

## Company Background

URS is a fully integrated engineering, construction and technical services organization with the capabilities to support every stage of the project life cycle. We offer program management; planning, design and engineering; systems engineering and technical assistance; information technology; construction and construction management; operations and maintenance; and decommissioning and closure services. Through our network of offices in nearly 50 countries, we provide services to a broad range of clients, including U.S. Federal Government agencies, national governments of other countries, state and local government agencies in the United States and internationally, and private sector clients worldwide. URS is grouped into four divisions: Energy and Construction; Federal Services; Infrastructure and Environment; and Oil and Gas. Our Federal Services Division serves a variety of U.S. Federal Government agencies, including the Department of Defense (DOD), National Aeronautics and Space Administration (NASA), DHS and intelligence agencies. If awarded to URS, the VDEM HSEEP Optional Use Statewide Exercise Contract would reside in our Federal Services Division, however, we are able to seamlessly draw upon resources in other divisions throughout the corporation if needed. URS Federal Services provides Homeland Security and threat reduction support, including the safe elimination of chemical weapons and the installation of advanced portal monitoring technology to detect the movement of weapons of mass destruction.

URS has been an active participant in the development and implementation of HSEEP since 2003, when we assisted DHS in writing the HSEEP manuals. URS also supported FEMA during the 2007 update of the HSEEP manuals, and provided the HSEEP Mobile Training Course to 69 local jurisdictions and government entities. In the last 11 years, URS has supported more than 350 discussion-based exercises and more than 170 operations-based exercises.

URS supports the National Exercise Program's Senior Officials Exercise (SOE) which prepares the highest levels of the Nation's government to lead the response to and recovery from catastrophic events, such as major terrorist attacks (e.g., nuclear detonations), natural disasters (e.g., hurricanes), and man-made disasters (e.g., nuclear reactor accidents) and to prepare for National Security Special Events (e.g., Presidential Inaugurations). SOEs are conducted at the Homeland Security Council level (i.e., the President's Cabinet) and Domestic Resilience Group level (i.e., the Assistant Secretaries of the involved Departments and Agencies).

Through our work on behalf of FEMA, URS has experience in disaster-response planning, response and recovery. After disasters, when restoring normalcy is a priority, we provide a range of architectural, engineering, environmental and inspection services. Within hours of a disaster occurring, URS can provide a sizable staff to manage and operate emergency operations centers. We also provide a full range of emergency preparedness, response, recovery and mitigation services to the United States Postal Service (USPS). URS played a key role in the development of the USPS Biological Detection System program, which protects against the introduction of a biological agent into the mail stream and is a national program of critical importance to homeland security.

We provide risk assessment and FEMA-regulated hazard-mitigation planning services for cities and municipalities, as well as for large, public U.S. institutions such as the Smithsonian Institution. URS offers comprehensive support services to help protect the public and secure critical infrastructure, military installations and public buildings against threats. Our capabilities include integrating technology and sophisticated risk-analysis techniques with construction, engineering and management services.

### ***Date Established***

URS Corporation's oldest predecessor company was founded in 1904. URS was established in 1951 and incorporated in 1957 as Broadview Research—a research group active in the area of physical and engineering sciences. In 1968, Broadview Research acquired United Research Incorporated of Cambridge, Massachusetts. During this period, the name Broadview Research was changed to United Research Services and later shortened to URS.

### ***Number of Employees***

Today, URS has more than 50,000 employees throughout a network of offices in approximately 50 countries. Nearly 400 of these employees are emergency management and security specialists.

### ***Experience, Expertise and Capabilities***

The URS Team has broad experience in handling weapons of mass destruction (WMD), responding to real-world disasters such as Hurricane Katrina, assisting in developing the U.S. Department of Homeland Security (DHS) HSEEP, and managing regionally based exercise programs for VDEM.

