



HAGERTY

# Virginia Department of Emergency Management Optional Use Statewide Exercise Contract

State of Virginia

RFP-9-13-820-JLM-2013-01

3/2/2014



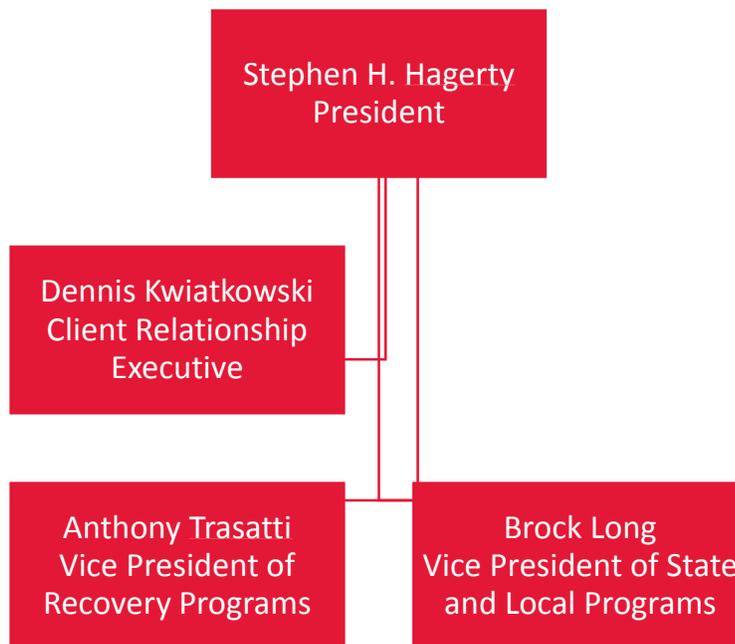
## Company Background

(RFP 2.) Hagerty Consulting (TIN #37-1431085) is a comprehensive homeland security and emergency management consulting firm that helps emergency managers and public safety officials choose the best way forward in times of change, uncertainty or crisis. Since its inception in 2001, Hagerty's mission has been to work collaboratively with leading public sector agencies and non-governmental organizations throughout the country to address their unique challenges and help make distinct improvements to their performance by delivering meaningful results. Hagerty's success has been marked by our ability to understand clients' needs, assemble highly qualified teams to meet those needs, develop customized and thoughtful approaches to each project, and proactively help clients define and achieve short and long-term objectives.

(RFP 2.) Hagerty Consulting is an Illinois-based corporation, with offices in Evanston, Illinois, Washington, DC, New Orleans, LA and Charlotte, North Carolina. With 125 active professionals, our firm has successfully completed more than 150 management consulting projects ranging in size from \$10,000 to \$15 million. We have particular, depth, experience, and skill in emergency management, including emergency operations planning, recovery operations, and exercise design and delivery.

### *Hagerty Principles*

Hagerty Consulting has four principals. These principals, combined, have over 80 years of experience in emergency management, including State and Federal leadership positions, experience in preparedness, response and recovery. Our firm President and founder is Steve Hagerty, who is supported by Brock Long, Anthony Trasatti, and Dennis Kwiatkowski in the execution of Hagerty's mission, vision and values. These resumes are presented below.



## *Firm Accomplishments*

(RFP 2.) Hagerty has assisted clients across the nation in planning and executing over twenty discussion based and operations based exercises including the **(NCR) Tactical Exercise Series**. This high profile HSEEP exercise series focused on the NCR's newly developed and approved model policy and operating procedures for multi-jurisdictional, multi-discipline, and multi-functional response to multiple terrorist attacks. Participants included Police Chiefs, Fire Chiefs, high level State and Federal representatives, as well as team leaders from Special Weapons and Tactics (SWAT), Emergency Operations Department (EOD), Fire-Rescue, and Emergency Medical Services (EMS).



