

**JEFFERSON COUNTY
BOARD OF COUNTY COMMISSIONERS**

AGENDA REQUEST

TO: Board of Commissioners
Mark McCauley, County Administrator

FROM: Chris Goy, Central Services Director

DATE: April 10, 2023

RE: Professional Services Agreement: SWCA Environmental Consultants, re: Community Wildfire Protection Plan

STATEMENT OF ISSUE: Jefferson County remains one of the few counties in the State of Washington without a Community Wildfire Protection Plan (CWPP). With risk to wildfire increasing throughout the Pacific Northwest, it is more important than ever for government officials, community stakeholders, and residents of Jefferson County to have knowledge of and access to a robust, data-driven, and easy-to-understand Community Wildfire Protection Plan for the purposes of prevention and risk mitigation wherever possible.

ANALYSIS: According to the Washington State Department of Ecology, “the number of large fires has doubled between 1984 and 2015 in the western United States. These hotter and drier conditions also set the stage for more human-ignited wildfires. For much of the west, projections show that an average annual one-degree Celsius rise in temperature may increase the area burned in a typical year by as much as 600 percent.” By developing a Community Wildfire Protection Plan in partnership with key stakeholders from across the county and in building upon feedback provided through robust community engagement, Jefferson County aims to use a CWPP to lessen the likelihood of future wildfires and increase the likelihood our communities will respond effectively to those that do occur.

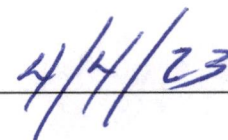
A multi-stage RFP process was employed to identify a qualified consulting firm to conduct this work. SWCA Environmental Consultants was one of two applicants and was clearly the most qualified firm as validated by our RFP evaluation team.

FISCAL IMPACT: One hundred sixty-seven thousand four hundred eighty-one dollars and zero cents (\$167,481.00) using Title III funding in Fund 147.

RECOMMENDATION: Approval of the attached contract.

REVIEWED BY:


Mark McCauley, County Administrator


Date

CONTRACT REVIEW FORM

(INSTRUCTIONS ARE ON THE NEXT PAGE)

Clear Form

CONTRACT WITH: SWCA Environmental Consultants

Contract No: T3CWPP123

Contract For: Community Wildfire Protection Plan

Term: April 18, 2023 through completion

COUNTY DEPARTMENT: Board of County Commissioners / Central Services Department

Contact Person: Mark McCauley, County Administrator / Chris Goy, Central Services Director

Contact Phone: 360-385-9362

Contact email: mmcCauley@co.jefferson.wa.us / cgoy@co.jefferson.wa.us

AMOUNT: \$167,481

Revenue: _____

Expenditure: _____

Matching Funds Required: No

Sources(s) of Matching Funds N/A

Fund # 143 (Federal Forest Title III)

Munis Org/Obj _____

PROCESS:

☐ Exempt from Bid Process

☐ Cooperative Purchase

☐ Competitive Sealed Bid

☐ Small Works Roster

☐ Vendor List Bid

☒ RFP or RFQ

☐ Other: _____

APPROVAL STEPS:

STEP 1: DEPARTMENT CERTIFIES COMPLIANCE WITH JCC 3.55.080 AND CHAPTER 42.23 RCW.

CERTIFIED: ☒ N/A: ☐

Signature _____

Date 3/30/23

STEP 2: DEPARTMENT CERTIFIES THE PERSON PROPOSED FOR CONTRACTING WITH THE COUNTY (CONTRACTOR) HAS NOT BEEN DEBARRED BY ANY FEDERAL, STATE, OR LOCAL AGENCY.

CERTIFIED: ☒ N/A: ☐

Signature _____

Date 3/30/23

STEP 3: RISK MANAGEMENT REVIEW (will be added electronically through Laserfiche):

Electronically approved by Risk Management on 4/3/2023.

STEP 4: PROSECUTING ATTORNEY REVIEW (will be added electronically through Laserfiche):

Electronically approved as to form by PAO on 4/4/2023.
County standard PSA terms.

STEP 5: DEPARTMENT MAKES REVISIONS & RESUBMITS TO RISK MANAGEMENT AND PROSECUTING ATTORNEY(IF REQUIRED).

STEP 6: CONTRACTOR SIGNS

STEP 7: SUBMIT TO BOCC FOR APPROVAL

PROFESSIONAL SERVICES AGREEMENT WITH

THIS PROFESSIONAL SERVICES AGREEMENT (Agreement) is entered into by and between Jefferson County (County) and SWCA Environmental Consultants (Consultant), upon the following terms and conditions.

1. Project Designation. The Consultant is retained by the County to assist the County with Economic Development.
2. Scope of Services. Consultant agrees to perform the services identified on Exhibit "A" attached hereto including the provision of all labor.
3. Time for Performance. This Agreement shall commence April 18, 2023 and continue until work is done. Work performed consistent with this Agreement during its term, put prior to the adoption of this Agreement, is hereby ratified. The Consultant shall perform all services pursuant to this Agreement as outlined on Exhibit "A". Time is of the essence in the performance of this Agreement.
4. Payment. The Consultant shall be paid by Jefferson County for completed work and for services rendered under this Agreement as follows:
 - a. Payment for the work provided by Consultant shall be made as provided on Exhibit "A" attached hereto, provided that the total amount of payment to Consultant shall not exceed \$167,481, in accordance with Section B. of Exhibit A, without express written modification of the Agreement signed by each Party.
 - b. Invoices must be submitted by the 15th of the month for the previous month's expenses. Such invoices will be checked by the County, and upon approval thereof, payment will be made within 30 days to the Consultant in the amount approved. Failure to submit timely invoices and reports pursuant to Exhibit B of the Agreement may result in a denial of reimbursement. Invoices not submitted within 60 days may be denied.
 - c. Final payment of any balance due the Consultant of the total contract price earned will be made promptly once the County verifies completion of the work and submittal of reports under this Agreement and acceptance by the County.
 - d. Consultant shall provide invoices and necessary backup documentation for all services including timesheets and statements (specifying the services provided). Any indirect charges require the submittal of an indirect cost methodology and rate using 2 C.F.R. Part 255 and 2 C.F.R. Part 230.
 - e. The Consultant's records and accounts pertaining to this Agreement are to be kept available for inspection by representatives of the County and state for a period of six (6) years after final payments. Copies shall be made available upon request.
5. Ownership and Use of Documents. All non-confidential or de-identified documents, drawings, specifications, and other materials produced by the Consultant in connection

with the services rendered under this Agreement shall be the property of the County whether the project for which they are made is executed or not. The Consultant shall be permitted to retain copies, including reproducible copies, of drawings and specifications for information, reference and use in connection with Consultant's endeavors. Consultant shall not be held liable for reuse of documents or modifications thereof, including electronic data, by the County or its representatives for any purpose other than the intent of this Agreement.