- **URS has conducted more than 520 HSEEP-compliant exercises since 2003, so our team requires no learning curve.** All three companies that comprise the URS Team are currently part of the Federal Emergency Management Agency's (FEMA) National Exercise Program Exercise Design and Control contract team, which provides exercise support services to Federal, State and local jurisdictions throughout the country. In addition, the URS Team provides HSEEP exercise and training support to various State, regional, and local jurisdictions across the United States, through direct contracts. We conducted HSEEP training and exercises in 43 states and commonwealths, the District of Columbia, and four territories, including the Commonwealth of Virginia. We recognize state's needs, and the relationships between states and their local emergency response agencies. After assisting in the original development of HSEEP (we later performed the 2007 update), the URS Team designed, developed, conducted, and evaluated more than 350 discussion-based and 170 operations-based HSEEP-compliant exercises, including exercises in all of VDEM's emergency management regions. In total we have supported 29 exercises in the Commonwealth, including 19 exercises supported as part of the VDEM HSEEP Regional Capability Project (RCP). This experience provides us with the foundation to build and support the sustained preparedness of Virginia's communities and government entities.
- **URS works with Virginia's institutes of higher education.** As part of our VDEM HSEEP RCP URS supported three exercises specific to Virginia colleges. For example, URS supported the Region 6 Operation Blue Star Bedlam full-scale exercise (FSE), an exercise that focused on a scenario of particular concern at this time – an active shooter on a school campus. URS provided exercise design, development, conduct and evaluation support throughout the exercise, including development of all exercise materials, facilitation of exercise planning meetings, provision of exercise control staff, training of exercise controllers and evaluators, and development of the After Action Report (AAR) and Improvement Plan (IP).

VDEM Region 6 stakeholders acknowledged that the Operation Blue Star Bedlam FSE was an excellent test of the plans, policies, and procedures developed for a man-made incident involving mass casualties. Participants felt that applying the lessons learned to current plans and operations would be beneficial in resolving a major emergency. VWCC staff produced a 23-minute video documenting the exercise that can be viewed at <http://www.youtube.com/watch?v=Wyd5pVtcTnE>.

- **URS knows how to work with commonwealths and home rule States.** URS has supported exercises in 43 states, including the home rule states of Florida, Georgia, New York, and South Carolina, and the Commonwealths of Virginia, Massachusetts, and Pennsylvania. URS has adopted the philosophy, "We are local everywhere." Our team is familiar with the widely varying needs and capabilities of jurisdictions within a single region. We understand local rights, authorities, and responsibilities and how to coordinate these principles with guidance and support from the State level. We also possess knowledge and experience in pending issues of great importance to the Commonwealth of Virginia, such as all-hazards response and recovery training and planning, and prevention and deterrence of terrorism. Perhaps most importantly, our staff is comprised of individuals with emergency response backgrounds, such as firefighters, emergency medical technicians, emergency management professionals, law enforcement, and public health personnel from various agencies.

**Resume/Vita of Principle**

Our Principle-in-Charge, Dr. Steven Landry, has supported comprehensive Homeland Security exercises and training efforts throughout the United States. With more than 30 years of experience and extensive education and training in the types and effects of Weapons of Mass Destruction (WMD), Dr. Landry is the Managing Director of URS Federal Services’ Homeland Security Programs group. Currently, Dr. Landry leads development of the Transbay Transit Center Chemical, Biological, Radiological and Nuclear Risk and Vulnerability Assessment and supports development of the National Exercise Program SOEs and the Catastrophic Assessment Task Force exercises as the lead scenario developer and WMD Subject Matter Expert (SME). Dr. Landry previously served as Principle-in-Charge and acting Project Manager (PM) on the VDEM HSEEP RCP project, where he oversaw URS support to the design, development, conduct and evaluation of 19 regional exercises. Dr. Landry has held critical positions in the chemical weapons demilitarization program and has interfaced extensively with various regulatory agencies in that role. Additionally, he managed a pyrotechnic production pilot plant, and oversaw systemization of five weapons production facilities. Dr. Landry has a Top Secret security clearance. His resume is included in Section 4.0 of this proposal.

