MorganFranklin
SURPASSING EXPECTATIONS

Orchestrating Joint Preparedness:

Learning to improvise, adapt and overcome during crisis

Technical Proposal for
Metropolitan Washington Council of Governments

In Response to:
Comprehensive Exercise and Corrective Action Program
March 27, 2006

Submitted To:
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"Composed Professionalism"

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List of Acronyms

ATO	Authority To Operate
AV	Audio Visual
BES	Blackberry Enterprise Server
COG	Council of Governments
COOP/COG	Continuity of Operations/Continuity of Government
COTS	Commercial-Off-The-Shelf
CWID	Coalition Warrior Interoperability Demonstration
DAS	Distributed Antenna System
DBE	Disadvantaged Small Business
DICE	DOD Interoperability Communications Exercise
DISA	Defense Information Systems Agency
DITSCAP	DoD Information Technology Security Certification and Accreditation Process
DOD	Department of Defense
DSCA	Defense Support to Civil Authorities
EEOB	Eisenhower Executive Office Building
EOP	Executive Office of the President
EPS	Executive Protective Systems
EVMS	Earned Value Management System
FSO	Facility Security Office
GIG	Global Information Grid
GSA	General Services Administration
HVAC	Heating, Ventilation and Air-Conditioning
IAB	The Department of Homeland Security's Inter-Agency Board
ICS	Incident Command Structure
IPR	In-Process Review
ISO	International Standards Organization
IT	Information Technology
JUICE	Joint Users Interoperability Communications Exercise
JTR	Joint Travel Regulations
J2	WHCA Industrial Security Directorate
LAN	Local Area Network
LTV	FAA/Landing System Test/Transport Vehicle
MACC	Multi-Agency Command Center
MC	Master Control
NCES	Network Centric Enterprise Services
NGCS	Next Generation Collaboration Services
NLOS	Non-Line of Sight
OA	Office of Administration

ODC	Other Direct Cost
OEM	Original Equipment Manufacturer
OEPP	United States House of Representatives, Office of Emergency Planning & Preparedness
OJT	On-the-Job Training
OPTEMPO	Operational Tempo
OPM	Office of Personnel Management
OSD	Office of the Secretary of Defense
PCU	Presidential Communications Upgrade
PIC	Presidential Inaugural Committee
PKI	Public-Key Infrastructure
PMBoK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Program Management Office
POC	Point of Contact
POTUS	President of the United States
PSD	Presidential Support Duty
PWS	Performance Work Statement
RF	Radio Frequency
RFP	Request For Proposal
SB	Small Business
SCI	Sensitive Compartmented Information
SDM	Service Delivery Model
SDVO	Service Disabled Veteran Owned
SEM	Systems Engineering Method
SSBI	Single Scope Background Investigation
STIG	Secure Technical Implementation Guides
TELECOM	Telecommunications
TS	Top Secret
USSS	United States Secret Service
VIC	Visual Information Command
VoIP	Voice Over Internet Protocol
VTC	Video Teleconferencing
WAN	Wide Area Network
WBS	Work Breakdown Structure
WHCA	White House Communications Agency
WHCA – J2	WHCA Industrial Security Directorate
WHMO	White House Military Office

1. Executive Summary

The MorganFranklin Corporation is a diversified professional services company headquartered in McLean, Virginia. MorganFranklin's core competencies consist of Technology and Engineering, Management Consulting and Financial and Advisory Consulting Solutions. Through these competencies, our flexibility, and our openness to partnering, we are able to offer comprehensive, mission-based services and solutions to support the requirements listed in this Request for Proposals, #14-06.

We have further strengthened our offerings by entering into an exclusive teaming agreement with the following companies in support of this requirement:

Ennovex Solutions, Inc. (Ennovex) is an Information Technology (IT) solutions company that serves Government and industry with agility and performance unmatched in the industry. "Structured Agility" is a prevailing theme in how the company delivers services. The company also works to find value-oriented solutions to meet the needs of our clients without reducing the level of service. Ennovex, headquartered in Chantilly, Va., is a Service Disabled Veteran Owned (SDVO) Small Business (SB) with capabilities beyond its size.

Executive Protection Systems LLC is the leading turnkey provider of emergency preparedness solutions, protective equipment and training. We are dedicated to providing the highest level of customer service to ensure our clients' safety during an emergency. EPS, headquartered in Winchester, Va., is a Service Disabled Veteran Owned (SDVO) Small Business (SB).

