



City of Columbus

Griggs, Hoover and O'Shaughnessy Dams



Workshop, Tabletop Exercise & Functional Exercise



January 11, 2011

Proposal to Develop and Facilitate One Workshop as well as Design, Conduct and Evaluate One Tabletop Exercise and One Functional Exercise

Prepared for: Jeff Brooks
Dam Safety Coordinator
City of Columbus
Division of Power & Water
614.645.7020
910 Dublin Rd.
Columbus, OH 43215

Prepared By: ARMADA Ltd.
Jeff Podracky, Chief Operating Officer
23 Clairedan Dr.
Powell, Ohio 43065
614.431.9700
Email: jpodracky@armadausa.com
Web: www.armadausa.com

PROPRIETARY STATEMENT

This proposal includes data that shall not be disclosed outside the Customer and shall not be duplicated, used, or disclosed--in whole or in part-- for any purpose other than to evaluate this proposal or quotation. If, however, a subcontract is awarded to ARMADA as a result of--or in connection with-- the submission of this data, the Customer shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Customer's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets marked by the following statement:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal."



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1.0 Cover Letter

City of Columbus Proposal Summary Information	
Client: City of Columbus	Contractor's Name: ARMADA Ltd.
Contractor's Program Manager: Jeff Podracky Chief Operating Officer	Program Manager Contact Information: jpodracky@armadausa.com 614-431-9701
Prime Contractor Information: ARMADA Ltd. 23 Clairedan Dr., Powell, Ohio 43065 Main: 614.431.9700 Fax: 614.431.9706 Web: www.armadausa.com	Proposed Start: February 2011 Proposed Completion: September 2011

RE: Proposal to Plan, Design, Develop, Execute and Evaluate (1) Workshop, (1) Tabletop and (1) Functional Exercise

Dear Mr. Brooks,

I would like to thank you in advance for taking the time to review our bid proposal. ARMADA Ltd. appreciates the opportunity to work with the City of Columbus. We are confident we have the expertise and past performance to develop, conduct and evaluate one Workshop, one Tabletop Exercise and one Functional Exercise involving Hoover, Griggs and O'Shaughnessy Dams.

ARMADA is uniquely suited to assist the City of Columbus with the outlined scope of work for the following reasons:

- Proven experience in managing local, regional and state level emergency preparedness projects
- Working knowledge of state and federal requirements and guidelines
- HSEEP trained staff proficient in developing, conducting and evaluating discussion and operations-based exercises
- Ohio based company with nationally recognized Subject Matter Experts (SMEs)

The attached proposal and price are based upon your current request and can be adjusted if the scope of work changes. The City of Columbus may consider accessing ARMADA's services through an existing Franklin County Homeland Security & Emergency Management Agency (FCHLS&EMA) contract vehicle. We look forward to the opportunity to further discuss this potential partnership with you in more detail. If you have any questions, please feel free to contact me directly. Our proposal is valid for 60 days. This proposal supersedes all previously submitted project specific proposals.

Sincerely,

Jeffery P. Podracky
Chief Operating Officer



2.0. Overview of ARMADA

ARMADA Ltd. is a Limited Liability Company headquartered in Powell, Ohio. Our core business is to provide all hazards solutions to our clients. Our senior staff comes from various backgrounds that include public safety, healthcare, federal law enforcement, homeland security and emergency management. With over 400 years of leadership experience, ARMADA is a world-class provider of Mitigation, Prevention, Preparedness, Protection, Response and Recovery solutions.

ARMADA has the four critical attributes required of a contractor to assist the Client with designing, conducting and evaluating one functional exercise. These four attributes are: (1) proven performance in designing, facilitating and evaluating Workshops, Tabletop Exercises and Functional Exercises; (2) scalability of a project team and resources to ensure professional, cost-effective results; (3) ability to begin work immediately with little interruption to current operations; and (4) a proven record of superior project management and customer focus.

ARMADA's management recognizes that the professionals who comprise our team are the most valuable assets that we can bring to bear for our clients. Therefore, recruiting and hiring knowledgeable and experienced professionals who have served in positions of high trust is one of ARMADA's most important functions. Our team is made up of full-time and part-time staff as well as more than one hundred vetted professional independent contractors who provide quality homeland security and emergency management services to our diverse client base. ARMADA is proud to retain highly experienced and distinguished Subject Matter Experts (SMEs) such as former state Emergency Management Directors and former FEMA Regional Administrators.