**Exhibit 1. VDEM Statewide HSEEP Job Descriptions/Qualifications**

Labor Category	Standard Homeland Security Job Description	Degree	Min Year’s Exp
Principal Subject Matter Expert	SME III	PhD	10
SME/Senior Exercise Controller/Senior Facilitator	SME II	MS/MA	7
Project Manager	Senior HS Exercise Manager II	BS/BA	10
Senior Exercise Manager/Lead Controller	Senior HS Exercise Manager II	BS/BA	10
Exercise Manager /Lead Facilitator	HS Exercise Manager II	BS/BA	7
Homeland Security Analyst/SimCell Controller	Homeland Security Analyst II	BS/BA	3
Venue Controller/Table Facilitator	SME I	BS/BA	5
Support Specialist/Scribe	Homeland Security Support Specialist II	BS/BA	2
<i>BS/BA = six (6) yrs general experience                      MS/MA = four (4) yrs general experience                      Ph.D. = three (3) yrs general experience</i>			

We have provided a separate price for each VDEM region, accounting for differences in travel costs and time traveling for each member of the exercise team. Due to the difference in exercise complexity, we estimated an Exercise Director/Lead Facilitator for discussion-based exercises and a Senior Exercise Manager/Lead Controller for operations-based exercises.

URS has also provided prices on an a la carte basis, for services beyond the basic staffing used to develop the firm fixed prices. For additional Lead/Co-Facilitator, additional table facilitator, additional table scribe, additional venue controller, additional registration staff person, and additional safety and/or SIMCELL controller, makeup artist, mock media actor, additional two minutes of audio and additional four minutes of video prices are being proposed on a per exercise basis. We feel this is the most appropriate and beneficial way of proposing these costs, as it allows VDEM to purchase additional support on an exercise by exercise basis. A La Carte prices include all labor, travel, and other direct costs required to perform the additional services.

We provided two levels of video and audio enhancements. In the firm fixed price estimates for discussion-based exercises, we included the cost for two minute audio enhancements and four minute video enhancements, which include simple narration or narration over video, and we provided the price for additional audio and video enhancements of similar quality in the A La Carte menu. In order to provide exercising jurisdictions and government entities with more flexibility, we have also included the

price for broadcast network quality productions, using professional actors as studio-based anchors and field reporters in the “Other” section of the A La Carte menu.

## Pricing Structure

### Basis of Estimate

The firm fixed prices proposed for both Discussion-Based Exercised and Operations-Based Exercises as included in the Pricing Schedule, **Exhibit 2**, include all employee salaries, indirect costs, travel, and other direct costs required to perform each exercise for both the firm fixed prices and the a la carte prices by exercise, by region.

**Exhibit 2. Proposed Pricing Structure**

Proposed Firm Fixed Price Pricing Structure			
Exercise Type	Baseline Assumptions	Contractor Pricing	
Discussion Based Exercise (Six Hour Minimum) Seminar Workshop Tabletop	5 tables of 10 participants (50 participants)	Region 1 =	\$67,484
	1 Lead Facilitator	Region 2 =	\$60,702
	1 Table Facilitator/table	Region 3 =	\$71,159
	1 Scribe/table	Region 4 =	\$76,557
	Two Minutes of Audio Enhancement	Region 5 =	\$67,460
	Two Minutes of Video Enhancement	Region 6 =	\$75,032
		Region 7 =	\$58,278
	Project and Program management and travel costs as well as other management costs included.		
Operations Based Exercise (Eight Hour Minimum) Drill Functional Full-Scale (baseline costs may be combined for a single, large venue FSE)	5 Exercise Venues, 1 controller per venue	Region 1 =	\$87,330
	5 Exercise Venues, 1 Registration Staff per venue	Region 2 =	\$80,049
	1 Lead Controller	Region 3 =	\$90,886
	1 Safety Controller	Region 4 =	\$96,675
	1 SIMCELL Controller	Region 5 =	\$87,292
		Region 6 =	\$95,235
	Project and Program management and travel costs as well as other management costs included.	Region 7 =	\$77,562

