings which arise out of, or relate to, or are in any way connected with: 1) the Services, work, activities, operations, or duties of the Consultant, or of anyone employed by or working under the Consultant, or 2) any breach of the Agreement by the Consultant. This duty to defend shall apply whether or not such claims, allegations, lawsuits or proceedings have merit or are meritless, or which involve claims or allegations that any or all of the Parties to be Defended were actively, passively, or concurrently negligent, or which otherwise assert that the Parties to be Defended are responsible, in whole or in part, for any loss, damage or injury. Consultant agrees to provide this defense immediately upon written notice from the City, and with well qualified, adequately insured and experienced legal counsel acceptable to City. This obligation to defend as set forth herein is binding on the successors, assigns and heirs of Consultant and shall survive the termination of Consultant's Services under this Agreement.

11.5 Indemnity For Other Than Design Professional Liability. Except as to the sole negligence or willful misconduct of the City, Consultant agrees to indemnify, protect and hold harmless the Indemnified Parties from and against any claim for damage, charge, lawsuit, action, judicial, administrative, regulatory or arbitration proceeding, damage, cost, expense (including counsel and expert fees), judgment, civil fine and penalties, liabilities or losses of any kind or nature whatsoever whether actual, threatened or alleged, which arise out of, pertain to, or relate to, or are a consequence of, or are attributable to, or are in any manner connected with the performance of the Services, work, activities, operations or duties of the Consultant, or anyone employed by or working under the Consultant or for services rendered to Consultant in the performance of this Agreement, notwithstanding that the City may have benefited from its work or services. This indemnification provision shall apply to any acts, omissions, negligence, recklessness, or willful misconduct, whether active or passive, on the part of the Consultant or anyone employed or working under the Consultant.

12. Insurance.

12.1 General Provisions. Prior to the City's execution of this Agreement, Consultant shall provide satisfactory evidence of, and shall thereafter maintain during the term of this Agreement, such insurance policies and coverages in the types, limits, forms and ratings required herein. The rating and required insurance policies and coverages may be modified in writing by the City's Risk Manager or City Attorney, or a designee, unless such modification is prohibited by law.

12.1.1 Limitations. These minimum amounts of coverage shall not constitute any limitation or cap on Consultant's indemnification obligations under Section 11 hereof.

12.1.2 **Ratings.** Any insurance policy or coverage provided by Consultant or subcontractors as required by this Agreement shall be deemed inadequate and a material breach of this Agreement, unless such policy or coverage is issued by insurance companies authorized to transact insurance business in the State of California with a policy holder's rating of A or higher and a Financial Class of VII or higher.

12.1.3 **Cancellation.** The policies shall not be canceled unless thirty (30) days' prior written notification of intended cancellation has been given to City by certified or registered mail, postage prepaid.

12.1.4 **Adequacy.** The City, its officers, employees and agents make no representation that the types or limits of insurance specified to be carried by Consultant pursuant to this Agreement are adequate to protect Consultant. If Consultant believes that any required insurance coverage is inadequate, Consultant will obtain such additional insurance coverage as Consultant deems adequate, at Consultant's sole expense.

12.2 **Workers' Compensation Insurance.** By executing this Agreement, Consultant certifies that Consultant is aware of and will comply with Section 3700 of the Labor Code of the State of California requiring every employer to be insured against liability for workers' compensation, or to undertake self-insurance before commencing any of the work. Consultant shall carry the insurance or provide for self-insurance required by California law to protect said Consultant from claims under the Workers' Compensation Act. Prior to City's execution of this Agreement, Consultant shall file with City either 1) a certificate of insurance showing that such insurance is in effect, or that Consultant is self-insured for such coverage, or 2) a certified statement that Consultant has no employees, and acknowledging that if Consultant does employ any person, the necessary certificate of insurance will immediately be filed with City. Any certificate filed with City shall provide that City will be given ten (10) days' prior written notice before modification or cancellation thereof.

12.3 **Commercial General Liability and Automobile Insurance.** Prior to City's execution of this Agreement, Consultant shall obtain, and shall thereafter maintain during the term of this Agreement, commercial general liability insurance and automobile liability insurance as required to insure Consultant against damages for personal injury, including accidental death, as well as from claims for property damage, which may arise from or which may concern operations by anyone directly or indirectly employed by, connected with, or acting for or on behalf of Consultant. The City, and its officers, employees and agents, shall be named as additional insureds under the Consultant's insurance policies.

12.3.1 Consultant's commercial general liability insurance policy shall cover both bodily injury (including death) and property damage (including, but not limited to, premises operations liability, products-completed operations liability, independent contractor's liability, personal injury liability, and contractual liability) in an amount not less than \$1,000,000 per occurrence and a general aggregate limit in the amount of not less than \$2,000,000.

12.3.2 Consultant's automobile liability policy shall cover both bodily injury and property damage in an amount not less than \$1,000,000 per occurrence and an aggregate limit of not less than \$1,000,000. All of Consultant's automobile and/or commercial general liability

insurance policies shall cover all vehicles used in connection with Consultant's performance of this Agreement, which vehicles shall include, but are not limited to, Consultant owned vehicles, Consultant leased vehicles, Consultant's employee vehicles, non-Consultant owned vehicles and hired vehicles.

12.3.3 Prior to City's execution of this Agreement, copies of insurance policies or original certificates along with additional insured endorsements acceptable to the City evidencing the coverage required by this Agreement, for both commercial general and automobile liability insurance, shall be filed with City and shall include the City and its officers, employees and agents, as additional insureds. Said policies shall be in the usual form of commercial general and automobile liability insurance policies, but shall include the following provisions:

It is agreed that the City of Riverside, and its officers, employees and agents, are added as additional insureds under this policy, solely for work done by and on behalf of the named insured for the City of Riverside.

12.3.4 The insurance policy or policies shall also comply with the following provisions:

- a. The policy shall be endorsed to waive any right of subrogation against the City and its sub-consultants, employees, officers and agents for services performed under this Agreement.
- b. If the policy is written on a claims made basis, the certificate should so specify and the policy must continue in force for one year after completion of the services. The retroactive date of coverage must also be listed.
- c. The policy shall specify that the insurance provided by Consultant will be considered primary and not contributory to any other insurance available to the City and Endorsement No. CG 20010413 shall be provided to the City.

12.4 **Errors and Omissions Insurance.** Prior to City's execution of this Agreement, Consultant shall obtain, and shall thereafter maintain during the term of this Agreement, errors and omissions professional liability insurance in the minimum amount of \$1,000,000 to protect the City from claims resulting from the Consultant's activities.