(RFP 2.) Our professionals are currently working with the states of Ohio, Indiana and Kentucky on an **SNS/Anthrax HSEEP Exercise Series** where we have completed two TTX and one FE, and are currently planning a FSE for scheduled for the spring of 2014. We also have an ongoing HSEEP exercise project with the Long Beach Department of Health and Human Services and stakeholders from the County of Los Angeles Department of Health Services, the City of Pasadena Public Health Department, and the Orange County Health Care Agency. We planned and executed one multi-agency, multi-jurisdictional regional detection and epidemiological investigation TTX to test and reinforce public health surveillance systems and information sharing. We are currently developing a FSE to build upon lessons learned in the TTX.

(RFP 2.) Hagerty has provided training and exercise services to a wide variety of clients, including, but not limited to, those in emergency management, law enforcement, fire-rescue, EMS, public health, hospital, and higher education fields. In addition to the examples provided above, Hagerty has also executed exercises for:

- ⦿ (RFP 2.) *Montgomery County, Maryland*. Hagerty developed twelve lesson plans to provide COOP related information to staff during monthly staff meetings. Each lesson plan provides an overview of a unique COOP topic, a brief scenario to consider, facilitator key points, and information available on WebEOC. Our professionals conducted a TTX that focused on core capabilities such as relocation to alternate sites, redundant communications, and recovery of vital information. (View more at: <http://hagertyconsulting.com/clients-projects/hagerty-strengthens-montgomerys-coop-efforts/97/>)
- ⦿ (RFP 2.) *State of Ohio Department of Health (ODH)*. To begin a progressive exercise series for the State of Ohio, Hagerty designed and conducted two TTX. The first evaluated the State's ability to identify critical laboratory, epidemiological, and hospital data needed to request SNS resources from the CDC. Biowatch sensor and environmental sampling data, plume data, and patient data were analyzed and presented to CDC representatives to justify shipment of SNS resources. The second TTX incorporated the State of Indiana and Commonwealth of Kentucky to evaluate the tri-state's ability to work together to present a simultaneous request for SNS resources from CDC, including Managed Inventory of