6. Compliance with laws. Consultant shall, in performing the services contemplated by this Agreement, faithfully observe and comply with all federal, state, and local laws, ordinances and regulations, applicable to the services to be rendered under this Agreement.
7. Audit. Upon request, Consultant will submit their most recent financial information.
 - a. Upon request the County shall have the option of performing an onsite review of all records, statements, and documentation.
 - b. If the County finds indications of potential non-compliance during the monitoring process, the County shall notify Consultant within ten (10) days. The County and Consultant shall meet to discuss areas of contention in an attempt to resolve issues.
8. Indemnification. The Consultant shall defend, indemnify and hold the County, its officers, officials, employees, agents and volunteers (and their marital communities) harmless from any claims, injuries, damages, losses or suits, including attorney's fees, arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the County. Should a court of competent jurisdiction determine this Agreement is subject to RCW 4.24.115 if liability for damages occurs arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the County, its officers, officials, employees, agents and volunteers (and their marital communities) the Consultant's liability, including the duty and cost to defend, shall be only for the Consultant's negligence. It is further specifically understood that the indemnification provided constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. This section shall survive the expiration or termination of this Agreement.
9. Insurance. Prior to commencing work, the Consultant shall obtain at its own cost and expense the following insurance coverage specified below and shall keep such coverage in force during the terms of the Agreement.
 - a. Commercial Automobile Liability Insurance providing bodily injury and property damage liability coverage for all owned and non-owned vehicles assigned to or used in the performance of the work for a combined single limit of not less than \$500,000 each occurrence with the County named as an additional insured in

connection with the Consultant's performance of this Agreement. This insurance shall indicate on the certificate of insurance the following coverage: (a) Owned automobiles; (b) Hired automobiles; and, (3) Non-owned automobiles.

- b. Commercial General Liability Insurance in an amount not less than a single limit of one million dollars (\$1,000,000) per occurrence and an aggregate of not less than two (2) times the occurrence amount (\$2,000,000.00 minimum) for bodily injury, including death and property damage, unless a greater amount is specified in the contract specifications. The insurance coverage shall contain no limitations on the scope of the protection provided and include the following minimum coverage:
 - i. Broad Form Property Damage, with no employee exclusion;
 - ii. Personal Injury Liability, including extended bodily injury;
 - iii. Broad Form Contractual/Commercial Liability – including coverage for products and completed operations;
 - iv. Premises – Operations Liability (M&C);
 - v. Independent Consultants and subcontractors;
 - vi. Blanket Contractual Liability.
- c. The County shall be named as an “additional named insured” under all insurance policies required by this Agreement, except Professional Liability Insurance when not allowed by the insurer.
- d. Such insurance coverage shall be evidenced by one of the following methods: (a) Certificate of Insurance; or, (b) Self-insurance through an irrevocable Letter of Credit from a qualified financial institution.
- e. The Consultant shall furnish the County with properly executed certificates of insurance that, at a minimum, shall include: (a) The limits of overage; (b) The project name to which it applies; (c) The certificate holder as Jefferson County, Washington and their elected officials, officers, and employees; and, (d) A statement that the insurance policy shall not be canceled or allowed to expire except on thirty (30) days prior written notice to the County. If the proof of insurance or certificate indicating the County are “additional insureds” to a policy obtained by the Consultant refers to an endorsement (by number or name) but does not provide the full text of that endorsement, then it shall be the obligation of the Consultant to obtain the full text of that endorsement and forward that full text to the County. Certificates of coverage as required by this section shall be delivered to the County within fifteen (15) days of execution of this Agreement.
- f. Failure of the Consultant to take out or maintain any required insurance shall not relieve the Consultant from any liability under the Agreement, nor shall the

insurance requirements be construed to conflict with or otherwise limit the obligations concerning indemnification of the County.

- g. The Consultant's insurers shall have no right of recovery or subrogation against the County (including its employees and other agents and agencies), it being the intention of the parties that the insurance policies, with the exception of Professional Liability Insurance, so affected shall protect both parties and be primary coverage for all losses covered by the above described insurance.
- h. Insurance companies issuing the policy or policies shall have no recourse against the County (including its employees and other agents and agencies) for payment of any premiums or for assessments under any form of policy.
- i. All deductibles in the above described insurance policies shall be assumed by and be at the sole risk of the Consultant.
- j. Any deductibles or self-insured retention shall be declared to and approved by the County prior to the approval of this Agreement by the County. At the option of the County, the insurer shall reduce or eliminate deductibles or self-insured retention, or the Consultant shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.
- k. Insurance companies issuing the Consultant's insurance policy or policies shall have no recourse against the County (including its employees and other agents and agencies) for payment of any premiums or for assessments under any form of insurance policy.
- l. Any judgments for which the County may be liable, in excess of insured amounts required by this Agreement, or any portion thereof, may be withheld from payment due, or to become due, to the Consultant until the Consultant shall furnish additional security covering such judgment as may be determined by the County.
- m. Any coverage for third party liability claims provided to the County by a "Risk Pool" created pursuant to Ch. 48.62 RCW shall be non-contributory with respect to any policy of insurance the Consultant must provide in order to comply with this Agreement.
- n. The County may, upon the Consultant's failure to comply with all provisions of this Agreement relating to insurance, withhold payment or compensation that would otherwise be due to the Consultant.
- o. The Consultant's liability insurance provisions shall be primary and noncontributory with respect to any insurance or self-insurance programs covering the County, its elected and appointed officers, officials, employees, and agents.

- p. Any failure to comply with reporting provisions of the insurance policies shall not affect coverage provided to the County, its officers, officials, employees, or agents.
- q. The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- r. The Consultant shall include all subcontractors as insured under its insurance policies or shall furnish separate certificates and endorsements for each subcontractor. All insurance provisions for subcontractors shall be subject to all the requirements stated herein.
- s. The insurance limits mandated for any insurance coverage required by this Agreement are not intended to be an indication of exposure nor are they limitations on indemnification.
- t. The Consultant shall maintain all required insurance policies in force from the time services commence until services are completed. Certificates, insurance policies, and endorsements expiring before completion of services shall be promptly replaced. All the insurance policies required by this Agreement shall provide that thirty (30) days prior to cancellation, suspension, reduction or material change in the policy, notice of same shall be given to the County.
- u. The Consultant shall place insurance with insurers licensed to do business in the State of Washington and having A.M. Best Company ratings of no less than A-, with the exception that excess and umbrella coverage used to meet the requirements for limits of liability or gaps in coverage need not be placed with insurers or re-insurers licensed in the State of Washington.
- v. The County reserve the right to request additional insurance on an individual basis for extra hazardous contracts and specific service agreements.