12.5 **Subcontractors' Insurance.** Consultant shall require all of its subcontractors to carry insurance, in an amount sufficient to cover the risk of injury, damage or loss that may be caused by the subcontractors' scope of work and activities provided in furtherance of this Agreement, including, but without limitation, the following coverages: Workers Compensation, Commercial General Liability, Errors and Omissions, and Automobile liability. Upon City's request, Consultant shall provide City with satisfactory evidence that Subcontractors have obtained insurance policies and coverages required by this section.

13. **Business Tax.** Consultant understands that the Services performed under this Agreement constitutes doing business in the City of Riverside, and Consultant agrees that Consultant will register for and pay a business tax pursuant to Chapter 5.04 of the Riverside Municipal Code and keep such tax certificate current during the term of this Agreement.

14. **Time of Essence.** Time is of the essence for each and every provision of this Agreement.

15. **City's Right to Employ Other Consultants.** City reserves the right to employ other Consultants in connection with the Project. If the City is required to employ another consultant to complete Consultant's work, due to the failure of the Consultant to perform, or due to the breach of any of the provisions of this Agreement, the City reserves the right to seek reimbursement from Consultant.

16. **Accounting Records.** Consultant shall maintain complete and accurate records with respect to costs incurred under this Agreement. All such records shall be clearly identifiable. Consultant shall allow a representative of City during normal business hours to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

17. **Confidentiality.** All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input record data, written information, and other materials either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidential by Consultant, except as otherwise directed by City's Contract Administrator. Nothing furnished to Consultant which is otherwise known to the Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use City's name or insignia, photographs of the Project, or any publicity pertaining to the Services or the Project in any magazine, trade paper, newspaper, television or radio production, website, or other similar medium without the prior written consent of the City.

18. **Ownership of Documents.** All reports, maps, drawings and other contract deliverables prepared under this Agreement by Consultant shall be and remain the property of City. Consultant shall not release to others information furnished by City without prior express written approval of City.

19. **Copyrights.** Consultant agrees that any work prepared for City which is eligible for copyright protection in the United States or elsewhere shall be a work made for hire. If any such work is deemed for any reason not to be a work made for hire, Consultant assigns all right, title and interest in the copyright in such work, and all extensions and renewals thereof, to City, and agrees to provide all assistance reasonably requested by City in the establishment, preservation and enforcement of its copyright in such work, such assistance to be provided at City's expense but without any additional compensation to Consultant. Consultant agrees to waive all moral rights relating to the work developed or produced, including without limitation any and all rights of identification of authorship and any and all rights of approval, restriction or limitation on use or subsequent modifications.

20. **Conflict of Interest.** Consultant, for itself and on behalf of the individuals listed in Exhibit “C,” represents and warrants that by the execution of this Agreement, they have no interest, present or contemplated, in the Project affected by the above-described Services. Consultant further warrants that neither Consultant, nor the individuals listed in Exhibit “C” have any real property, business interests or income interests that will be affected by this project or, alternatively, that Consultant will file with the City an affidavit disclosing any such interest.

21. **Solicitation.** Consultant warrants that Consultant has not employed or retained any person or agency to solicit or secure this Agreement, nor has it entered into any agreement or understanding for a commission, percentage, brokerage, or contingent fee to be paid to secure this Agreement. For breach of this warranty, City shall have the right to terminate this Agreement without liability and pay Consultant only for the value of work Consultant has actually performed, or, in its sole discretion, to deduct from the Agreement price or otherwise recover from Consultant the full amount of such commission, percentage, brokerage or commission fee. The remedies specified in this section shall be in addition to and not in lieu of those remedies otherwise specified in this Agreement.

22. **General Compliance With Laws.** Consultant shall keep fully informed of federal, state and local laws and ordinances and regulations which in any manner affect those employed by Consultant, or in any way affect the performance of services by Consultant pursuant to this Agreement. Consultant shall at all times observe and comply with all such laws, ordinances and regulations, and shall be solely responsible for any failure to comply with all applicable laws, ordinances and regulations. Consultant represents and warrants that Consultant has obtained all necessary licenses to perform the Scope of Services and that such licenses are in good standing. Consultant further represents and warrants that the services provided herein shall conform to all ordinances, policies and practices of the City of Riverside.

23. **Waiver.** No action or failure to act by the City shall constitute a waiver of any right or duty afforded City under this Agreement, nor shall any such action or failure to act constitute approval of or acquiescence in any breach thereunder, except as may be specifically, provided in this Agreement or as may be otherwise agreed in writing.

24. **Amendments.** This Agreement may be modified or amended only by a written agreement and/or change order executed by the Consultant and City.

25. **Termination.** City, by notifying Consultant in writing, shall have the right to terminate any or all of Consultant’s services and work covered by this Agreement at any time. In the event of such termination, Consultant may submit Consultant’s final written statement of the amount of Consultant’s services as of the date of such termination based upon the ratio that the work completed bears to the total work required to make the report complete, subject to the City’s rights under Sections 15 and 26 hereof. In ascertaining the work actually rendered through the termination date, City shall consider completed work, work in progress and complete and incomplete reports and other documents only after delivered to City.

25.1 Other than as stated below, City shall give Consultant thirty (30) days’ prior written notice prior to termination.

25.2 City may terminate this Agreement upon fifteen (15) days' written notice to Consultant, in the event:

25.2.1 Consultant substantially fails to perform or materially breaches the Agreement; or

25.2.2 City decides to abandon or postpone the Project.

26. **Offsets.** Consultant acknowledges and agrees that with respect to any business tax or penalties thereon, utility charges, invoiced fee or other debt which Consultant owes or may owe to the City, City reserves the right to withhold and offset said amounts from payments or refunds or reimbursements owed by City to Consultant. Notice of such withholding and offset, shall promptly be given to Consultant by City in writing. In the event of a dispute as to the amount owed or whether such amount is owed to the City, City will hold such disputed amount until either the appropriate appeal process has been completed or until the dispute has been resolved.

27. **Successors and Assigns.** This Agreement shall be binding upon City and its successors and assigns, and upon Consultant and its permitted successors and assigns, and shall not be assigned by Consultant, either in whole or in part, except as otherwise provided in paragraph 9 of this Agreement.

28. **Venue.** Any action at law or in equity brought by either of the parties hereto for the purpose of enforcing a right or rights provided for by this Agreement shall be tried in the Superior Court, County of Riverside, State of California, and the parties hereby waive all provisions of law providing for a change of venue in such proceedings to any other county. In the event either party hereto shall bring suit to enforce any term of this Agreement or to recover any damages for and on account of the breach of any term or condition of this Agreement, it is mutually agreed that each party will bear their own attorney's fees and costs.