- antibiotics. (View more at: <http://hagertyconsulting.com/clients-projects/hagerty-facilitates-regional-strategic-national-stockpile-ttx/96/>)
- (RFP 2.) *Pennsylvania Centre Region Council of Governments and Penn State University.* Hagerty staff designed, conducted and evaluated an HSEEP Emergency Operations Center (EOC) FE. This exercise was designed to evaluate critical functions within the joint Centre Region Council of Governments (CRCOG) / Penn State University (PSU) EOC in dealing with a catastrophic event hitting the region. These functions included alert notifications, EOC activation and 24 hour staff scheduling as well as obtaining, prioritizing and sharing of resources for public safety response involving search and rescue as well as medical triage, transport and treatment. Other functions evaluated included the ability to coordinate public information using press releases and a press conference through operation of a Joint Information System and Center (JIS/JIC), ability to coordinate public works activities (debris removal, power restoration, transportation/traffic management), and arranging for mass care and sheltering of displaced victims. (View more at: <http://hagertyconsulting.com/clients-projects/hagerty-enhances-communication-collaboration-at-penn-state/99/>)
  - (RFP 2.) *City of Philadelphia.* Over the course of two separate contracts, Hagerty designed and conducted multiple HSEEP and NIMS compliant exercises for the City of Philadelphia Managing Director's Office of Emergency Management, including two workshops, six TTXs, and two FE. The exercises included a focus on the City's Mass Casualty Incident (MCI) Plan, Mass Care & Shelter Plan, and Mass Evacuation Plans. (View more at: <http://hagertyconsulting.com/clients-projects/hagerty-helps-manage-philadelphia-ttx-program/16/>)
  - (RFP 2.) *Wake County, North Carolina.* Our professionals developed a COOP training curriculum, delivered three training sessions, and followed training with an HSEEP compliant COOP TTX. (View more at: <http://hagertyconsulting.com/clients-projects/hagerty-trains-wake-county-staff-on-coop/95/>)
  - (RFP 2.) *Los Angeles American Red Cross.* The Hagerty Team designed and conducted an HSEEP TTX in the City of Los Angeles involving numerous city and county entities that came together to discuss the initial draft of the American Red Cross Non-Traditional Shelter Concept of Operations for soft-sided, open-space shelters.
  - (RFP 2.) *Chatham County, Georgia.* Hagerty designed and conducted two HSEEP-compliant COOP TTX which assisted 19 participating departments within the County evaluate their ability to maintain essential functions after a catastrophic event. The exercise required departments to activate their COOP and relocate to alternate facilities. Issues discussed during the exercise included the identification of additional alternate facilities, prioritizing essential functions for IT restoration and use of limited resources, payroll operations, telework capabilities, IT requirements and computer applications required for alternate facilities.
  - (RFP 2.) *University of North Carolina Asheville.* Our professionals designed, conducted and evaluated a TTX and workshop for the University. The preliminary workshop provided awareness to University leadership of a newly developed EOP. Key considerations included departmental response, departmental notifications, alert notifications to students, faculty and staff, and identifying essential department staff with roles and responsibilities to support an EOP response were areas identified where improvements could be made.
  - (RFP 2.) *Illinois-Indiana-Wisconsin Combined Statistical Area (CSA).* After developing planning documents, Hagerty staff developed a training exercise on the National Mass Evacuation Tracking System (NMETS). This effort was the first of its kind in evaluating the ability of participants to use low technology and high technology platforms for assigning tracking numbers to evacuees, pets, luggage and other personal items as they were transported from a Regional Hub Reception Center to an appropriate shelter due to a catastrophic event.
  - (RFP 2.) *Bay Area Urban Areas Security Initiative (UASI).* As a part of a Team, Hagerty developed and conducted two Regional Interim Housing Plan validation workshops to gather stakeholders to validate the concepts captured in the Plan, identify issues that may

require additional clarification, and execute appropriate modifications prior to finalizing the Plan. (View more at: <http://hagertyconsulting.com/clients-projects/hagerty-facilitates-multi-jurisdictional-housing-plan-workshops/81/>)

- (RFP 2.) *University of North Carolina Wilmington.* Our Team designed a TTX for the University to address issues surrounding an active shooter incident on campus. The exercise was designed to focus on alert notification, law enforcement response, incident command, risk communications, rumor control, media issues, and continuity of operations.
- (RFP 2.) *Ravinia Festival.* After working with the festival to design an EOP, Hagerty developed a TTX that focused on issues related to planning for special events where the safety of citizens attending outdoor concerts was a top priority.

(RFP 2.) Our work quality is evidenced by the fact that there have been no known adverse audit findings on major projects led by Hagerty (e.g., NYC Hurricane Sandy, Hurricane Katrina Special CDL, and 9/11 Terrorist Attack); many of our innovations such as the Incremental Cost Approach, the Baseline Cost Generator, and NOLA Quickbase Disaster Financial Management System have been recognized as best practices; in formal client evaluations since May, 2009, 94% of our clients have rated us exceptional or higher than expected, with the other 6% rating us fully as expected (Source: Perfolio®); and we regularly team with and are sought after by top consulting and engineering firms.

**ATTACHMENT C**

**Proposed Pricing Structure**

(See Proposal Preparation and Submission Instructions C.5. page 11)