We pride ourselves on the high quality of our staff, which allows us to offer industry leaders and subject matter experts in their respective fields to our customers. We focus on building a strong team environment allowing for free flowing communication between all team members, and most importantly with our clients. This team mentality is then realized by our customers when we place ARMADA employees in customer environments. ARMADA's staff integrates themselves into the client's team for working, reporting and information sharing. All projects are executed with the end user and business partner in mind to ensure success. We live by our core values of professionalism, integrity, teamwork, commitment, and execution.

The ARMADA Team Advantage

- ✓ Real-World Experienced Homeland Security & Emergency Management Professionals
- ✓ Ohio Based Business Operations
- ✓ Locally Experienced and Nationally Recognized Subject Matter Experts
- ✓ Customer Service Focused
- ✓ Proven Performance
- ✓ Scalable Project Team to Support Simultaneous Tasks
- ✓ Cost Effective



3.0 Scope of Work

ARMADA will facilitate Exercise Planning Conferences in conjunction with the Exercise Planning Team and the City of Columbus. The Planning Conferences will be conducted as face-to-face meetings, with the option of making them Webinars if that is more conducive to Exercise Planning Team members' schedules. The Exercise Planning Team will assist ARMADA with developing a realistic scenario for the Tabletop and Functional Exercises. The scenario will likely include a weather event involving heavy rainfall over an extended period of time resulting in initial warnings, alerts and notifications at Griggs and Hoover Dams. The weather event will lead to a catastrophic failure at O'Shaughnessy Dam.

Detailed tasks and deliverables associated with developing and facilitating one Workshop, as well as designing, conducting and evaluating one Tabletop Exercise and one Functional Exercise are outlined in Exhibit 3-1 below.

Tentative Project Schedule

Workshop & Tabletop Exercise Dates

- 1st Choice: Wednesday June 8, 2011
- 2nd Choice: Wednesday May 25, 2011
- 3rd Choice: Tuesday May 17, 2011

Functional Exercise Dates

To be scheduled approximately 3 months after the completion of the tabletop exercise

Exhibit 3-1: Tasks and Sub-Tasks Chart

Task	Task Name	Sub Task	Sub Tasks / Deliverables
1.0	Work Plan, Kickoff Meeting, and Document Review	1.1	Develop and submit a detailed written work plan including staffing and timeline for completion of deliverables.
		1.2	Conduct a Kickoff Meeting with the City of Columbus to review the workplan, discuss project details, and answer any questions.
		1.3	Review documents for inclusion in exercise. Documents will include: Target Capabilities as well as current emergency operations plans, policies and procedures.
2.0	Workshop and Tabletop Exercise (TTX) Planning Conferences and Documentation	2.1	Secure location and schedule 1 Workshop/Tabletop Exercise for June 2011.
		2.2	Conduct a Workshop Initial Planning Conference (IPC) with selected representatives.
		2.3	Conduct a TTX IPC with the Exercise Design Team.
		2.4	Send out invitations to participants for the TTX.
		2.5	Utilize current plans and additional information to develop appropriate scenario.
		2.6	Develop Workshop Materials (PowerPoint's, Student Handouts, Etc), TTX Materials (SITMAN, PowerPoint, Controller/Evaluator Handbook, Evaluation Guides, Participant Feedback Forms, etc) and submit for review/approval to Exercise Planning Team.
		2.7	Conduct a TTX Final Planning Conference (FPC) incorporating Workshop information as appropriate to finalize documentation and complete any additional tasks prior to the exercise.
3.0	Conduct and Evaluate One Workshop and One TTX	3.1	Develop and conduct Controller/Evaluator briefing prior to the exercise.
		3.2	Conduct one 2 hour Workshop and one Not to Exceed 4 hour TTX in June 2011.
		3.3	Facilitate hot wash directly following the exercise.
		3.4	Draft After Action Report and Improvement Plan and submit to Exercise Planning Team for comment.
		3.5	Conduct an After Action Conference to review AAR/IP with exercise participants.
		3.6	Incorporate recommendations from AAC and provide finalized AAR/IP to the Exercise Planning Team for approval.
		3.7	Prepare and distribute the AAR/IP electronically to the City of Columbus. (NTE 30 days following TTX)
4.0	Functional Exercise (FE) Planning Conferences and Documentation	4.1	Secure location and schedule 1 Functional Exercise (FE) for September 2011.
		4.2	Conduct an FE IPC with the Exercise Planning Team.
		4.3	Send out invitations to participants for the FE.
		4.4	Utilize current plans and additional information to develop appropriate scenario.
		4.5	Conduct a Mid-Term Planning Conference to develop MSEL.
		4.6	Develop FE Materials (EXPlan, MSEL, Controller/Evaluator Handbook, Evaluation Guides and Participant Feedback Forms, etc.) and submit for review/approval to Exercise Planning Team.
		4.7	Conduct an FE FPC to finalize documentation and complete any additional tasks prior to the exercise.
5.0	Conduct and Evaluate One FE	5.1	Develop and conduct Controller/Evaluator, Simcell staff and player briefings prior to the exercise.
		5.2	Conduct one not to exceed 4 hour FE in September 2011.
		5.3	Facilitate hot wash via conference call/Go to Webinar directly following the exercise.
		5.4	Draft After Action Report and Improvement Plan for FE and submit to Exercise Planning Team for comment.
		5.5	Conduct an After Action Conference to review AAR/IP with exercise participants.
		5.6	Incorporate recommendations from AAC and provide finalized AAR/IP to the Exercise Planning Team for approval.
		5.7	Prepare and distribute the AAR/IP electronically to the City of Columbus. (NTE 30 days following FE)