29. **Nondiscrimination.** During Consultant's performance of this Agreement, Consultant shall not discriminate on the grounds of race, religious creed, color, national origin, ancestry, age, physical disability, mental disability, medical condition, including the medical condition of Acquired Immune Deficiency Syndrome (AIDS) or any condition related thereto, marital status, sex, genetic information, gender, gender identity, gender expression, or sexual orientation, military and veteran status, in the selection and retention of employees and subcontractors and the procurement of materials and equipment, except as provided in Section 12940 of the California Government Code. Further, Consultant agrees to conform to the requirements of the Americans with Disabilities Act in the performance of this Agreement.

30. **Severability.** Each provision, term, condition, covenant and/or restriction, in whole and in part, of this Agreement shall be considered severable. In the event any provision, term, condition, covenant and/or restriction, in whole and/or in part, of this Agreement is declared invalid, unconstitutional, or void for any reason, such provision or part thereof shall be severed from this Agreement and shall not affect any other provision, term, condition, covenant and/or restriction of this Agreement, and the remainder of the Agreement shall continue in full force and effect.

31. **Authority.** The individuals executing this Agreement and the instruments referenced herein on behalf of Consultant each represent and warrant that they have the legal power, right and actual authority to bind Consultant to the terms and conditions hereof and thereof.

32. **Entire Agreement.** This Agreement constitutes the final, complete, and exclusive statement of the terms of the agreement between the parties pertaining to the subject matter of this Agreement, and supersedes all prior and contemporaneous understandings or agreements of the parties. Neither party has been induced to enter into this Agreement by and neither party is relying on, any representation or warranty outside those expressly set forth in this Agreement.

33. **Interpretation.** City and Consultant acknowledge and agree that this Agreement is the product of mutual arms-length negotiations and accordingly, the rule of construction, which provides that the ambiguities in a document shall be construed against the drafter of that document, shall have no application to the interpretation and enforcement of this Agreement.

33.1 Titles and captions are for convenience of reference only and do not define, describe or limit the scope or the intent of the Agreement or any of its terms. Reference to section numbers, are to sections in the Agreement unless expressly stated otherwise.

33.2 This Agreement shall be governed by and construed in accordance with the laws of the State of California in effect at the time of the execution of this Agreement.

33.3 In the event of a conflict between the body of this Agreement and Exhibit “A” - Scope of Services hereto, the terms contained in Exhibit “A” shall be controlling.

34. **Exhibits.** The following exhibits attached hereto are incorporated herein to this Agreement by this reference:

Exhibit “A” - Scope of Services

Exhibit “B” - Compensation

Exhibit “C” - Key Personnel

IN WITNESS WHEREOF, City and Consultant have caused this Agreement to be duly executed the day and year first above written.

CITY OF RIVERSIDE, *a California
charter city and municipal corporation*

SENSEMAKERS, LLC, *a California limited
liability company*

By: _____
City Manager

By: James E. Bailey
James E. Bailey (May 14, 2025 19:37 PDT)
James E. Bailey

[Printed Name] Chief Executive Officer

[Title]

Attest: _____
City Clerk

Certified as to Availability of Funds:

By: _____

By: 
Chief Financial Officer

[Printed Name]

[Title]

Approved as to Form:


By: 
Deputy City Attorney

EXHIBIT “A”

SCOPE OF SERVICES



PROPOSAL FOR

**CITY OF RIVERSIDE FIRE/OFFICE OF
EMERGENCY MANAGEMENT**

RFP #2385 FULL SCALE COUNTER TERRORISM EXERCISE

DECEMBER 11, 2024

DELIVERED TO:



Upload via PlanetBids
City of Riverside Fire/OEM
Attn: Tisha Jacobs
3900 Main Street
Riverside, CA 92522

SUBMITTED BY:



James E. Bailey, President
SenseMakers LLC
2401 E. Katella Avenue, Ste. 610
Anaheim, CA 92806
657-223-8532
jim@sensemakersllc.com

B. Statement of Understanding and Approach

The following narrative summarizes the SenseMakers Team general approach, organization, and staffing for the delivery of the Services requested in the RFP. It also provides an outline of the methodology the SenseMakers Team proposes to utilize to accomplish this project within the period of performance.

Understanding of the Project

Current trends in terrorist adversary tactics/techniques/protocols (TTPs) have evolved to a greater use of incidents of mass violence such as shootings, bombings, or stabbings. These events are distinct in that they present an **active threat**, which may result in *many casualties*, to individuals across the whole community.

Consequently, there can be few, if any, preparedness needs more important than that of integrated, progressive, and threat-based counterterrorism and active shooter training exercises, which enhance the preparedness of the whole community, at a region-wide level.

As a consulting contractor that has worked for numerous agencies since our founding in 2013 and provided these clients with counter terrorism and active shooter preparedness services for over a decade, SenseMakers knows that meeting this challenge requires not only the best consulting and subject matter expert staff available, but also exercise planners with a *fundamental understanding of the Riverside Urban Area*, its operating culture and specific needs, *end-to-end logistical support*, and a management approach that will provide *high-quality engagement, interaction, and materials*, in an extremely cost-effective manner, while **meeting dynamic timelines**.

Methodology

The SenseMakers team understands that the Homeland Security Exercise and Evaluation Program (HSEEP) is the best platform to designing and conducting discussion-based and operations-based exercises, simulating real-world emergency scenarios, to test and refine emergency response plans and coordination.

With the HSEEP as a baseline, the SenseMakers Team proposes to utilize the approach to services, described within this proposal and outlined below, to design, prepare, and deliver each of the requested exercises, listed above.

The SenseMakers Team approach is founded in and conforms to the Homeland Security Exercise and Evaluation Program (HSEEP) methodology.

- Conducted a “kickoff” meeting and convene a local planning team.
- Draft a terrorism/active shooter scenario, based on the *threat posture* of the region.
- Facilitate the UASI planning team through the *HSEEP planning lifecycle*.
- Collect information and data and prepare event-specific *HSEEP documents*.
- Coordinate, source, and secure the logistics necessary to support the conduct of the exercises.
- Prepare staff and stakeholders to participate by conducting *pre-briefings* and *site walkthroughs*.
- *Host, facilitate, produce, and control* the conduct of the exercise.
- Ensure delivery and utilization of all logistics, including *materials, props, safety gear, and staff*.
- Collect *observations, feedback, and notes*, documented *discussions*, and *debrief* participants.
- *Analyze and interpret* all data and feedback for relevancy, meaningfulness, validity, and action.

