



1 EXECUTIVE SUMMARY

Alliance Solutions Group, Inc. (ASG) is a SWaM certified and service-disabled, veteran-owned small business that provides high quality professional services to public safety agencies across a spectrum of requirements. **ASG is located in Newport News, Virginia** and is led by Bob Campbell, the President/CEO. Over the past 9 years, we have conducted 1,845+ exercises and training events for a diverse set of customers within local, state and federal agencies. ASG's staff members and business partners possess unique qualifications and are fully capable of providing the services requested in this solicitation. Each staff member has completed a standardized list of training courses related to the tasks and hold advanced degrees in these fields. Our staff and our business partners staff has previously served in public safety positions and participates in a cross-selection of projects to ensure that they are well-rounded, acquire various perspectives, insight and experiences to support the work outlined in the solicitation.

Through the Virginia Department of Emergency Management (VDEM) "Optional Use Statewide Exercise Contract", any locality, state agency, or governmental entity in Virginia (hereafter referred to as the "client") will benefit from ASG's unique, flexible and proven exercise methodology for managing and implementing the Homeland Security Exercise and Evaluation Program (HSEEP) exercise, with which we will ensure continuity, consistency and an excellent value. We understand that a successful exercise program will increase the knowledge, skills, and abilities of participants as part of the preparedness cycle. ASG is proposing a different and unique approach to managing and implementing HSEEP requirements in Virginia. Our approach brings together the depth and breadth of subject matter experts (SMEs) from a mature and **experienced team of Virginia-based firms** with global experience in training and exercises. We will maximize any locality, state agency, or governmental entities exercise objectives while minimizing costs.

This proposal offers to support Virginia with ASG's exemplary expertise and extensive experience by providing the best value to the government as demonstrated throughout this proposal with these key themes:

1. Experienced, qualified and **Virginia-based firms** and personnel that are responsive to our clients' needs;
2. Proven experience and leadership in developing exercise programs through a continuous improvement mindset;
3. Long history of developing and implementing performance-based measurements to ensure high-quality, effective services;
4. Corporate culture and history of investing in employees to maintain and improve their competency through continuing education to maintain their expertise with the latest industry standards.

ASG has designed and conducted exercises across the full spectrum of discussion and operations based exercises, while incorporating creative methods of combining different types of exercises to improve the value of the exercise in building capabilities for local, regional, state, and federal entities. Our team has successfully demonstrated our abilities to work with state and local officials in designing and conducting exercises. Additionally, our team has successfully incorporated advanced technologies into the design and conduct of our exercises to enhance realism.

ASG and each team member have demonstrated past performance that demonstrates our ability to support this HSEEP Optional Use Statewide Exercise Contract. These projects include:



- **Central Virginia Urban Areas Security Initiative (CVUASI)** – ASG designed, developed and conducted a regional capabilities assessment utilizing a team approach with two partners. The CVUASI training and exercise needs assessment supported the development of training and exercise objectives to enhance the regions preparedness for response activities for a major emergency event. The capabilities assessment was multi-disciplined (i.e. fire, hazmat, EM, law enforcement, etc.) and was conducted to verify the qualifications of CVUASI personnel by ensuring that the region’s personnel possess a minimum common level of training followed by an assessment through structured exercises.
- **Northern Neck Planning District Commission Local Emergency Planning Committee** – This project demonstrated ASG’s ability to work with multiple jurisdictions in developing a comprehensive Emergency Response Plan followed by a Tabletop Exercise. The plan boosted coordination and integration of the all hazards material response activities necessary to build, sustain, and improve the capability to prepare for, respond to, and recover from local and regional incidents in a NIMS-compliant manner. ASG facilitators led key stakeholders in an HSEEP-compliant advanced tabletop exercise to evaluate and synchronize both individual capabilities and groups of interdependent functions among relevant stakeholders.
- **El Paso County, Colorado Department of Health and Environment Pandemic Influenza Planning and Exercise** – This project demonstrated ASG’s ability to develop interoperable pandemic influenza, continuity of operations, medical surge, and alternate care center plans with a facilitated a Tabletop Exercise to validate the plans at the local, state, and federal levels. ASG facilitated working groups among the **multi-jurisdictional representatives** to ensure interoperability with city, county, hospitals, and health department emergency operations plans. Over 130 officials including regional hospitals, public health, elected officials, emergency management offices, NGOs, NORTHCOM, Peterson AFB, Fort Carson, volunteers groups and other community responders participated in the tabletop exercise.
- **Integrated HazMat, Emergency Management, and Fire Incident Response Training** – This series of projects demonstrated ASG’s ability to conduct **technological hazard assessments, hazmat training, and a mixture of HSEEP-compliant exercises**. ASG trained communities on conducting technological hazard risk assessments at 12 locations around the US, which involved civilian/military cooperation. Over a multi-year period, ASG designed and executed **an integrated training and exercise response platform (medical, fire, emergency management, hazmat)** with measurable exercise improvements and responder training. ASG deployed mobile training teams specialized in hazmat vulnerability assessments, site surveys, health/safety, responder procedures and equipment to over 40 location nation-wide. These specialized teams assisted responders with building their capabilities through highly specialized training on response procedures and equipment, and then tested their enhanced capabilities with an **exercise series consisting of seminars, games, table top, drills, functional and full-scale exercises**. ASG cross-trained three response groups at 40 locations into a single, fully-capable, interoperable response team. Through the integrated response training, **ASG trained responders to optimize their Hazardous Materials detection, analytical and operational equipment**, problem solve in a time-stressed environment and interface with other organizations operating similar equipment. ASG exercise designers employed the use of social media, a multitude of models (plume, casualty, chemical, etc.) and simulations (emulators, white cell, etc.) to develop realistic exercise scenarios. Props such as trucks, vehicles, smoke, drums, small quantities of chemicals and radioactive materials were used to enhance the realism of the scenario environments. The **HSEEP-compliant exercises** were built from client objectives through a series of ASG-facilitated planning meetings which resulted in the development of a detailed exercise plan, situational manual, controller/evaluator handbook, facilitator guide, play-by-play Master Scenario



Event Lists, comprehensive Exercise Evaluation Guides and engaging participant guides and story line. The training and exercise events resulted in 140-400% improvement in responder capabilities.

- **Medical Emergency Response Capability Assessment and Training (MERCAT) and Exercise Series** – This project demonstrated ASG’s ability to conduct complex training and exercise events. ASG conducted about 140 training events in 7 communities involving civilian/military cooperation in the response for a **100-person, moulaged mass casualty incident** involving multiple hazards. The ASG scenario required participants to employ response plans and equipment (e.g., radiological, biological, and chemical detection, personal protective equipment (PPE), decontamination systems, emergency communications items, EOC coordination systems, etc.) to respond to complex and realistic inputs in the form of messages, readings on detection equipment, and real-time communications. A key focus of the exercise was validating and evaluating responder safety and health procedures. This was accomplished by placing special emphasis on work-rest cycles, hydration, and safe working practices while in PPE (to include respirators). ASG employed a casualty planning model to prepare, moulage, and flow realistic numbers and types of patients to medical facilities, thereby increasing realism.

In addition to the past performances listed above, our supporting team members have successfully developed and implemented exercises that complement ASG’s capabilities. These projects include:

- District of Columbia Homeland Security & Emergency Management Agency Comprehensive Exercise and Corrective Action Program (a State Exercise Project)
- National Capital Region Exercise and Training Panel Multi-year Training and Exercise Support
- Hampton Roads Full Scale Exercise (a State Exercise)
- Hampton Roads Hurricane Evacuation Study
- Water Supply Assessment & Emergency Response Training
- Support of the Defense Threat Reduction Agency Operations & Nuclear Support Directorates, Nuclear Exercise Division



PRICING

Discussion-based Exercises

Discussion Based Exercise			Unit Rate/hr
1	Lead Facilitator	Sr SME	\$123.03
5	Table Facilitators	5 Mid SMEs	\$104.02
5	Table Scribes	Exercise Admin Support	\$46.17

Our fixed price for discussion-based exercises includes 126 hours of exercise design effort, 68 hours onsite with each of the personnel listed in the table above, task order project management, and exercise manuals/materials for 50 participants for a total price of \$30,105.33.