	<b>Baseline</b>	<b>A la Carte</b>
<b>Discussion Based Exercise (Six Hour Minimum)</b> <ul style="list-style-type: none"> <li>• <b>Seminar</b></li> <li>• <b>Workshop</b></li> <li>• <b>Tabletop</b></li> </ul>	5 tables of 10 participants (50 participants)  1 Lead Facilitator 1 Table Facilitator/table 1 Scribe/table Two Minutes of Audio Enhancement Four Minutes of Video Enhancement	Additional Lead/Co-Facilitator  Additional Table Facilitator  Additional Table Scribe  Additional Two minutes of Audio  Additional Four Minutes of Video
<b>Operations Based Exercise (Eight Hour Minimum)</b> <ul style="list-style-type: none"> <li>• <b>Drill</b></li> <li>• <b>Functional</b></li> <li>• <b>Full-Scale</b> (baseline costs may be combined for a single, large venue FSE)</li> </ul>	5 Exercise Venues 1controller per venue  5 Exercise Venues, 1Registration Staff per venue.  1Lead Controller 1 Safety Controller 1 SIMCELL Controller	Additional Venue Controller Additional Registration Staff (per person) Additional Safety and/or SIMCELL Controller

<b>Exercise Type</b>	<b>Baseline Assumptions</b>	<b>Contractor Pricing</b>
<b>Discussion Based Exercise (Six Hour Minimum)</b> <ul style="list-style-type: none"> <li>• <b>Seminar</b></li> <li>• <b>Workshop</b></li> <li>• <b>Tabletop</b></li> </ul>	5 tables of 10 participants (50 participants)  1 Lead Facilitator 1 Table Facilitator/table 1 Scribe/table Two Minutes of Audio Enhancement Four Minutes of Video Enhancement  Project and Program management and travel costs as well as other management costs included.	Region 1 = \$ 46,012  Region 2 = \$ 46,012  Region 3 = \$ 46,012  Region 4 = \$ 46,012  Region 5 = \$ 46,012  Region 6 = \$ 46,012  Region 7 = \$ 37,912
<b>Operations Based Exercise (Eight Hour Minimum)</b> <ul style="list-style-type: none"> <li>• <b>Drill</b></li> <li>• <b>Functional</b></li> <li>• <b>Full-Scale</b> (baseline costs may be combined for a single, large venue FSE)</li> </ul>	5 Exercise Venues 1controller per venue  5 Exercise Venues, 1Registration Staff per venue.  1Lead Controller 1 Safety Controller 1 SIMCELL Controller  Project and Program management and travel costs as well as other management costs included.	Region 1 = \$ 125,390  Region 2 = \$ 125,390  Region 3 = \$ 125,390  Region 4 = \$ 125,390  Region 5 = \$ 125,390  Region 6 = \$ 125,390  Region 7 = \$ 89,490