We are confident that our team’s extensive experience and unrivaled subject matter expertise, in application of this methodology, will ensure the successful completion of the project, *within the timeframe, budget, and parameters* outlined within the solicitation.

Project Initiation

The SenseMakers Team will begin with a **Project Initiation Meeting** (*sometimes referred to as “Kickoff” meeting*).

Project “Kickoff” Meeting

Immediately after the contract award, Jim Bailey, the SenseMakers Team Project Manager, will contact the designated City Project Manager to confirm dates and time for the Project Initiation Meeting.

When the *details* for the meeting are confirmed, Patty Magallanes, the SenseMakers Team Administrative & Logistical Support Lead, will distribute MS Outlook Calendar invitations to the **Project “Kickoff” Meeting**.

We envision that the SenseMakers Team Project Manager, Jim Bailey, will facilitate this virtual meeting, and discussion will include not only project related items, such as the scheduling of bi-weekly status meetings, but also explore *scope, logistical, participants, and administrative items and needs* relative to the requested Full-Scale and Tabletop Exercises.

Upon completion of the meeting, the SenseMakers Exercise Planner, Lauren Copeland, will plot project items and milestones in a **Project Plan**, which will show *project objectives, phases, deliverables, and schedules*, aligned with the targeted project dates.

Project “Kickoff” Meeting – Agenda, Discussion, & Outcomes

- ✓ Conduct a loose discussion regarding objectives and desired outcomes from the TTX and FSE.
- ✓ Discussion of active attacker scenarios & variables.
- ✓ Consider active attacker response needs, gaps, EELs, or concepts for examination during the exercises.
- ✓ Identify relevant strengths, lessons learned, or areas for improvement, identified in previous exercises, real-world incidents, and/or from across the homeland security enterprise
- ✓ Review the proposed schedule/timeline of exercise planning & consider potential participants.
- ✓ Immediate actions to begin preparations, conduct initial outreach, and convene the local planning team.

Exercise Planning Strategy

For this project, we consider the Full-Scale and the Tabletop Exercise as linked, *though separate events, within the same HSEEP Exercise lifecycle*.

To ensure uniformity in intent, outcome, and product, across all of the exercises described in the RFP, and in keeping with the HSEEP “Building Block” approach, SenseMakers proposes to design, plan, and prepare the exercise events **concurrently**.

To ensure uniformity in intent, outcome, and product, across all of the exercises described in the RFP, and in keeping with the HSEEP “Building Block” approach, SenseMakers proposes to design, plan, and prepare the exercise events within each cycle **concurrently**.

That is, we propose to plan, prepare, and construct the Intel/Information Sharing Tabletop Exercise *in tandem* with the associated follow-on operations-based Full-Scale Exercise. For example, we envision that exercise planning meetings, within each cycle, will include activity and discussion covering development and preparation for *both the FSE and TTX*.

As an additional aid to consistency throughout the project lifespan, the SenseMakers Team will create and utilize **City-specific** exercise document and material templates, based in the HSEEP methodology, for use in the design, development, and delivery of each exercise event.

Given the ambitious exercise-planning schedule outlined in the RFP, the SenseMakers team *will lean forward at every opportunity* to advance the exercise design process.



Graphic: HSEEP Exercise Cycle

Planning & Preparation

In confirming with the **HSEEP lifecycle**, we propose that the design and development of the Tabletop and Full-Scale Exercise will follow a process wherein *planning meetings* will be used to organize and plan exercise activities, prepare exercise materials, and coordinate stakeholder participation.

With the exception of a site walkthrough, midway through the planning lifecycle, our approach includes conducting all planning meetings *virtually*.

Exercise Planning Meetings

Following the Project Kickoff Meeting, the SenseMakers Team proposes to schedule and conduct an **Initial Planning Meeting** with the local UASI Exercise Planning Team. During the IPM, internal and external



Graphic: Exercise Planning Lifecycle

stakeholders will be brought together to discuss the framework of the Tabletop and Full-Scale Exercises and begin building exercise materials and securing participants and resources.

The IPM will be followed by a **Mid-Planning Meeting** (MPM), which will be focused on reviewing the major organizational and logistical elements of the Tabletop and Full-Scale Exercises, described in draft documentation. Moreover, the SenseMakers Team envisions conducting a thorough **site walkthrough** of the identified Full-Scale Exercise Venue as an-MPM-adjacent activity. During this walkthrough, the SenseMakers Team will apply the concept for the Full-Scale Exercise to the selected location/venue, demarcate areas of play, selected exercise assembly and staging locations, note areas that will be "out of bounds," and devise deployment schedules and routes.

The penultimate step in the planning lifecycle is the **Final Planning Meeting** (FPM). This meeting, treated more as a *confirmation meeting*, will review in-depth all aspects of the delivery of the Intel/Information Sharing Tabletop and the Counterterrorism/Active Shooter Full-Scale Exercise.

A comprehensive review of all documents, including relevant exercise materials, will be conducted as a part of later stage HSEEP planning meetings, also as noted above.

We envision that these meetings will be conducted remotely, as traditional, HSEEP style exercise planning meetings. **Deliverables** from the planning meetings will include *meeting invitations* (via MS Outlook), *agendas*, *presentations*, *sign in rosters*, and copies of all *draft HSEEP documents*.

During the planning meetings, *SenseMakers Team exercise planners will lead the local Riverside UASI Exercise Planning Team through planning discussions*, which will address the following items:

- Developing exercise objectives
- Constructing the structure, process, and mechanics of the exercises
- Identifying potential participants (*including safety team, any volunteer actors, and/or a “Red Team”*)
- Design of a realistic active shooter scenario
- Identifying safety requirements and parameters
- Consideration of exercise administrative and logistical requirements

During these planning meetings, SenseMakers Team exercise planners, and support staff will gather the data and information necessary to construct and refine drafts of the exercise scenario and associated documents, such as an Exercise Plan, Event Timeline/MSEL, Evaluation Guides (EEGs), Participant Instructions and Handouts, Safety & Communications Plans, and learning aids.


All planning meetings will be followed by **Meeting Summaries**, developed by SenseMakers Team Leads, and which will be submitted to the City Project Manager, as well as the local Riverside UASI Exercise Planning Team, *no later than three (3) days following the meeting*.

Facilities, Equipment, Documentation, Communications

Equipped with the information, input, and guidance from the HSEEP Planning Meetings, the SenseMakers Team will develop, construct, and prepare the documents, tools, processes, and materials for the Intel/Information Sharing Tabletop and the Full-Scale Counterterrorism/Active Shooter Exercise.