**** The cost of a discussion based exercise can be significantly reduced if there is no audio of video enhancement requirements by nearly \$7,800.** We can also reduce or expand costs based on the needs of the Virginia locality, agency or entity. We realize that some meetings and HSEEP requirements can be combined to reduce costs as a one size fits all approach is not always required.

Discussion-based Exercise Price per VDEM Region

The Table below represents the Discussion Based Exercise price with the base price and the price per VDEM Region.

Discussion Based Exercise								
Base Line Assumptions	Base Price without Travel Costs	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
5 Tables of 10 participants (50 participants)	\$30,105.33	\$33,142.71	\$32,908.95	\$32,726.63	\$33,768.77	\$32,104.18	\$33,362.87	\$33,356.53
Option Year 1	\$30,857.96	\$33,971.27	\$33,731.67	\$33,544.79	\$34,612.98	\$32,906.78	\$34,196.94	\$34,190.44
Option Year 2	\$31,629.41	\$34,820.55	\$34,574.96	\$34,383.41	\$35,478.31	\$33,729.45	\$35,051.86	\$35,045.20
Option Year 3	\$32,420.14	\$35,691.07	\$35,439.33	\$35,243.00	\$36,365.27	\$34,572.69	\$35,928.16	\$35,921.33
Option Year 4	\$33,230.65	\$36,583.35	\$36,325.32	\$36,124.07	\$37,274.40	\$35,437.00	\$36,826.36	\$36,819.37



Operations-based Exercises

Operations Based Exercises			Unit Rate/hr
1	Lead Controller	Sr SME	\$123.03
5	Controllers	Mid SMEs	\$104.02
1	Safety Controller	Sr Analyst	\$109.30
1	SimCell Controller	Jr SME	\$87.17
5	Registration Staff	Exercise Admin Support	\$46.26

Operations-based Exercise Price per VDEM Region

The Table below represents the Operations Based Exercise price with the base price and the price per VDEM Region.

Operations Based Exercise								
Base Line Assumptions	Base Price without Travel Costs	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
5 Tables of 10 participants (50 participants)	\$41,851.05	\$45,452.79	\$45,152.31	\$44,948.95	\$46,180.57	\$44,409.86	\$45,700.87	\$45,331.90
Option Year 1	\$42,897.32	\$46,589.10	\$46,281.11	\$46,072.67	\$47,335.08	\$45,520.10	\$46,843.39	\$46,465.20
Option Year 2	\$43,969.75	\$47,753.83	\$47,438.14	\$47,224.49	\$48,518.46	\$46,658.10	\$48,014.47	\$47,626.83
Option Year 3	\$45,069.00	\$48,947.68	\$48,624.09	\$48,405.10	\$49,731.42	\$47,824.56	\$49,214.83	\$48,817.50
Option Year 4	\$46,195.72	\$50,171.37	\$49,839.70	\$49,615.22	\$50,974.70	\$49,020.17	\$50,445.20	\$50,037.94



The following pricing table lists additional services that may be procured to supplement each exercise.

Additional Options and SMEs	Price
Videography Services	
Videography - final production rate	\$1300/minute
Videography - field video w/o editing	\$175/hr
Moulage - flat rate per exercise	\$937.21
<u>Advanced Modeling and Simulation (VMASC)</u>	<u>Hourly rate</u>
Sr Modeling/Sim SME	\$124.31
Mid Modeling/Sim SME	\$95.63
Jr Modeling/Sim SME	\$86.34
<u>Subject Matter Experts</u>	<u>Hourly rate</u>
Executive / Sr Law Enforcement SME	\$292.81
Sr Public Health SME	\$167.03
Sr SME	\$123.71
Mid SME	\$104.02
Exercise Analyst III	\$98.58
Jr SME	\$87.17



A La Carte Menu (over Firm Fixed Prices)

The tables below represent the A la Carte menus for the VDEM Regions. These services are separate from the Firm Fixed Price exercises priced above. If a Virginia locality or government entity desires or needs additional support beyond the base prices for discussion and/or operations based exercises, the menus below provide options for the base year only. After the base year, these prices will be escalated at a rate of 2.5% per year.