10. Worker's Compensation (Industrial Insurance).

- a. If and only if the Consultant employs any person(s) in the status of employee or employees separate from or in addition to any equity owners, sole proprietor, partners, owners or shareholders of the Consultant, the Consultant shall maintain workers' compensation insurance at its own expense, as required by Title 51 RCW, for the term of this Agreement and shall provide evidence of coverage to the County, upon request.
- b. Worker's compensation insurance covering all employees with limits meeting all applicable state and federal laws. This coverage shall include Employer's Liability with limits meeting all applicable state and federal laws.
- c. This coverage shall extend to any subcontractor that does not have their own worker's compensation and employer's liability insurance.

- d. The Consultant expressly waives by mutual negotiation all immunity and limitations on liability, with respect to the County, under any industrial insurance act, disability benefit act, or other employee benefit act of any jurisdiction which would otherwise be applicable in the case of such claim.
 - e. If the County incurs any costs to enforce the provisions of this subsection, all cost and fees shall be recoverable from the Consultant.
- 11. Independent Consultant. The Consultant and the County agree that the Consultant is an independent contractor with respect to the services provided pursuant to this Agreement. The Consultant specifically has the right to direct and control Consultant's own activities, and the activities of its subcontractors, employees, agents, and representatives, in providing the agreed services in accordance with the specifications set out in this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties. Neither Consultant nor any employee of Consultant shall be entitled to any benefits accorded County employees by virtue of the services provided under this Agreement, including, but not limited to: retirement, vacation pay; holiday pay; sick leave pay; medical, dental, or other insurance benefits; fringe benefits; or any other rights or privileges afforded to County employees. The County shall not be responsible for withholding or otherwise deducting federal income tax or social security or for contributing to the state industrial insurance program, otherwise assuming the duties of an employer with respect to Consultant, or any employee of Consultant.
- 12. Subcontracting Requirements.
 - a. The Consultant is responsible for meeting all terms and conditions of this Agreement including standards of service, quality of materials and workmanship, costs, and schedules. Failure of a subcontractor to perform is no defense to a breach of this Agreement. The Consultant assumes responsibility for and all liability for the actions and quality of services performed by any subcontractor.
 - b. Every subcontractor must agree in writing to follow every term of this Agreement. The Consultant must provide every subcontractor's written agreement to follow every term of this Agreement before the subcontractor can perform any services under this Agreement. The County must approve any proposed subcontractors in writing.
 - c. Any dispute arising between the Consultant and any subcontractors or between subcontractors must be resolved without involvement of any kind on the part of the County and without detrimental impact on the Consultant's performance required by this Agreement.
- 13. Covenant Against Contingent Fees. The Consultant warrants that he has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this Agreement, and that he has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gifts, or any other

consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, the County shall have the right to annul this Agreement without liability or, in its discretion to deduct from the contract price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

14. Discrimination Prohibited. The Consultant, with regard to the work performed by it under this Agreement, will not discriminate on the grounds of race, color, national origin, religion, creed, age, gender, sexual orientation, material status, sex, or the presence of any physical or sensory handicap in the selection and retention of employees or procurement of materials or supplies.
15. No Assignment. The Consultant shall not sublet or assign any of the services covered by this Agreement without the express written consent of the County. Assignment does not include printing or other customary reimbursable expenses that may be provided in an agreement.
16. Non-Waiver. Waiver by the County of any provision of this Agreement or any time limitation provided for in this Agreement shall not constitute a waiver of any other provision.
17. Termination.
 - a. The County reserves the right to terminate this Agreement at any time without cause by giving ten (10) days written notice to the Consultant. Consultant may terminate this Agreement at any time without cause by giving (10) days written notice to the County.
 - b. The County shall give the Consultant written notice and a reasonable opportunity to cure before this Agreement is terminated for cause.
 - c. In the event of the death of a member, partner, or officer of the Consultant, or any of its supervisory personnel assigned to the project, the surviving members of the Consultant hereby agree to complete the work under the terms of this Agreement, if requested to do so by the County. This section shall not be a bar to renegotiations of this Agreement between surviving members of the Consultant and the County, if the County so chooses.
 - d. The County reserves the right to terminate this contract in whole or in part, with 10 days' notice, in the event that expected or actual funding from any funding source is withdrawn, reduced, or limited in any way after the effective date of this agreement. In the event of termination under this clause, the County shall be liable for only payment for services rendered prior to the effective date of termination.
18. Notices. All notices or other communications which any party desires or is required to give shall be given in writing and shall be deemed to have been given if hand-delivered, sent by facsimile, email, or mailed by depositing in the United States mail, prepaid to the party at the address listed below or such other address as a party may designate in writing from time to time. Notices to the Parties shall be sent to the following addresses:

Jefferson County Risk Manager
P.O. Box 1220
Port Townsend, WA 98368

Notices to Consultant shall be sent to the following address:

Name: SWCA Environmental Consultants
Address: 1800 NW Upshur St, Ste. 100, Portland, OR 97209

19. Integrated Agreement. This Agreement together with attachments or addenda represents the entire and integrated Agreement between the County and the Consultant and supersedes all prior negotiations, representations, or agreements written or oral. No representation or promise not expressly contained in this Agreement has been made. This Agreement supersedes all prior or simultaneous representations, discussions, negotiations, and agreements, whether written or oral, by the County within the scope of this Agreement. The Consultant ratifies and adopts all statements, representations, warranties, covenants, and agreements contained in its proposal, and the supporting material submitted by the Consultant, accepts this Agreement and agrees to all of the terms and conditions of this Agreement.
20. Modification of this Agreement. This Agreement may be amended only by written instrument signed by both County and Consultant.
21. Disputes. The Parties agree to use their best efforts to prevent and resolve disputes before they escalate into claims or legal actions. Any disputed issue not resolved pursuant to the terms of this Agreement shall be submitted in writing within 10 days to the County representative listed in Section 18., whose joint decision in the matter shall be final, but shall be subject to judicial review. If either party deems it necessary to institute legal action or proceeding to enforce any right or obligation under this Agreement, each party in such action shall bear the cost of its own attorney's fees and court costs. Any legal action shall be initiated in the Superior Court of the State of Washington for Jefferson County. The Parties agree that all questions shall be resolved by application of Washington law and that the parties have the right of appeal from such decisions of the respective Superior Courts in accordance with the laws of the State of Washington. The Consultant hereby consents to the personal jurisdiction of the Superior Court of the State of Washington for Jefferson County.
22. Section Headings. The headings of the sections of this Agreement are for convenience of reference only and are not intended to restrict, affect, or be of any weight in the interpretation or construction of the provisions of the sections or this Agreement.
23. Limits of Any Waiver of Default. No consent by either party to, or waiver of, a breach by either party, whether express or implied, shall constitute a consent to, waiver of, or excuse of any other, different, or subsequent breach by either party.