Concurrently, administrative and logistics staff from the SenseMakers Team will coordinate the participants, logistics, and materials necessary for the conduct of the exercises.

We envision that the materials and logistics associated with the Tabletop and Full-Scale Exercises will include the items, and actions, listed in the table below:

<div>  <h3>Exercise Logistics</h3> </div>	
<ul style="list-style-type: none"> ▪ Scenario Event Narrative: <i>to drive exercise activity.</i> ▪ Briefing Presentations: <i>to orient participants to /exercise concepts & activities.</i> ▪ Participant Materials: <i>Used during the exercise, and includes handouts, Situation Manual (TTX) Exercise Plan (FSE)s, & Participant Feedback Forms.</i> ▪ Administrative Documents: <i>Used to implement the exercise, track participation, and ensure accountability; these include rosters, name badges, signage, waivers, invitations/confirmations, etc.</i> 	<ul style="list-style-type: none"> ▪ Invitations & RSVPs: <i>will be sent by MS Outlook and/or utilizing on a cloud-based/online registration system to register participants and track RSVPs.</i> ▪ Exercise Venue Logistics: <i>including confirming a suitable location/venue, site set up, Audio/Visual equipment, communications protocols & equipment, parking, tables, chairs, security, and/or extra office supplies.</i> ▪ Participant Communications: <i>such as RSVP confirmations, report times, parking instructions, registration processes/sign in directions, observer specific instructions, etc.</i>



Exercise Logistics

- **Staff Materials:** Used to control and implement the event, and includes Instructor or Facilitator Guidebooks, Pre-Event Briefings, evaluation guides, and administrative documents (invitations, roster/sign in, badges, etc.).
- **Observer Materials:** Used to orient observers to event activity, and includes invitations, handouts, overviews, and administrative documents.
- **Props & Simulation Aids:** used to create a realistic simulation of attacker activity; includes actor victims and/or a “Red Team,” waivers, audio/visual enhancements, moulage, and/or simulated weapons systems.
- **Documents & Materials:** Reproduce, ship, and distribute any all-event materials and documentation. Note all documents will be produced locally, in the SenseMakers Anaheim office.

Tabletop Exercise Design

We propose that the will be designed to incorporate several elements of *presentation*, with opportunities for *input*, *discussion*, and *feedback* from participants.

We envision that **Intel/Information Sharing Tabletop Exercise** will include *two-to-three (2-3) modules of exercise discussion*, to cover several phases of a terrorist or active shooter attack, such as pre-event, immediate response, and event recovery or initial investigations.

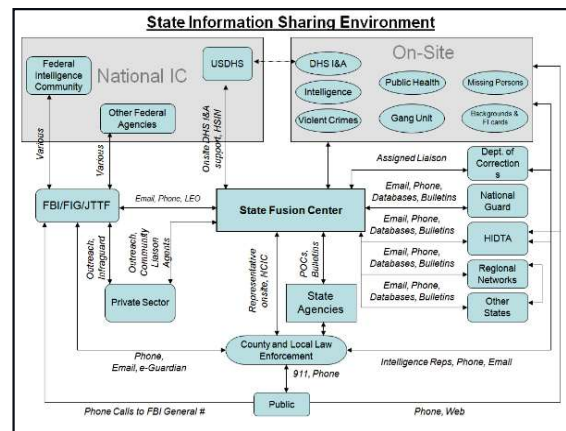
Each of these modules will include a *facilitated discussion, based on the terrorist or active attacker scenario*, which will explore and evaluate the intelligence and information and sharing associated with that specific phase of an attack. The intent of this facilitated discussion will be to examine and assess the expected *information requirements*, Essential Elements of Information (EIs), *decision-points*, *critical resources*, *applicable policies* and *SOGs*, and/or *capabilities* to respond to a terrorist or active shooter incident.

We propose that at least one module of the tabletop exercise be conducted as an **Information Sharing Environment Analysis (ISEA)**.

The ISEA is an analytical process whereby participants consider and identify the *organizations, relationships, processes, resources, systems, and channels* that constitute the local information sharing environment in order to gain an understanding of the roles, responsibilities, functions, processes, and systems in place *between* the Fusion Centers, incident commanders, Emergency Operations Centers (EOCs), private sector critical infrastructure owners, and other stakeholders.

The ISEA is conducted as a facilitated, discussion-based analyses, which focus on *fact finding*, rather than evaluation. Items considered during the ISEA discussion include:

- The local information and intelligence sharing environment makeup or organization
- The types of information shared or needed between the fusion centers and EOCs



**Information Sharing Environment Analysis
Flowchart**

- In-place information sharing processes, protocols, or systems
- Various roles and responsibilities between the fusion centers and EOCs
- Systems are used to gather, collect, and disseminate information and intelligence between the fusion centers and EOCs
- Agencies that are not included in the local information sharing environment
- Informal relationships that may aid information and intelligence sharing
- Methods for private stakeholders and partners
- Products the Fusion Center produces that may be of use in the EOC
- Information and intelligence from State and/or Federal sources

The data generated from this discussion can be used to generate a flowchart depicting the local information sharing environment. This aspect of the workshop is important as it can help *visualize the flow of information and intelligence*, identify traffic patterns or concerns, as well as identify other items specific to the exchange of information between the incident commanders, departments/agencies, EOCs, and regional fusion centers.

Additional Full-Scale Exercise Planning Considerations

Because the Counterterrorism/Active Shooter Full-Scale Exercise will be a large-scale operations-based exercise involving a realistic simulation of attacker activity, there will be *added depth* to the planning.

Our experience supporting other large-scale Active Shooter exercises, including multi-jurisdiction and multi-day active attacker exercises for the University of Tennessee and Shipboard at the Port Everglades, we understand that additional planning considerations for the exercise will include the *development of detailed safety measures, pre-event notices to non-participants*, and expanded *logistical and equipment needs*, (i.e., parking, rest rooms, temporary shelter, lighting, etc.).



Additional Planning Considerations

Our exercise planners will assist in incorporating these considerations into exercise planning and preparation, at the *appropriate HSEEP planning meeting*, and ensure all considerations are addressed for the safe and meaningful delivery of the exercise event.

Execution & Exercise Conduct

The first step in the **delivery** of the Active Shooter Exercise is to provide the *Pre-Event Briefings*. Holding these pre-event briefings is essential to synchronize participants, and to ensure all participants understand the event components, format, structure, timing, and objectives.