Proposed A La Carte Pricing Structure			
A La Carte menu (over Firm Fixed Prices)	Estimates for this item by Region		
Additional Lead/Co-Facilitator	Region 1 =	\$2,825	per exercise
	Region 2 =	\$2,525	per exercise
	Region 3 =	\$2,800	per exercise
	Region 4 =	\$2,825	per exercise
	Region 5 =	\$2,850	per exercise
	Region 6 =	\$2,800	per exercise
	Region 7 =	\$2,500	per exercise
Additional Table Facilitator	Region 1 =	\$2,100	per exercise
	Region 2 =	\$1,800	per exercise
	Region 3 =	\$2,100	per exercise
	Region 4 =	\$2,100	per exercise
	Region 5 =	\$2,100	per exercise
	Region 6 =	\$2,100	per exercise
	Region 7 =	\$1,750	per exercise
Additional Table Scribe	Region 1 =	\$1,625	per exercise
	Region 2 =	\$1,350	per exercise

<b>Proposed A La Carte Pricing Structure</b>			
<b>A La Carte menu (over Firm Fixed Prices)</b>	<b>Estimates for this item by Region</b>		
	Region 3 =	\$1,625	per exercise
	Region 4 =	\$1,625	per exercise
	Region 5 =	\$1,650	per exercise
	Region 6 =	\$1,625	per exercise
	Region 7 =	\$1,300	per exercise

<b>Proposed A La Carte Pricing Structure (cont'd)</b>			
<b>A La Carte menu (over Firm Fixed Prices)</b>	<b>Estimates for this item by Region</b>		
Additional Two Minutes of Audio	Region 1 =	\$1,000	per exercise
	Region 2 =	\$1,000	per exercise
	Region 3 =	\$1,000	per exercise
	Region 4 =	\$1,000	per exercise
	Region 5 =	\$1,000	per exercise
	Region 6 =	\$1,000	per exercise
	Region 7 =	\$1,000	per exercise
Additional Four Minutes of Video	Region 1 =	\$5,000	per exercise
	Region 2 =	\$5,000	per exercise
	Region 3 =	\$5,000	per exercise
	Region 4 =	\$5,000	per exercise
	Region 5 =	\$5,000	per exercise
	Region 6 =	\$5,000	per exercise
	Region 7 =	\$5,000	per exercise
Additional Venue Controller	Region 1 =	\$2,600	per exercise
	Region 2 =	\$2,300	per exercise
	Region 3 =	\$2,600	per exercise
	Region 4 =	\$2,600	per exercise
	Region 5 =	\$2,600	per exercise
	Region 6 =	\$2,600	per exercise
	Region 7 =	\$2,250	per exercise
Additional Registration Staff (per person)	Region 1 =	\$1,300	per exercise
	Region 2 =	\$1,000	per exercise
	Region 3 =	\$1,300	per exercise
	Region 4 =	\$1,300	per exercise
	Region 5 =	\$1,325	per exercise
	Region 6 =	\$1,300	per exercise
	Region 7 =	\$950	per exercise
Additional Safety and/or SIMCELL Controller	Region 1 =	\$2,275	per exercise
	Region 2 =	\$1,975	per exercise
	Region 3 =	\$2,250	per exercise
	Region 4 =	\$2,275	per exercise
	Region 5 =	\$2,300	per exercise
	Region 6 =	\$2,300	per exercise
	Region 7 =	\$1,900	per exercise
Other: Makeup Artist	Region 1 =	\$2,400	per exercise
	Region 2 =	\$2,100	per exercise
	Region 3 =	\$2,400	per exercise