24. No Oral Waiver. No term or provision of this Agreement will be considered waived by either party, and no breach excused by either party, unless such waiver or consent is in writing signed on behalf of the party against whom the waiver is asserted. Failure of a party to declare any breach or default immediately upon the occurrence thereof, or delay in taking any action in connection with, shall not waive such breach or default.
25. Severability. Provided it does not result in a material change in the terms of this Agreement, if any provision of this Agreement or the application of this Agreement to any person or circumstance shall be invalid, illegal, or unenforceable to any extent, the remainder of this Agreement and the application this Agreement shall not be affected and shall be enforceable to the fullest extent permitted by law.
26. Binding on Successors, Heirs and Assigns. This Agreement shall be binding upon and inure to the benefit of the parties' successors in interest, heirs, and assigns.
27. No Assignment. The Consultant shall not sell, assign, or transfer any of rights obtained by this Agreement without the express written consent of the County.
28. No Third-party Beneficiaries. The parties do not intend, and nothing in this Agreement shall be construed to mean, that any provision in this Agreement is for the benefit of any person or entity who is not a party.
29. Signature in Counterparts. The parties agree that separate copies of this Agreement may be signed by each of the parties and this Agreement shall have the same force and effect as if all the parties had signed the original.
30. Facsimile and Electronic Signatures. The parties agree that facsimile and electronic signatures shall have the same force and effect as original signatures.
31. Arms-Length Negotiations. The parties agree that this Agreement has been negotiated at arms-length, with the assistance and advice of competent, independent legal counsel.
32. Public Records Act. Notwithstanding any provisions of this Agreement to the contrary, to the extent any record, including any electronic, audio, paper or other media, is required to be kept or indexed as a public record in accordance with the Washington Public Records Act, Chapter 42.56 RCW (as may be amended), the Consultant agrees to maintain all records constituting public records and to produce or assist the County in producing such records, within the time frames and parameters set forth in state law. The Consultant further agrees that upon receipt of any written public record request, Consultant shall, within two business days, notify the County by providing a copy of the request per the notice provisions of this Agreement.

(SIGNATURES FOLLOW ON THE NEXT PAGE)

JEFFERSON COUNTY WASHINGTON

Board of County Commissioners
Jefferson County, Washington

SWCA Environmental Consultants

By: _____
Greg Brotherton, Chair Date

By: _____
SWCA Environmental Consultants

Date: _____

By: _____
Kate Dean, Commissioner Date

By: _____
Heidi Eisenhour, Commissioner Date

SEAL:

ATTEST:

Carolyn Gallaway Date
Clerk of the Board

Approved as to form only:

 _____
Philip C. Hunsucker Date
Chief Civil Deputy Prosecuting Attorney

April 4, 2022

EXHIBIT A

The following has been copied from an RFP response submitted to the County on March 10, 2023 as an application for this work.

PROJECT APPROACH AND METHODOLOGY

A. PROJECT UNDERSTANDING

The SWCA Environmental Consultants (SWCA) Team will work with Jefferson County to understand the County's needs and adapt and finalize the approach for the countywide Community Wildfire Protection Plan (CWPP). Our project understanding and approach will meet the County's top priorities, goals, and objectives while also accounting for unique conditions and land use differences between various land management entities. SWCA has used our professional experience and judgement to craft a scope of work that will align with guidelines for CWPPs set forth in the 2003 Healthy Forests Restoration Act. We propose to develop one countywide document that provides assessments for the communities identified in the request for proposals (RFP). We have proposed tasks within the Phase structure outlined in the RFP. This scope deviates from the scope outlined in the RFP; however, we are confident that our almost two decades of experience developing CWPPs across the country will result in a technical and digestible high-quality CWPP that is backed by rigorous science, community engagement, and diverse collaboration. While we are engaged on other projects, we are managing our workload accordingly and have the staff necessary to meet the needs of this project.

B. PROJECT METHODOLOGY AND DELIVERABLES

PHASE 1: DISCOVERY

Task 1. Kick-off Meeting and Identify Advisory Group Membership

SWCA will convene a virtual project kick-off meeting with the County lasting up to one (1) hour. The purpose of this meeting is to introduce the SWCA Team, collaboratively identify the project's County-wide Wildfire Advisory Working Group ("Advisory Group"), discuss the strategic planning process and Jefferson County Board of Commissioners ("Board") objectives, outline the roles and responsibilities for the project, and establish a preliminary schedule. SWCA will schedule and host the meeting, develop a PowerPoint, invite attendees, and take notes. SWCA will deliver the final work plan and project schedule within 14 business days of the meeting. Developing strategic partnerships early in the project will also enable involved parties to effectively implement and collaborate on cooperative land management projects within County lands once the CWPP is adopted. With land managers in the County spanning local, state, and federal jurisdictions, working together to understand each other's needs and barriers opens opportunities for cooperative planning accomplishments. Key partnerships and jurisdictional overlap can be identified, which will aid in effectively implementing future projects. Examples of beneficial outcomes brought forth by effective partnerships are the acquisition of strategic funds, assistance in the implementation of landscape-scale treatments, and guidance to complete resource-intensive management objectives.

SWCA will work closely with County representatives to identify additional members of the Advisory Group. In addition to representatives from the City of Port Townsend, Jefferson County, Jefferson County Fire Districts, and the County Forestry consultant, SWCA recommends a diverse and collaborative team with representatives from the following communities: Bridgehaven, Brinnon, Cape George, Chimacum, Discovery Bay, Irondale, Kala Point, Marrowstone, Port Hadlock, Port Ludlow, and Quilcene. We recognize the County's preference for collaborative engagement and will leverage a diverse Advisory Group to construct a CWPP that addresses the needs of communities and individuals across the County. Care will be taken to manage the size of the Advisory Group for the sake of efficiency and maintaining strong working ties. The Advisory Group will be responsible for contributing necessary data, reviewing SWCA's risk assessment, and developing project recommendations. An Excel spreadsheet documenting items reviewed will also be prepared to inform the Advisory Group of our progress. The Advisory Group meetings are discussed in more detail under Phase 2 below.