4.0 Costing

4.1 Workshop

Consultant Deliverables to Agency for (1) Workshop (including all selected Contractor staff travel, per diem, incidental expenses and deliverables)

- Initial Planning Conference
- Final Planning Conference (in partnership with the TTX Final Planning Session)
- PowerPoint presentation development for interactive presentation
- Student handouts & materials as appropriate

Assumptions made during pricing

- The Workshop would include an estimated 45 participants
- All planning meetings will be facilitated at the “Client’s” site at no additional cost to ARMADA
- Workshop is estimated not to exceed 2 hours. No lunches/food was included in the costs. The Workshop will take place the same day as the TTX, just prior to the TTX.

Total Cost for the Workshop:	\$3,500.00
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4.2 Tabletop Exercise

Consultant Deliverables to Agency for (1) Tabletop Exercise (including all selected Contractor staff travel, per diem, incidental expenses and deliverables)

- Initial Planning Conference
- Final Planning Conference
- PowerPoint presentation development for interactive exercise presentation
- Scenario development/Situation Manual development (including all appendices), publishing and shipping
- Exercise support materials (i.e. badges, sign-in sheets, table tents, etc.)
- Cost for facilitators/support staff
- After Action Report development, publishing and shipping
- Corrective Action Plan/Improvement Plan development, publishing and shipping
- After Action Conference

Assumptions made during pricing

- The Tabletop Exercise would include an estimated 45 participants
- All planning meetings and the execution of the tabletop exercise will be facilitated at the “Client’s” site at no additional cost to ARMADA
- Tabletop exercise was estimated not to exceed 4 hours. Morning snacks/coffee as well as box lunches and soda have been included in the costs.
- The Evaluator training will be conducted via webinar
- Client will track the Improvements

Total Cost for the Tabletop Exercise:	\$12,500.00
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4.3 Functional Exercise

Consultant Deliverables to Agency for (1) Functional Exercise (including all selected Contractor staff travel, per diem, incidental expenses and deliverables)

- Initial Planning Conference
- Mid-Term Planning Conference
- Final Planning Conference
- Cost for development of Exercise Plan (ExPlan), Controller/Evaluator (C/E) Handbook, Player Guide, Master Scenario Events List (MSEL) and scenario development
- PowerPoint presentation development for Player; Controller; Simulator; Evaluator, Actor/Victim and Hospital briefings, training and debriefings
- Scenario development (including all appendices), publishing and shipping
- Exercise support materials (i.e. badges, sign-in sheets, table tents, controller and evaluator packets, etc.)
- Cost for controllers/support staff
- After Action Report development, publishing and shipping
- Corrective Action Plan/Improvement Plan development, publishing and shipping
- After Action Conference

Assumptions made during pricing

- The Functional Exercise would include an estimated 45 participants
- All planning meetings and the execution of the exercise will be facilitated at the “Client’s” site at no additional cost to ARMADA
- The Functional Exercise would all take place at a single location (JIC, SimCell, Planning, etc. all in one location)
- The Client will provide SimCell staffing
- Evaluators will be selected by the Exercise Planning Team and/or selected by the client at no cost to ARMADA (i.e. volunteers)
- 3 Controllers were included in the cost. Controller/Evaluator/Simulator training will be conducted via webinar.
- The Functional Exercise was estimated not to exceed 4 hours. Morning snacks/coffee as well as box lunches and soda have been included in the costs.
- Client will track Improvements
- MSEL Conference will be completed in conjunction with the Mid-Term Planning Conference

Total Cost for the Functional Exercise:	\$17,400.00
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Total Project Costs: \$33,400.00 plus applicable taxes

Accept Proposal: _____ Date: _____

Name: _____ Title: _____