Proposed A La Carte Pricing Structure (cont'd)			
A La Carte menu (over Firm Fixed Prices)	Estimates for this item by Region		
	Region 4 =	\$2,400	per exercise
	Region 5 =	\$2,425	per exercise
	Region 6 =	\$2,400	per exercise
	Region 7 =	\$2,050	per exercise

Proposed A La Carte Pricing Structure (cont'd)			
A La Carte menu (over Firm Fixed Prices)	Estimates for this item by Region		
Other: Mock Media Actor	Region 1 =	\$2,525	per exercise
	Region 2 =	\$2,250	per exercise
	Region 3 =	\$2,525	per exercise
	Region 4 =	\$2,525	per exercise
	Region 5 =	\$2,550	per exercise
	Region 6 =	\$2,525	per exercise
	Region 7 =	\$2,175	per exercise
Other: Studio Quality Audio Enhancement (2 minutes)	Region 1 =	\$2,675	per exercise
	Region 2 =	\$2,675	per exercise
	Region 3 =	\$2,675	per exercise
	Region 4 =	\$2,675	per exercise
	Region 5 =	\$2,675	per exercise
	Region 6 =	\$2,675	per exercise
	Region 7 =	\$2,675	per exercise
Other: Studio Quality Additional Audio Enhancement (2 minutes)	Region 1 =	\$1,300	per exercise
	Region 2 =	\$1,300	per exercise
	Region 3 =	\$1,300	per exercise
	Region 4 =	\$1,300	per exercise
	Region 5 =	\$1,300	per exercise
	Region 6 =	\$1,300	per exercise
	Region 7 =	\$1,300	per exercise
Other: Studio Quality Video Enhancement (4 minutes)	Region 1 =	\$14,675	per exercise
	Region 2 =	\$14,675	per exercise
	Region 3 =	\$14,675	per exercise
	Region 4 =	\$14,675	per exercise
	Region 5 =	\$14,675	per exercise
	Region 6 =	\$14,675	per exercise
	Region 7 =	\$14,675	per exercise
Other: Studio Quality Additional Video Enhancement (4 minutes)	Region 1 =	\$10,075	per exercise
	Region 2 =	\$10,075	per exercise
	Region 3 =	\$10,075	per exercise
	Region 4 =	\$10,075	per exercise
	Region 5 =	\$10,075	per exercise
	Region 6 =	\$10,075	per exercise
	Region 7 =	\$10,075	per exercise

### How the Salary and Travel are factored into the Pricing

As evidenced in the detailed price build-up provided in **Exhibit 3**, URS's pricing structure includes salaries and travel, as well as indirect costs and other direct costs. Labor hours were estimated based on URS's review of the task requirements and the level of effort needed for each position included in the

proposal. We based our salary estimates on competitive salaries required for qualified individuals to fill the positions priced, as described in the table above. Travel was estimated for the appropriate number of people required to travel to each exercise event or conference. We estimated travel in accordance with the Commonwealth of Virginia Travel Regulations. To provide prices for each region, we priced travel costs and labor hours needed for travel separately for each region, based upon a central location in each region.

Firm fixed prices and a la carte prices include Other Direct Costs (ODC) for non-labor and non-travel costs required to support exercise development and execution. Such costs include, but are not limited to, audio and video enhancements, graphics, reproduction, exercise supplies and materials, and postage.