Task 1a. Conduct Stakeholder Interviews

Per Advisory Group guidance, SWCA will conduct four separate 30-minute-long virtual interviews with stakeholders and decision makers representing leadership in the project area who may include the Board, county staff, local government chief executives, and the Department of Emergency Management. The interviews will help identify potential partners or collaboration opportunities, as well as project needs and mitigation strategies. Additionally, stakeholder groups such as local conservation districts, watershed groups, land trusts, and other land management agencies will have the opportunity to engage with the planning process through communications with Advisory Group representatives, public outreach, a comment period, and web surveys.

Task 2. Data Gathering and Management

SWCA will work with the Advisory Group to gather relevant data for the CWPP. SWCA will prepare a broad planning summary of Jefferson County's past and current wildfire preparedness and mitigation strategies that will support the development of the CWPP and help inform recommendations. SWCA will complete a search of previous planning efforts such as the Jefferson County 2016 Hazard Mitigation Plan to reduce redundancies and support CWPP authorship. Existing mapping services such as Washington State's Fire Prevention and Fuel Management Mapping System, Forest Practices Application Mapping Tool (FPAMT), and the U.S. Forest Service's (USFS's) Wildfire Risk to Communities mapping website will be reviewed for pertinent information and data. SWCA will use a combination of ESRI software and Microsoft Office Suite applications to compile and organize data to ensure that the County can edit and comment on all data sets and products. If the County has specific recommendations for additional tools, those will be incorporated into our data gathering process. To facilitate easy file transfers, SWCA will establish a project SharePoint site to share research data, the initial draft CWPP outline, and other requested project components from the Advisory Group. SWCA will ensure industry standards are met for documenting methods and results of all analysis and technical work so that results are reproducible.

PHASE 2: MEET AND RETREAT

Task 4. Host Advisory Group Meetings

SWCA has led and facilitated hundreds of multi-stakeholder meetings to guide the development of CWPPs. We prepare for each meeting by reviewing related data and information, consider the best way to frame important issues for group discussions, and describe how the steps of the planning process can move the County forward in achieving their goals. In our meetings, we strive to communicate clearly, engage in open discussions, and then ask the members of the Advisory Group to make meaningful decisions. This approach allows each team member to understand their role, how their unique concerns will be addressed, and how this project is driven by them.

SWCA will also facilitate three Advisory Group meetings through several stages of the project development process, with two being held virtually and one taking place in person. If it is decided that holding all meetings virtually will allow for the best use of project funds, that option can be accommodated while still meeting project objectives. The Advisory Group meetings will range from approximately 2 to 6 hours in length and will provide the Advisory Group with updates on critical project components and opportunities to discuss relevant considerations. SWCA will be responsible for meeting coordination and scheduling, creating PowerPoints, providing agendas, recording meeting transcripts, taking meeting notes, and distributing notes and action items within 1 week after the meetings.

Advisory Group Meeting 1 (Virtual): During the first Advisory Group meeting, SWCA will provide an overview of initial lessons learned and recommendations based on our review of previous efforts, existing plans, and survey results. The purpose of this meeting is to identify planning considerations, management objectives, priority project areas, and desired focus areas for mitigation treatment recommendations. Prior to the meeting, SWCA will administer a survey to Advisory Group members to gather input on the valuable landscapes and resources that are at risk within the planning area. Results from the survey will be used to guide the meeting discussion. Success for this first meeting will be achieved through collaborative discussion regarding the project schedule and goals, compiling public engagement strategies, fluid data sharing, and continued communication beyond scheduled meetings.

Advisory Group Meeting 2 (In-person): The purpose of Advisory Group Meeting 2 is to review the risk analysis and develop risk reduction recommendations in a workshop setting. Using this risk assessment, SWCA will facilitate a process to identify areas of focus within the County, both immediate and those of potential concern over time. Once these areas have been determined, SWCA will work collaboratively with the Advisory Group to establish mitigation recommendations that will best address the identified challenges and opportunities. To help direct conversations, the project methodology will be outlined and described in a detailed manner with the goal of maximizing project comprehension across varying levels of technical experience and specialization within the Advisory Group. Maps, flipcharts, and blank recommendation tables will also be available as resources for Advisory Group members.

Advisory Group Meeting 3 (Virtual): The purpose of Advisory Group Meeting 3 is to discuss the draft CWPP and allow the Advisory Group to provide feedback. SWCA will distribute a draft of

the CWPP 2 weeks prior to the meeting to allow time for review and comment. The meeting will be convened to review and discuss suggestions or comments on the CWPP in a group setting. SWCA will document the Advisory Group's final comments and will incorporate any changes to the CWPP prior to public review.

Task 3. Establish Community Base Maps

In collaboration with the Advisory Group, SWCA will establish community base maps for the CWPP. The maps will present information that includes population centers and jurisdictional boundaries, highly valued natural, cultural, and socioeconomic resources and assets, ingress and egress routes, land ownership boundaries, critical infrastructure, fire history, and previous fuels treatments. Notably, SWCA, with input from the Advisory Group, will also delineate community Wildland Urban Interface (WUI) boundaries to inform project prioritization determinations. All CWPP map products will be built in an ESRI web mapping application for easy dissemination to the County and all Advisory Group members.

Task 4a. Host Public Engagement Meetings

SWCA suggests hosting four (4) in-person public outreach events (with a virtual option) that are designed to incorporate residents' perceptions about wildfire risk and mitigation efforts into the planning process. SWCA is experienced in presenting highly technical material in a manner that is digestible to a diverse audience. Any of these public engagement meetings will have the option of being held remotely if it is decided to be the best use of resources, with in-person meetings lasting up to 2 hours and virtual meetings lasting up to 1 hour. These meetings will be held regionally, with one for North Jefferson County (Port Townsend), one for Tri Area (Port Hadlock, Irondale, Chimacum), one for South County (Quilcene, Brinnon, etc.), and one for Port Ludlow.

For all meetings, SWCA will develop agendas, establish Zoom or other virtual log-in links (if virtual), and develop marketing materials, PowerPoint presentations, maps, and interactive content to engage community members in discussions around wildfire planning.