Pre-Delivery Activities

During the pre-delivery time, which is the between the FPM and the actual delivery of the Active Shooter Exercise, the SenseMakers Team will conduct **Pre-Delivery Briefing/Training** (i.e., *Controller/Evaluator Briefing & Simulations Training*); and *reproduce all exercise materials*, as well as procuring any *needed consumables*.

The SenseMakers Team will provide pre-exercise training and orientation for all exercise staff and participants.

We envision that these pre-delivery briefings will take place in the week leading up to the delivery of both the Intel/Information Sharing Tabletop and Active Shooter Full-Scale Exercises. The SenseMakers Team Project Manager will conduct these briefings for the Full-Scale, and the Tabletop Exercise Lead will conduct this briefing for the tabletop. These briefings will occur through several mediums (*live, recorded, day of, webinar, loom videos, etc.*) allowing for multiple deliveries of the briefing/training.

In addition to the *Pre-Event Briefings*, there are several **coordination activities** that will be accomplished in the pre-delivery period. These include:

- *Coordination of processes for participant registration/sign in with venue hosts*
- *Reproduction and distribution of event materials*
- *Functionality checks of all equipment used during the event*
- *Pre-stage of materials and consumables at designated locations*

These tasks & activities will be accomplished by email, conference calls/online seminar (as needed), by the designated SenseMakers Team support staff.

A significant component of the pre-exercise activities will also be the preparation of the exercise play area. This will include “*set dressing*” of the site, to simulate an event, such as laying out of a realistic emergency scene, simulating contamination, identifying specific locations for placing volunteer actors, placing any props, and/or cordoning off areas that will be “*out of bounds*.”

Jim Bailey will help facilitate this preparation, but our SMEs will lead the preparation of the exercise site.



Example of Incident Props

Tabletop Exercise Delivery

In the conduct of the Intel/Information Sharing Tabletop Exercise it is anticipated that the SenseMakers Team will **lead and facilitate all exercise activities**.

Specifically, the SenseMakers Team Tabletop Lead will function as the *Lead Facilitator*, supported by *our team's SMEs*, who will co-facilitate the exercise and function as *Evaluator/Note-takers*. The SenseMakers Team Project Manager will also participate as a *Senior Controller/Evaluator* to assist and coordinate our cadre, and capture lessons learned or elements to carry forward for further exploration and review during the Full-Scale Exercise. Two-or-three exercise planners and *Support staff, including Lauren Copeland*,

Andrea Madrigal, and Patty Magallanes, will also be available to capture notes, assist the facilitators in documenting evaluations, and provide exercise administrative and logistical support (such as registration).

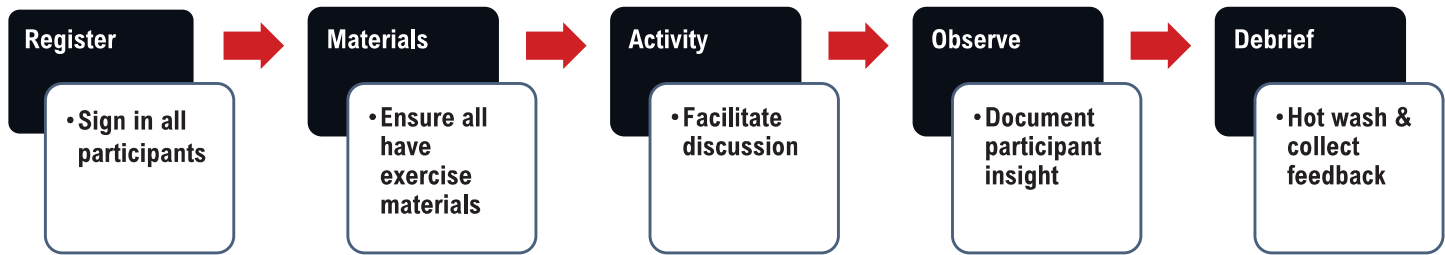
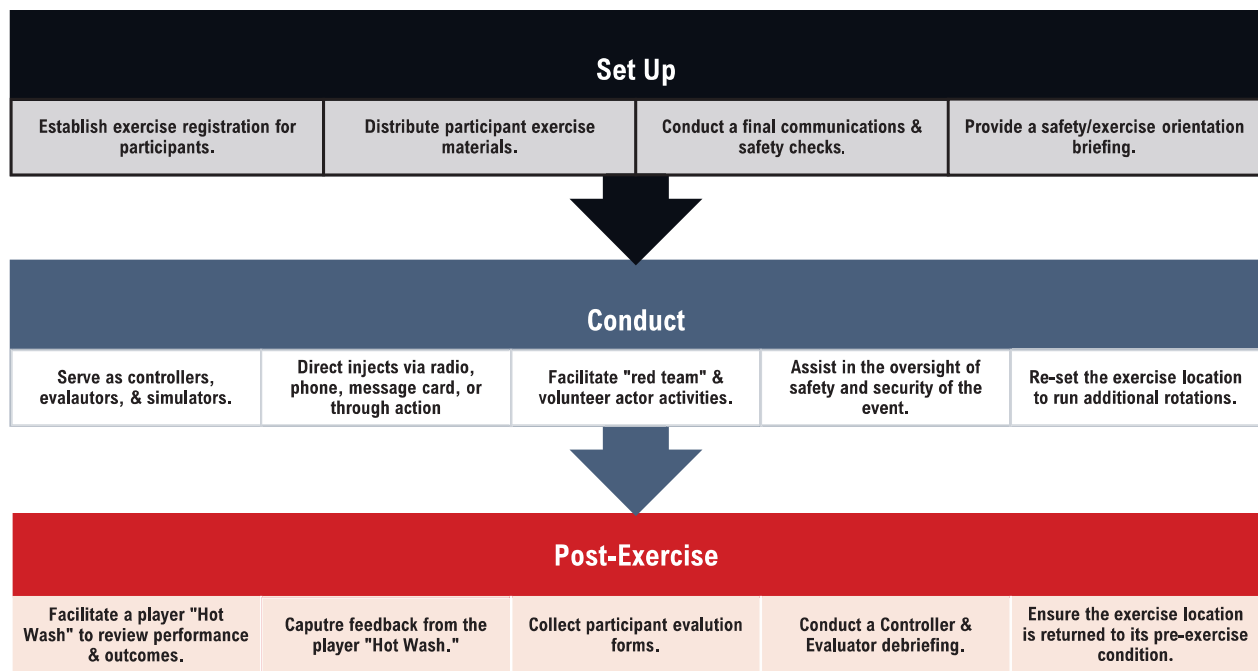


Exhibit: SenseMakers Team Tabletop Exercise Conduct Process

On the day of the Intel/Information Sharing Tabletop Exercise, the SenseMakers Team will arrive approximately two (2) hours early at the exercise venue. An exercise specific *presentation visual*, incorporating the terrorism or active shooter *scenario* will be prepared, and used by the Facilitators. Moreover, the SenseMakers Team will ensure that all exercise participants are *registered/signed in*, all *materials are distributed*, and that the exercise is *conducted according to the published agenda*.