**Exhibit 3. Detailed Pricing Build Up (Firm Fixed Prices)**

Exercise Type = Discussion Based	Region = 1		
	Hours	Labor Rate	Labor Dollars
<u>Labor Category</u>			
Project Manager			
Exercise Manager/Lead Facilitator			
Homeland Security Analyst			
HSA/Table Facilitator			
Subject Matter Expert/Table Facilitator			
Table Facilitator			
Support Specialist/Scribe			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$56,880</b>
Travel			\$3,877
Other Direct Costs			\$727
Audio Enhancement			\$1,000
Video Enhancement			\$5,000
<b>TOTAL PRICE</b>			<b>\$67,484</b>

Exercise Type = Discussion Based	Region = 2		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Exercise Manager/Lead Facilitator			
Homeland Security Analyst			
HSA/Table Facilitator			
Subject Matter Expert/Table Facilitator			
Table Facilitator			
Support Specialist/Scribe			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$53,010</b>
Travel			\$965
Other Direct Costs			\$727
Audio Enhancement			\$1,000
Video Enhancement			\$5,000
<b>TOTAL PRICE</b>			<b>\$60,702</b>

Exercise Type = Discussion Based	Region = 3		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Exercise Manager/Lead Facilitator			
Homeland Security Analyst			
HSA/Table Facilitator			
Subject Matter Expert/Table Facilitator			
Table Facilitator			
Support Specialist/Scribe			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$60,750</b>
Travel			\$3,682
Other Direct Costs			\$727
Audio Enhancement			\$1,000
Video Enhancement			\$5,000
<b>TOTAL PRICE</b>			<b>\$71,159</b>

Exercise Type = Discussion Based	Region = 4		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Exercise Manager/Lead Facilitator			
Homeland Security Analyst			
HSA/Table Facilitator			
Subject Matter Expert/Table Facilitator			
Table Facilitator			
Support Specialist/Scribe			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$66,055</b>
Travel			\$3,775
Other Direct Costs			\$727
Audio Enhancement			\$1,000
Video Enhancement			\$5,000
<b>TOTAL PRICE</b>			<b>\$76,557</b>

Exercise Type = Discussion Based	Region = 5		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Exercise Manager/Lead Facilitator			
Homeland Security Analyst			
HSA/Table Facilitator			
Subject Matter Expert/Table Facilitator			
Table Facilitator			
Support Specialist/Scribe			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$57,515</b>
Travel			\$3,218
Other Direct Costs			\$727
Audio Enhancement			\$1,000
Video Enhancement			\$5,000
<b>TOTAL PRICE</b>			<b>\$67,460</b>

Exercise Type = Discussion Based	Region = 6		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Exercise Manager/Lead Facilitator			
Homeland Security Analyst			
HSA/Table Facilitator			
Subject Matter Expert/Table Facilitator			
Table Facilitator			
Support Specialist/Scribe			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$64,620</b>
Travel			\$3,685
Other Direct Costs			\$727
Audio Enhancement			\$1,000
Video Enhancement			<u>\$5,000</u>
<b>TOTAL PRICE</b>			<b>\$75,032</b>

Exercise Type = Discussion Based	Region = 7		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Exercise Manager/Lead Facilitator			
Homeland Security Analyst			
HSA/Table Facilitator			
Subject Matter Expert/Table Facilitator			
Table Facilitator			
Support Specialist/Scribe			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$51,075</b>
Travel			\$476
Other Direct Costs			\$727
Audio Enhancement			\$1,000
Video Enhancement			<u>\$5,000</u>
<b>TOTAL PRICE</b>			<b>\$58,278</b>

Exercise Type = Operations Based	Region = 1		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Senior Exercise Manager/Lead Controller			
Homeland Security Analyst			
HSA/SimCell Controller			
Subject Matter Expert/Safety Controller			
Subject Matter Expert/Venue Controller			
Venue Controller			
Support Specialist/Registration Staff			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$81,960</b>
Travel			\$4,680
Other Direct Costs			\$690
<b>TOTAL PRICE</b>			<b>\$87,330</b>

Exercise Type = Operations Based	Region = 2		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Senior Exercise Manager/Lead Controller			
Homeland Security Analyst			
HSA/SimCell Controller			
Subject Matter Expert/Safety Controller			
Subject Matter Expert/Venue Controller			
Venue Controller			
Support Specialist/Registration Staff			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$78,180</b>
Travel			\$1,179
Other Direct Costs			\$690
<b>TOTAL PRICE</b>			<b>\$80,049</b>