For the scheduled in-person events, SWCA will work with the County during contracting to determine the best format given the circumstances and resources available. SWCA assumes the County will secure meeting venues. SWCA will develop a variety of printed marketing materials like maps, sign-in sheets, comment forms, and posters. In-person events will be open-house style where SWCA subject matter experts and Advisory Group members will be dispersed throughout the space to interact with attendees. Stations for each of the three core principles outlined in the National Cohesive Wildland Fire Management Strategy (resilient landscapes, fire-adapted communities, and safe and effective wildfire response) will be set up to guide conversations.

To maximize community attendance, all four of the public engagement meetings will be held outside of normal working hours (e.g., after 4:00 p.m.), and if requested by the County (for an additional fee), SWCA will translate meeting materials into Spanish to enhance engagement across demographics. SWCA will advise the County on strategies for promoting the meetings and provide material to distribute through the mediums they see fit and know to be popular with

residents. The Advisory Group and community members will have the option of reviewing and commenting on CWPP documents during the draft review period. These options allow community members who are not able to attend the public meetings to review project information, provide comments, and ask questions. Any questions or comments received during the review period will be reviewed and incorporated into the final plan if possible.

PHASE 3: DOCUMENT AND REVIEW

Task 5. Develop a Community Risk Assessment

A significant component of the CWPP will be the development of a digital and written community risk assessment. SWCA recognizes the Board's desire to complete the risk assessment process by the end of the summer and will work closely with the Advisory Group to identify high-priority communities that will be the initial focus of the Community Risk Assessment and/or on-the-ground structure assessments. SWCA proposes an optional addition to the community risk assessment consisting of on-the-ground structure and infrastructure risk assessments (see optional Task 5B). SWCA will conduct a preliminary desktop analysis of the County to identify wildfire risks and hazards for the purpose of identifying high-priority communities that would benefit from an on-the-ground risk assessment. Upon Advisory Group approval, on-the-ground risk assessments will be completed on a community scale, during the same week as Advisory Group meeting 2, in the interest of saving on travel and lodging costs.

The community risk assessment will use existing local planning data (see Task 2) and externally sought spatial data (see Task 3) to create a comprehensive Jefferson County community risk assessment. The process will culminate in the assessment being used to identify and assign risk categories (e.g., high, medium, and low) to landscapes and WUI communities based on expected wildfire risk. This process is unique to wildfire risk assessments and along with Tasks 2 and 6 will cover items addressed in a traditional Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The primary components of this risk assessment will be fuel hazards and fire behavior, fire history and ignition, and infrastructure. Methodologies will be documented in detail and are described below.

Determine Wildfire Fuels Hazards and Model Fire Behavior

To inform our risk assessment, baseline fuels data (the 40 Scott and Burgan Fire Behavior Fuel Model) will be obtained from the most recent national LANDFIRE database. If needed, additional data may be obtained from the Washington Department of Natural Resources Geographic Information System (GIS), Jefferson County's GIS, and the USFS's Wildfire Risk to Communities database. Accurate assessment of potential fire behavior will be achieved using fire behavior models housed within the Interagency Fuel Treatment Decision Support System (IFTDSS) (e.g., BehavePlus, FARSITE, and FlamMap) that help determine the magnitude of fire behavior parameters—flame length, rate of spread, fireline intensity, landscape burn probability, ember exposure, and crown fire potential—across landscapes. Additional spatial data from the USFS's Wildfire Risk to Communities, such as vulnerable populations and burn probability, will be integrated as necessary. We will also be conducting a review of Washington State's Fire Prevention and Fuel Management Mapping System for data to be included in the analysis. Our risk assessment will include an analysis of the fuels within the project area as well as a fire

behavior model derived from IFTDSS using a 97th percentile weather scenario for the purpose of simulating extreme fire weather conditions. Before model results are finalized, outputs will be calibrated and reviewed through discussions with the Advisory Group to ensure that results account for local fuels, topography, and fire history conditions.

Assess Fire History and Ignition Risk

SWCA is aware of recent fires in Jefferson County, including the 2015 Paradise Fire, and will provide a detailed analysis of the area's fire history and assess future ignition risk. This will include a discussion of the County's historic fire regime. SWCA will also utilize the IFTDSS burn probability function to determine the potential for ignition and wildfire spread across landscapes within the County. Parameters such as location, topography, ignition source, size, fuel, and severity of past wildfires will be incorporated into our analysis, and our modeling procedure will produce a composite wildfire assessment that rates land as having a high, medium, or low risk of wildfire. The assessment will be used to prioritize areas for treatment recommendations.

Firefighting Capability and Wildfire Readiness

The CWPP will include an analysis of existing firefighting capability and the fire protection district's current preparedness to respond to wildfires. We will provide recommendations for improving firefighting capability and wildfire readiness through the development of the CWPP. Our team will encourage the Advisory Group to provide input on local wildfire preparedness for the purpose of identifying vulnerable areas that require solutions and priorities for action. The final CWPP will support future funding and grant efforts for firefighting operations across the County.

Assessment of Other Community Values at Risk

Our team will encourage community involvement through the public outreach process to develop a list of community values at risk within or adjacent to the WUI within the County, including natural resources such as Olympic National Park and the County's four Water Resource Inventory Areas. SWCA realizes the value of Jefferson County's natural resources and the revenue that is generated from tourism around the natural environment. Thus, we will identify and document these economically important recreation and cultural resources that are valued by the communities and analyze wildfire impacts on the County's natural resources such as forests, rangelands, aquatic resources, and watersheds, as well as impacts on critical wildlife habitat, recreational sites, places of cultural or historical significance, critical infrastructure, and residential properties in the WUI. These will be prioritized when formulating treatment recommendations, and SWCA will consult with federal and state land management agencies throughout this process.

Task 5a (Optional) On-the-Ground Structural Hazard Assessments

SWCA recognizes the County's limited resources and will work with the Advisory Group to evaluate the need for on-the-ground hazard assessments in high-priority communities. Results

from these assessments typically reveal important information about ingress-egress, building construction, defensible space, and fire response access that cannot be determined from a desktop analysis. If chosen, the assessments will be a primary driver of identifying high-priority community mitigation measures. If needed, we will use the 2013 National Fire Protection Association 1144 Standards for Reducing Structure Ignition Hazards from Wildland Fire (1144 on-the-ground assessment). Using our collaboratively delineated WUI map, the assessment will evaluate various factors related to wildfire risk in structural environments, including construction materials, defensible space, fuels, proximity to organized fire response, ingress and egress routes, and topography. Our team will use a digital form and web application using Survey123 and ESRI Field Maps to survey, capture, and document wildfire hazards across the decided-upon study areas. SWCA has used this technology in ecosystems and communities across Colorado, Alaska, and California to accurately collect, analyze, and report on field data for CWPP projects. All field data will be shared with the County upon completion of the project.