<b>A La Carte menu (over Firm/Fixed Prices)</b>	<b>Estimates for this item by Region</b>
Additional Lead/Co-Facilitator	Region 1 = \$ 140 per hour/ \$2,000 daily Region 2 = \$ 140 per hour/ \$2,000 daily Region 3 = \$ 140 per hour/ \$2,000 daily Region 4 = \$ 140 per hour/ \$2,000 daily Region 5 = \$ 140 per hour/ \$2,000 daily Region 6 = \$ 140 per hour/ \$2,000 daily Region 7 = \$ 140 per hour/ \$1,120 daily
Additional Table Facilitator	Region 1 = \$ 140 per hour/ \$2,000 daily Region 2 = \$ 140 per hour/ \$2,000 daily Region 3 = \$ 140 per hour/ \$2,000 daily Region 4 = \$ 140 per hour/ \$2,000 daily Region 5 = \$ 140 per hour/ \$2,000 daily Region 6 = \$ 140 per hour/ \$2,000 daily Region 7 = \$ 140 per hour/ \$1,120 daily
Additional Table Scribe	Region 1 = \$ 99 per hour/ \$1,000 daily Region 2 = \$ 99 per hour/ \$1,000 daily Region 3 = \$ 99 per hour/ \$1,000 daily Region 4 = \$ 99 per hour/ \$1,000 daily Region 5 = \$ 99 per hour/ \$1,000 daily Region 6 = \$ 99 per hour/ \$1,000 daily Region 7 = \$ 99 per hour/ \$792 daily
Additional Two Minutes of Audio	Region 1 = \$ 500 Region 2 = \$ 500 Region 3 = \$ 500 Region 4 = \$ 500 Region 5 = \$ 500 Region 6 = \$ 500 Region 7 = \$ 500
Additional Four Minutes of Video	Region 1 = \$ 1,500 Region 2 = \$ 1,500 Region 3 = \$ 1,500 Region 4 = \$ 1,500 Region 5 = \$ 1,500 Region 6 = \$ 1,500 Region 7 = \$ 1,500
Additional Venue Controller	Region 1 = \$ 140 per hour/ \$2,000 daily Region 2 = \$ 140 per hour/ \$2,000 daily Region 3 = \$ 140 per hour/ \$2,000 daily Region 4 = \$ 140 per hour/ \$2,000 daily Region 5 = \$ 140 per hour/ \$2,000 daily Region 6 = \$ 140 per hour/ \$2,000 daily Region 7 = \$ 140 per hour/ \$1,120 daily
Additional Registration Staff (per person)	Region 1 = \$ 99 per hour/ \$1,000 daily Region 2 = \$ 99 per hour/ \$1,000 daily Region 3 = \$ 99 per hour/ \$1,000 daily Region 4 = \$ 99 per hour/ \$1,000 daily Region 5 = \$ 99 per hour/ \$1,000 daily Region 6 = \$ 99 per hour/ \$1,000 daily Region 7 = \$ 99 per hour/ \$792 daily
Additional Safety and/or SIMCELL Controller	Region 1 = \$ 99 per hour/ \$1,000 daily Region 2 = \$ 99 per hour/ \$1,000 daily Region 3 = \$ 99 per hour/ \$1,000 daily Region 4 = \$ 99 per hour/ \$1,000 daily Region 5 = \$ 99 per hour/ \$1,000 daily Region 6 = \$ 99 per hour/ \$1,000 daily Region 7 = \$ 99 per hour/ \$792 daily

Other: Makeup/Moulage	Region 1 = \$ 500 (not including travel) Region 2 = \$ 500 (not including travel) Region 3 = \$ 500 (not including travel) Region 4 = \$ 500 (not including travel) Region 5 = \$ 500 (not including travel) Region 6 = \$ 500 (not including travel) Region 7 = \$ 500 (not including travel)
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## Proposed Pricing

(RFP 5.) Hagerty's proposed pricing is presented in the following pages on Attachment C. "Other" pricing presented are costs for makeup / moulage.

### *Pricing Structure*

(RFP 5.) The pricing structure for each type of exercise was created based on the estimated staffing hours to complete each phase of the process to plan, conduct, evaluate and provide after action reporting for each type of exercise. Costs for travel, printing and supplies were also included. Travel costs were based on the distance that our staff would need to travel from Washington D.C. to the various regions within the Commonwealth of Virginia. Please note that makeup/moulage is not included in the fixed price but is included as one of the optional items.

### *Mechanism for Support Requests*

(RFP 5.) Each locality/government entity will be able to request exercise support beyond the scenarios upon which the pricing structure for each line item was developed by simply issuing a task order that describes the scope of work and specifies project deliverables. Our response to task orders will include an hourly rate for staff that will provide the exercise support. The hourly rate will be based on the level of staffing expertise and experience needed by the client. The primary point of contact for all communications and task orders is Brock Long, Vice President. He can be contacted as follows:

Brock Long, Vice President  
1618 Orrington Avenue, Suite 201  
Evanston, IL 60201  
334.652.1450  
[brock.long@hagertyconsulting.com](mailto:brock.long@hagertyconsulting.com)

### *Monthly Invoicing*

(RFP 5.) Monthly invoicing will include a detailed description of steps completed within that month as part of the process to plan, conduct, evaluate and provide after action reporting for each type of exercise. The monthly invoicing will also include any additional support as requested from the client based on the level of staffing expertise and experience needed by the client and the associated hourly rate and number of hours.