Discussion Based Exercise A la Carte Menu

Discussion Based Exercise A la Carte Menu								
A la Carte	Base Price without travel costs	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
Additional Lead/Co-Facilitator	\$989.68	\$1,260.76	\$1,249.60	\$1,227.98	\$1,322.72	\$1,269.66	\$1,285.82	\$1,104.51
Additional Table Facilitator	\$591.48	\$862.56	\$851.40	\$829.78	\$924.52	\$871.46	\$887.62	\$706.31
Additional Table Scribe	\$277.02	\$548.10	\$536.94	\$515.32	\$610.06	\$557.00	\$573.16	\$391.85
Additional Two Minutes of Audio Enhancement	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00
Additional Four minutes of Video Enhancement	\$5,200.00	\$5,200.00	\$5,200.00	\$5,200.00	\$5,200.00	\$5,200.00	\$5,200.00	\$5,200.00

Operations Based Exercise A la Carte Menu

Operations Based Exercise A la Carte Menu								
A la Carte	Base Price without travel costs	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
Additional Controller per venue	\$788.64	\$1,059.72	\$1,048.56	\$1,026.94	\$1,121.68	\$1,068.62	\$1,084.78	\$903.47
Additional Registration Staff per venue	\$277.02	\$548.10	\$536.94	\$515.32	\$610.06	\$557.00	\$573.16	\$391.85
Additional Safety Controller	\$874.40	\$1,145.48	\$1,134.32	\$1,112.70	\$1,207.44	\$1,154.38	\$1,170.54	\$989.23
Additional SIMCELL Controller	\$697.36	\$968.44	\$957.28	\$935.66	\$1,030.40	\$977.34	\$993.50	\$812.19



Total Pricing Summary

The total pricing summary is provided in the table below for the base contract period and 12-month option years. ASG has included a **labor escalation rate of 2.5 percent per year**. The proposed escalation will be applied to all personnel. It is ASG’s policy to review employee performance on an annual basis and make compensation adjustments for both cost of living adjustments and performance accordingly. Based on the skills required by ASG to perform on this contract, the labor escalation factors that the company may incur are anticipated to average 2.5 percent per year in order for the company to stay competitive with the market. It is our policy to reward individuals for their performance and their contributions both to the success of a project and to the company as a whole.

Total Pricing Summary					
Service	Base Period	12-month option year periods			
		Opt Yr 1	Opt Yr 2	Opt Yr 3	Opt Yr 4
Discussion-based Exercise (Fixed Price)	\$30,105.33	\$30,857.96	\$31,629.41	\$32,420.14	\$33,230.65
Operations-based Exercise (Fixed Price)	\$41,851.05	\$42,897.32	\$43,969.75	\$45,069.00	\$46,195.72
Hourly Rates					
	Base Period	Opt Yr 1	Opt Yr 2	Opt Yr 3	Opt Yr 4
Sr Modeling/Sim SME	\$124.31	\$127.42	\$130.60	\$133.87	\$137.21
Mid Modeling/Sim SME	\$95.63	\$98.02	\$100.47	\$102.98	\$105.56
Jr Modeling/Sim SME	\$86.34	\$88.50	\$90.71	\$92.98	\$95.30
Executive / Sr Law Enforcement SME	\$292.81	\$300.13	\$307.63	\$315.32	\$323.21
Sr Public Health SME	\$167.03	\$171.21	\$175.49	\$179.87	\$184.37
Sr SME	\$123.71	\$126.80	\$129.97	\$133.22	\$136.55
Mid SME	\$104.02	\$106.62	\$109.29	\$112.02	\$114.82
Exercise Analyst	\$98.58	\$101.04	\$103.57	\$106.16	\$108.81
Jr SME	\$87.17	\$89.35	\$91.58	\$93.87	\$96.22
Specialty Services					
	Base Period	Opt Yr 1	Opt Yr 2	Opt Yr 3	Opt Yr 4
Videography & Audio Enhancement - final production rate per min video	\$1,300.00	\$1,332.50	\$1,365.81	\$1,399.96	\$1,434.96
Videography - field video w/o editing (hourly rate)	\$175.00	\$179.38	\$183.86	\$188.46	\$193.17
Moulage - flat rate per exercise	\$937.21	\$960.64	\$984.66	\$1,009.28	\$1,034.51