Task 6 Develop Mitigation Strategies and Actions

SWCA and the Advisory Group will engage in collaborative discussions around the modeled risk-hazard analysis and (if opted for) 1144 on-the-ground assessment data to delineate potential landscape-scale fuel treatment areas and communities/essential infrastructure in need of structural ignitibility treatments. SWCA firmly believes in responding to identified risks with the development of achievable, actionable, and realistic wildfire prevention measures that can be acted on by all County community members to prevent devastating local wildfires. Therefore, our conversations will culminate in the production of an action plan, the heart of which will be a breakdown of fire mitigation solutions and the stakeholders who are responsible for implementing them. Prior to drafting the recommendations, SWCA will review and assess existing mitigation measures in the planning area and use those as a starting point for Advisory Group conversations.

The recommendations will include manual, mechanical, and cultural treatment projects (thinning, grazing, ditch maintenance, mowing, prescribed fire, prescribed herbivory, etc.) in forested and grassland ecosystems throughout the County, high-level recommendations for necessary building code updates (see below), and homeowner-scale wildfire mitigation recommendations. The plan will also provide strategies for increasing community wildfire preparedness engagement by involving neighbors, homeowner associations, and the public, as well as expected timelines and costs for task completion, task priority, methodologies and theories behind approaches, and contact information for useful resources. SWCA will work closely with the Advisory Group to build into the plan appropriate funding sources for each recommendation such as state and federal grants, an example being the Building Resilient Infrastructure and Communities (BRIC) grant available through the Federal Emergency Management Agency and the Community Wildfire Defense Grants (CWDGs) available through the USFS.

To facilitate the CWPP's integration with national fire policy and funding sources and ensure Washington State Forester approval, the action plan will align recommended mitigation tasks with the following three main goals of the National Cohesive Wildland Fire Management Strategy:

1. Resilient Landscapes: The action plan will focus on recommendations for hazardous fuels reduction actions to reduce landscape-scale wildfire threats. Recommendations will include priorities, types, and methods of treatment on public and private land to protect forests, communities, and infrastructure.
2. Fire-Adapted Communities: The action plan will focus on recommendations for actions to prevent structural ignitability (e.g., defensible space) and provide public education and outreach. This could include recommendations on wildfire mitigation policies and standards, protecting highly valued resources and assets, and fostering strategic coordination.
3. Safe and Effective Wildfire Response: The action plan will focus on recommendations that address firefighting capability and wildfire readiness in all communities, including possibilities for improving emergency egress, response access, and emergency evacuation systems.

Recommendations for Building Code Updates

SWCA will be partnering with Justice Jones and Jerry McAdams, who will be working as trusted subconsultants during the CWPP drafting process. Mr. Jones and Mr. McAdams will be providing their decades of expertise in structural and wildland fire to help guide the County in recommendations for future adoption of building codes to address structural ignitability and home hardening. Both Mr. Jones and Mr. McAdams have consulted with counties and municipalities on the appropriate use of building codes to guide the mitigation of wildfire-related losses and will bring this experience to bear in the development of the CWPP.

PHASE 4: APPROVE AND LAUNCH

Task 7. Draft CWPP

On route to preparing a comprehensive draft CWPP in accordance with the project schedule (Table 3), if requested, SWCA will provide the Advisory Group with a draft outline of the CWPP for one round of revisions by the Advisory Group. Additionally, the draft recommendation matrices (see Task 6) will be provided within 4 weeks of the second Advisory Group meeting for one round of revisions by the Advisory Group. The completed draft CWPP will include project background, methods, results (risk assessment and Action Plan), and reference components and will be submitted electronically to the Advisory Group 2 weeks before the third Advisory Group meeting. This will trigger a review and comment period for Advisory Group members. SWCA will then facilitate Advisory Group meeting 3 to present the revised draft CWPP and discuss revisions. The public will also be invited to provide written comments on the draft document during a public review period following the third Advisory Group meeting.

Task 8. Final Draft Delivery

Following the draft review, SWCA will incorporate appropriate feedback into the final CWPP. Following revisions, SWCA will then deliver a final electronic CWPP to the County and present findings to the Board of County Commissioners. We will also deliver all GIS files used to create maps, formatted for use in ESRI software suite. SWCA has experience presenting CWPP project information to councils and other elected officials both virtually and in person. We use our

communication skills and technical knowledge to concisely give project background information, identify goals and objectives, and gain buy-in from diverse audiences. We encourage the following entities to attend the presentation: Advisory Group members, government partners, community stakeholders, and business leaders.

SWCA will present the final draft of the CWPP to the Board for approval. We have outlined the cost of an in-person presentation versus a virtual presentation, so the County can select the option that works best for the Board, while having the option of saving on travel costs.

PHASE 5: OPTIONAL TASKS:

Task 9. Development of Esri Hub Site, Story Map, and Project Tracker

SWCA has substantial experience in developing Esri Interactive story maps for public engagement. Our team will develop an Esri hub site (similar to a website) and story map that will create a highly functional, easy-to-use interface to tell the story of place and people's values in a way that illustrates data-rich, science-based information. The hub site forms the landing page for the project and provides links to the story map and other important content (e.g., public meeting announcements and the community survey). The story map serves as a place where residents can access project recommendations, interact with baseline mapping and risk assessment information, and seek mitigation measures they can take in and around their properties. Working with the County, the hub site can be integrated into other existing resources for visitors to the County, helping educate and inform nonpermanent residents about hazards and emergency protocols for the area.

The hub site deliverable will include SWCA's unique project tracking application that will ensure the CWPP remains sustainable and wildfire mitigation projects proposed in the plan are brought to fruition during plan implementation. The project tracking application will enable the County to track fuel treatment projects and accomplishments as well as identify hurdles to progress. It will provide real-time updates and the ability for multi-agency coordination and collaboration well after the completion of the CWPP project. Internally (within the County) the tracking system has the potential to host a project database, track funding, provide for improved agency delegation, host spatially delineated working areas, and more. Externally (facing the public), the project tracker provides the ability to display statistics such as acres treated or dollars spent, demonstrating progress towards the goal of wildfire resilience.

The story map can be implemented as a platform for collaborative efforts in the event that Advisory Group meetings must be held virtually, and it can also provide interactive information to stakeholders and constituents about the development of the CWPP. The hub site is an excellent platform to notify the public about opportunities for involvement and comment submittal. The story map can host the CWPP for review and house a comment submittal form during public review. Furthermore, links to the hub site and story map can be shared on community and agency websites and social media to maximize circulation. The final story map deliverable will house the fully executed final CWPP and will be delivered following completion of the CWPP project.