Exercise Type = Operations Based	Region = 3			
	<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager				
Senior Exercise Manager/Lead Controller				
Homeland Security Analyst				
HSA/SimCell Controller				
Subject Matter Expert/Safety Controller				
Subject Matter Expert/Venue Controller				
Venue Controller				
Support Specialist/Registration Staff				
Principal Subject Matter Expert				
<b>Total Labor</b>				<b>\$85,740</b>
Travel				\$4,456
Other Direct Costs				\$690
<b>TOTAL PRICE</b>				<b>\$90,886</b>

Exercise Type = Operations Based	Region = 4			
	<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager				
Senior Exercise Manager/Lead Controller				
Homeland Security Analyst				
HSA/SimCell Controller				
Subject Matter Expert/Safety Controller				
Subject Matter Expert/Venue Controller				
Venue Controller				
Support Specialist/Registration Staff				
Principal Subject Matter Expert				
<b>Total Labor</b>				<b>\$91,410</b>
Travel				\$4,575
Other Direct Costs				\$690
<b>TOTAL PRICE</b>				<b>\$96,675</b>

<b>Exercise Type = Operations Based</b>	<b>Region = 5</b>		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Senior Exercise Manager/Lead Controller			
Homeland Security Analyst			
HSA/SimCell Controller			
Subject Matter Expert/Safety Controller			
Subject Matter Expert/Venue Controller			
Venue Controller			
Support Specialist/Registration Staff			
Principal Subject Matter Expert			
<b>Total Labor</b>			
Travel			\$4,052
Other Direct Costs			\$690
<b>TOTAL PRICE</b>			<b>\$87,292</b>

<b>Exercise Type = Operations Based</b>	<b>Region = 6</b>		
<u>Labor Category</u>	<u>Hours</u>	<u>Labor Rate</u>	<u>Labor Dollars</u>
Project Manager			
Senior Exercise Manager/Lead Controller			
Homeland Security Analyst			
HSA/SimCell Controller			
Subject Matter Expert/Safety Controller			
Subject Matter Expert/Venue Controller			
Venue Controller			
Support Specialist/Registration Staff			
Principal Subject Matter Expert			
<b>Total Labor</b>			
Travel			\$5,025
Other Direct Costs			\$690
<b>TOTAL PRICE</b>			<b>\$95,235</b>

<b>Exercise Type = Operations Based</b>	<b>Region = 7</b>		
<b><u>Labor Category</u></b>	<b><u>Hours</u></b>	<b><u>Labor Rate</u></b>	<b><u>Labor Dollars</u></b>
Project Manager			
Senior Exercise Manager/Lead Controller			
Homeland Security Analyst			
HSA/SimCell Controller			
Subject Matter Expert/Safety Controller			
Subject Matter Expert/Venue Controller			
Venue Controller			
Support Specialist/Registration Staff			
Principal Subject Matter Expert			
<b>Total Labor</b>			<b>\$76,290</b>
Travel			\$582
Other Direct Costs			\$690
<b>TOTAL PRICE</b>			<b>\$77,562</b>

### **How Localities/Governmental Entities can request and receive Exercise Support Augmentation beyond the Proposed Pricing Structure.**

If requested, the PM will work with the locality to determine what specific exercise augmentations are needed on a task order by task order basis. These augmentations will be priced based on the A La Carte Pricing Schedule. Once negotiated, we assume that the change in scope and associated pricing will be incorporated into URS's task order.

#### **Monthly Invoicing.**

URS will invoice VDEM on a monthly basis for work performed. URS's Deltek's CostPoint accounting system enables us to assign an individual job number to each exercise for tracking costs and billing. We can further segregate costs by general locality/governmental entity or any other break-out required by VDEM. Invoices can be prepared to segregate labor hours/costs, travel, and other direct costs if so required by VDEM or the locality.