Full-Scale Exercise Delivery

On the day of the Full-Scale Exercise, the SenseMakers Team will arrive approximately *two (2) hours early* at the designated venue(s)/location(s). We will accomplish the following activities in support of exercise conduct, across all three phases of the exercise.



Personnel

To support the Full-Scale Exercise, SenseMakers will deploy an Exercise Support Team consisting of a *Senior Controller/Evaluator*, a *SimCell Director*, *8 functional area/discipline controllers* from a variety of disciplines (i.e., law enforcement, fire/rescue, situational awareness, and communications); and a *photographer to take professional photos and video of the event*.

We envision that this team could comprise an organization similar to the following staff assignments (*note this org. is notional and used for example only. Actual assignments will be based on FSE scope, objectives, and requirements*):

- **Senior Controller:** *Jim Bailey*
- **Fusion Center Controller:** *John Porter*
- **SimCell Director:** *Mike Hooper*
- **UC Controller/Evaluator:** *Mike Bryant*
- **Law Controller/Evaluator:** *Cayce Williams*
- **Law Controller/Evaluator:** *John Sylvester*
- **Fire/Rescue Controller/Evaluator:** *Damian McKeon*
- **Fire/Rescue Section Controller:** *Joe Shirley*
- **EMS Controller/Evaluator:** *Steve Noriega*
- **EOC Section Controller:** *Darrell Ray*
- **FAC Controller:** *Andrea Madrigal*
- **Volunteer Controller:** *Lauren Copeland*
- **Photographer:** *Greg Vogel*
- **Logistics:** *Patty Magallanes*

The SenseMakers Team Project Manager, Jim Bailey will serve as the Senior Controller, for the delivery of the Counterterrorism/Active Shooter Exercise, supported by John Porter, leading intel/information sharing components of the exercise. Our subject matter experts will function as exercise evaluators. These will be supported by SenseMakers exercise planners who will support any volunteer actors, while SenseMakers Team Admin. Staff will oversee logistics, administration, and food/refreshments.

Evaluation and After-Action Review

Following the conduct of the Tabletop and Full-Scale Exercise, the SenseMakers Team will prepare a comprehensive **After-Action Report/Improvement Plan (AAR/IP)**, which will summarize all exercise activities, outcomes, findings, feedback, suggestions, best practices, and/or recommendations identified through all exercise activity. This AAR/IP will be consistent with the HSEEP AAR in content and format.

Exercise Evaluators

During the delivery of the Tabletop and Full-Scale exercise, SenseMakers Team Subject Matter Experts, functioning as **exercise evaluators**, and utilizing exercise evaluation guides, will document the performance of exercise participants. The intent of this will be to examine and assess the associated response plans, policies, and procedures, along with the exploration of the systems, resources, organization, and exercise of participants (i.e., *POETE*).

As part of exercise evaluation, our subject matter experts will *share real-world lessons learned*, as well as best practices, gained from their experience supporting active shooter events (*response and post-event analysis*) from across the nation, including the Marjorie Stoneman Douglas High School and Ft. Lauderdale International Airport shootings, and the attack in Uvalde, Tx.

To support exercise, we have experts available to support who have real world active shooter response experience from the Marjorie Stoneman Douglas and Fort Lauderdale Airport shootings.

Exercise Hot Wash

A significant element, and information collection point, in the evaluation of the exercise is the conduct of an exercise player “Hot Wash.”

At the conclusion of exercise activity, designated SenseMakers Team exercise controllers will facilitate a formal “Hot Wash” debriefing to allow exercise players, from each function or component of the exercise, an opportunity and forum to discuss and reflect on overall exercise performance and identify and strengths and areas for improvement related to the capabilities being exercised. The player “Hot Wash” also allows exercise evaluators an opportunity to seek clarification regarding player actions and decision-making processes.

Observations and items from this session will be captured by exercise evaluators, and analyzed for findings and outcomes, or as data points for inclusion in the evaluation of the exercise.

After-Action Report (AAR)

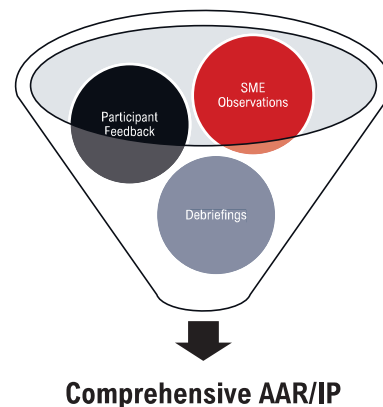
The next element of our proposed evaluation methodology begins with the exercise objectives from each event as a *basis for the development* of **Evaluation Guides** (i.e., exercise evaluations guide [EEGs]).

Our active shooter SMEs, many of whom have supported real-world school events and post-event assessments will assist in tailoring EEGs, incorporating local stakeholder counterterrorism and active shooter emergency response plans; adjacent plans, such as mass casualty incident (MCI), large-scale incident management, mass fatality, and/or family assistance/reunification plans, may also be consulted in the development of the EEGs.

As noted above, during the delivery of the Active Shooter Exercise, SenseMakers Team SMEs will utilize the EEGs to document the performance of participants. The intent of this will be to examine and assess policies, procedures, resources, and systems – *individuals will not be evaluated*. Following both the Intel/Information Sharing and Counterterrorism/Active Full-Scale Shooter Exercise, our team’s SMEs/evaluators will advance their notes from the EEG into formal **AAR write ups**.

The SenseMakers Team Project Manager, Jim Bailey, and Tabletop Lead, John Porter, will then individually debrief the exercise evaluators, and will compile observations and recommendations from completed EEGs, as well as any informal notes, and/or data and recommendations from written Participant Feedback Forms. From the combination of debriefings and exercise evaluation documentation (i.e., EEGs, Participant Feedback Forms, etc.), the SenseMakers Team exercise planners will craft a comprehensive AAR/IP.