For a successful story map, SWCA may require that our GIS specialists be provided access to the County ArcGIS online account and that the story map will therefore originate from and be

maintained through the County account. Alternatively, SWCA can develop the story map on our ArcGIS online account and transfer the product upon completion of the project. Throughout development, SWCA's GIS team will make the story map available to the County and Advisory Group to review the design, functionality, and content to support the initial roll-out of the web mapping application.

Task 10. Evacuation Modeling and Planning

SWCA has an existing partnership and license to use evacuation modeling software for robust evacuation planning and modeling with Ladriz technologies (Ladriz) and proposes an optional task to use this modeling approach. If approved, SWCA will work with the Board and County to determine costs, and evacuation modeling can be implemented as an optional second phase of the project. The SWCA Team will work with Jefferson County Emergency Management to determine the best approach for evacuation planning to support the CWPP.

Ladriz

SWCA has a strong working relationship with Ladriz to incorporate evacuations analysis with stakeholder outreach in comprehensive community planning across the United States. Emergency managers, fire departments, law enforcement, and consultants use Ladriz to model evacuation times and traffic levels for millions of "what-if" disaster scenarios. By enabling emergency managers to plan more efficiently and in greater detail, Ladriz enhances and allows more time for community preparedness and resilience. Evacuation modeling can identify areas of concern, evaluate strategies to reduce evacuation times, assess key infrastructure improvements, prioritize areas needing mitigation, and bring critical awareness and education to the community about real situations where they live. With Ladriz, users can dynamically model the impacts of seasonal tourism, population influx, and changes in the number of heavy vehicles, including RVs, on evacuation times and traffic conditions year-round. These assumptions can be modeled down to the individual address level and modified to account for any type of "what-if" scenario that might occur, making Ladriz an ideal choice for communities seeking to mitigate hazards associated with tourism during peak disaster seasons.

Every community is different, and Ladriz' modeling empowers cities and counties to plan for their own unique evacuation situations, educate key stakeholders, and mobilize local communities. Ladriz' software facilitates stakeholder outreach via a public-facing component, helping emergency services professionals and leaders mobilize their communities in advance, educate key stakeholders ahead of time, and prepare for the magnitude of real evacuation events.

We can work with the County to incorporate Ladriz' Operator Evacuations Modeling Platform into our hazard and risk assessment for the planning area. This information can help better inform final map products and prioritize mitigation measures.

SWCA would be happy to schedule a demonstration for the County to learn more about the Ladriz software and how it could be integrated into the CWPP.

ASSUMPTIONS

- Deliverables produced by SWCA under Tasks 1 through 7 will be sent to the Advisory Group for one round of comments. Comments will be incorporated by SWCA, at which point the deliverable will be considered final.
- The three Advisory Group meetings will be held with the Advisory Group and up to two SWCA attendees. Meetings 1 and 3 will be virtual, and meeting 2 will be in person.
- The four public engagement events under Task 2 will be held with up to two SWCA attendees.
- Four public engagement events will be held in person with a virtual option. The duration of the meetings will not exceed 2 hours.
- In order to meet the aggressive project timeline and to consolidate travel costs, Advisory Group meeting 2, the in-person public engagement meetings, and the optional on-the-ground assessments will need to be completed during one SWCA team mobilization.
- The County is responsible for reserving spaces to hold public meetings. SWCA will assist in recommending appropriately sized and logistically sound venues.
- SWCA is responsible for creating promotional material for public meetings, and the Advisory Group is responsible for printing and distributing that material for the public.
- No major changes will be requested to the format or content of the CWPP after the initial outline has been approved by the Advisory Group. Major changes to the format or content after the Advisory Group outline review has been completed may require additional funds and extend the timeline for final deliverables.
- Data provided to SWCA during the project will not change once received. In the event of a fire occurring during the project period, SWCA and the County will consult and agree upon any necessary changes to the deliverables, scope, and budget as needed. If changes to the deliverables as a result of a fire are necessary and desired, a scope and budget for the work will be prepared by SWCA at that time.
- No major changes requiring additional data collection, analysis, or re-analysis will be needed after the community risk assessment (Task 5) has been completed.
- The Advisory Group will provide one round of comments on the fire behavior models and all mapping products, after which SWCA will incorporate comments and the modeling outputs and maps will be considered final.
- SWCA assumes that there will be no more than 100 public comments on the draft plan. If more comments are received, budget and schedule changes may be needed.
- All data requests will be filled within 3 weeks of request. Data received outside this time frame may trigger budget and/or schedule changes.
- WUI delineations will not change after they are approved by the Advisory Group.
- Inclement weather, property access, and other external factors will not delay the 1144 on-the-ground assessment. It is assumed the 1144 on-the-ground assessment can be completed in 2 to 3 days.

- All deliverables will be in an electronic format, except the outreach event(s) materials and printed materials for Advisory Group meetings. All digital files will be delivered using SWCA's SharePoint software unless otherwise requested by the County.
- There will be no more than one final presentation. This will be virtually or in person (optional task) at the discretion of the County Board of Commissioners.
- The County is responsible for gathering all required signatories for the CWPP.
- This project will be completed upon notice of completion.

C. ROLES AND RESPONSIBILITIES

SWCA recognizes that the success of this project requires a team that is available, dedicated, and qualified; we make the commitment now to ensure that all project needs are met within the County's budget and schedule. The following organizational chart details the roles and responsibilities for each key team member.

Table 1. Roles and Responsibilities

Emily Geery, Project Manager

- Point of contact for Jefferson County
- Lead all agency/contractor meetings
- Oversee development of the CWPP and QA/QC of all deliverables
- Assist Jefferson County review team document approval process
- Participate in and facilitate meetings with the County, the Wildfire Advisory

Working Group, Board of County Commissioners, and key stakeholders

- Facilitate public involvement engagement
- Manage schedule and budget

Breanna Plucinski, Assistant Project Manager

- Secondary point of contact for Jefferson County
- Technical authors and planners
- Lead task tracking and execution
- Assist Project Manager in execution of meetings and public engagement
- Assist with managing schedule and budget

Victoria Amato, Technical Advisor and QA/QC

- Ensure the CWPP meets the objectives for the project
- Design and execute stakeholder interviews
- QC of all interim and final deliverables to ensure consistency

Montiel Ayala, Fire Planner

- Technical author and planner

Liz Hitzfelder, Fire GIS

- Develop maps and ESRI web mapping application