The AAR developed from these write ups will focus on **strengths, areas for improvement, and recommendations** associated with city, UASI, and participating agencies’ response policies, procedures, resources, systems, and organization, as observed by the SMEs and/or any local agency evaluators. We envision that these items may include regional or UASI-wide observations, such as *active shooter tactics, integration among agencies, notifications*, utilization of Rescue Task Forces (RTF), unified response efforts, situational assessment, and/or functional SOPs.



After-Action Meeting (AAM)

Following the development of the comprehensive Exercise After Action Report/Improvement Plan, the SenseMakers Team Project Manager, Jim Bailey, with assistance from the Tabletop Lead, John Porter, and exercise planners, Lauren Copeland and Andrea Madrigal, will facilitate and provide all necessary documentation for the conduct of a virtual **After-Action Meeting (AAM)**, with the City Project Manager and local UASI Exercise Planning Team, to review the draft AAR, identify revisions, and validate findings for the IP Matrix.

Following incorporation of any comments and/or feedback received during the AAM, or any open review periods, the SenseMakers Team will *finalize* the report and IP Matrix, and deliver it to the City Project Manager.

Moreover, we will be prepared to submit the Exercise AAR/IP to the HSEEP portal/National Exercise Schedule (NEXS). Because we have conducted multiple Region-wide Active Shooter Training Exercises, the SenseMakers Team is well-versed in the submission of AARs to the HSEEP Portal/NEXS and will complete this task within 90 days of the exercise, with no learning curve or orientation required.

The SenseMakers Team is well-versed in the submission of AARs to the HSEEP Portal/NEXS and will complete this task within 90 days of the exercise, as directed.

Administration

The SenseMakers Team understands that ultimate value of the Counterterrorism/Active Shooter Exercise Project is not only the handoff of finalized products and deliverables, such as After-Action Reports, adopted strategies, newly convened subcommittees, etc.; a **formal conclusion** of the project, providing meaningful analyses, with quantified and tangible outcomes, certain next steps, and codified lessons learned, with accompanying documentation and processes, is necessary to ensure outcomes and benefits from the project are realized regionally and integrated into the UASI's overall preparedness posture.

Closeout Report

Once the exercise processes identified above are complete, the SenseMakers Team Project Manager, Jim Bailey, will synthesize outcomes from the exercise project and develop a "**Project Analysis and Recommendations Report**." This report will document the accomplishments made through the exercise and catalog recommendations for continued improvements.

Jim Bailey will submit a draft of this report to the City Project Manager no later than 30 days following the submission of the final AAR.

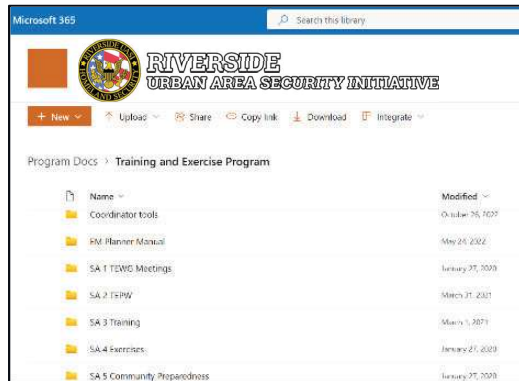
Project Management Activities

In support of the individual training or exercise project lifecycle, the internal SenseMakers Support Team will *meet weekly, as a team*, to collaborate and advance development. This meeting will include a review of the Program Management Plan, confirm work accomplished, plot planned work, and address any issues.

We view these weekly meetings as the mechanism to maintain team member situational awareness across the project and ensure the integration of all activities. *Short and mid-term objectives* will also be provided to staff during these weekly meetings.



Records & Reports



Graphic: Project SharePoint Site

To ensure the Riverside UASI maintains grant compliance and meets reporting requirements, the SenseMakers Team will maintain, within a *cloud-based platform* (i.e., MS SharePoint, etc.), detailed records of all meetings, meeting summaries, completed status trackers, invoices, deliverables, participant rosters, and timelines. The SenseMakers Team will **submit information** and/or records, as requested, *following the conclusion of the project*.

CITY OF RIVERSIDE FIRE/OFFICE OF EMERGENCY MANAGEMENT

Project Timeline

Provided below is a timeline for planning activities and milestones to complete the requested exercises by April 16th. The project timeline below makeup the SenseMakers team’s proposed course of action for the Counterterrorism/Active Shooter Full-Scale Exercise and is offered to establish a baseline from which a more detailed, specific, and comprehensive project plan may be developed during the initial phase of the planning.

2025					
	Feb.	March	April	May	June
Project “Kickoff”	Award Notice (2/28)	Project “Kickoff” Mtg. (3/5)			
Planning Meetings		IPM (3/12)	MPM & Site Walk (3/26)	FPM (4/7)	
Development		Exercise Materials Development			
		Exercise Logistics & Administration Coordination			
Delivery		Pre-Event Briefing	TTX Conduct (4/9)	FSE Conduct (4/16-18)	
Evaluation				Develop AAR	AAM (5/22)
					Final AAR (NLT 5/31)



EXHIBIT “B”
COMPENSATION

G. Pricing

This section provides a pricing proposal for the services detailed in the approach section of this proposal. It includes a stated dollar bid amount for providing services outlined in the RFP. Moreover, it also includes a breakdown of the proposed fees by phase (i.e. Planning & Preparation, Execution, Logistics, etc.); and a breakdown of the costs by labor category hourly rate and/or line item.

Total Project Cost

Cost proposal for total services offered: \$265,602.97

The fee is established as a *fixed fee*. Costs associated with the proposed fee are inclusive of all expenses, including but not limited to overhead; profit; travel and meals; materials; and deliverables. No fees or costs outside the fixed fee proposal will be submitted to the city.

Cost Schedule

The table on the pages which follow provides a cost schedule, *by project phase*, with a breakdown or hourly rates, for the services/activities listed in the **b. Understanding and Approach** section of this proposal.

Costs associated with each phase are inclusive of all expenses, including but not limited to overhead; profit; travel and meals; materials; and deliverables. We propose to invoice a *percentage* of each line item, incrementally (*i.e., monthly*), as the project progresses.

EXHIBIT “C”

KEY PERSONNEL

Kat Bailey <i>CEO</i>	<input type="checkbox"/> kat@sensemakersllc.com 657-223-8532
Jim Bailey <i>President</i>	<input type="checkbox"/> jim@sensemakersllc.com 760-521-5087
Mike Hooper <i>Vice President</i>	<input type="checkbox"/> mike@sensemakersllc.com 949-501-3683
John Porter, MA <i>Vice President</i>	<input type="checkbox"/> john@sensemakersllc.com 303-525-1552