The MorganFranklin team not only has an intimate knowledge of the NCR, Continuity of Operations Planning and execution mission, but also has a true sense of operations within crisis management. So much so that we have created a software integration tool called BEACON, a unique combination of innovative technology tools designed to facilitate crisis management with the added element of mission-critical knowledge management. This was a direct result of our long history supporting crisis-management and our employees' experience in supporting numerous government and commercial COOP/COG programs. That level of familiarity immediately translates into value for the Metropolitan Washington Council of Government when considering the MorganFranklin team as a service provider.

The added value the MorganFranklin team provides is:

- We know Crisis Management
- We know how to build and integrate communications systems
- We know the National Capital Region

- We know how NCR is organized
- We know where to get information
- We know what COG expects
- We know COOP/COG planning and execution

The MorganFranklin team has successfully executed many information technology (IT), telecommunications and radio frequency (RF) projects for clients such as the White House Communications Agency (WHCA). Recently, we have been involved in program support, test and evaluation, systems integration and life cycle support for current Presidential Communications Upgrade (PCU) program efforts such as Roadrunner, VoIP and the Travel Radio System. Through these support efforts, our team has worked with a wide variety of communications equipment, including all of the systems described in the technical and past performance evaluation criteria of the RFP.

Over the years we have developed a tremendous track record of responsiveness, efficiency and customer satisfaction serving a wide variety of distinguished government and commercial clients, and will continue to provide that level of service while performing under this task. The following past projects, along with our past performance citations, demonstrate our successful track record of meeting unique requirements by being innovative, responsive and focused on our role and the goals of the customer. Recent projects include:

- 2005 Presidential Inaugural Committee (PIC) Support
- WHCA J4 Life Cycle Support Services
- WHCA Eisenhower Executive Office Building (EEOB) Modernization Support
- Executive Office of the President (EOP) Distributed Antenna System (DAS)
- 2004 G8 Summit Planning Organization
- FAA/Landing System Test/Transport Vehicle (LTV)

The past performance citations we have provided demonstrate our ability to support the wide variety of communications equipment described in the RFP, manage teams of contractors, subcontractors and other vendors, quickly respond to long- and short-term requirements, and provide technical innovation to meet unique customer requirements.

Our proven record of success is due in large part to our staff's ability to perform in a variety of roles and their willingness to do whatever it takes to get the job done. Selfless, flexible employees with broad skill sets allow us to meet virtually any requirement. Our personnel have experience with all of the listed RFP requirements. In addition, because the labor category qualifications listed in GSA schedule were derived from the qualifications of our personnel, you can be

assured that our staff has the experience, education and qualifications to support the efforts of the RFP. The key personnel we are proposing provide the wide variety of skill sets and experience necessary to meet the scope of the tasks and technologies described within this RFP.

Through our extensive recruiting networks and ability to team with other contractors, we have access to an extensive pool of cleared personnel. Currently, 58 personnel on our team have Top-Secret Clearance, and the rest have Secret Clearance.

In summary, we believe that to effectively support The Metropolitan Washington Council of Governments (COG), a team company must be committed to establishing a cooperative partnership with COG and the other contractors/vendors on their team. Further, they must engage COG and their requirements with the belief that there is One Team, the COG team. MorganFranklin is that company and has demonstrated it through our current and past support of the COOP/COG engagements throughout the Government and commercial sectors. **When it comes to COG's success MorganFranklin knows, failure is not an option.**

1. Qualifications of the firm and key personnel

The MorganFranklin Corporation with its partners is pleased to offer this technical and management proposal in response to the Metropolitan Washington Council of Governments (COG) comprehensive exercise and corrective action program.

> *"Every ceremony is conducted as a major operation, and we will be unmatched in our ability."*
>
> — *"The Old Guard" mission statement (excerpt)*

MorganFranklin is similar to "The Old Guard" in that we are steadfast and composed in all aspects of the support we provide to the Office of the President of the United States, as well as every customer and client we support. Founded to provide Systems Engineering and Business Management services to both government and commercial clientele, MorganFranklin has developed a tremendous track record of responsiveness, efficiency and customer satisfaction serving a wide variety of clients that include: WHCA, Executive Office of the President (EOP), the Department of Justice, the Joint Chiefs of Staff, the Environmental Protection Agency, the Naval Research Laboratory, the 2004 G8 Summit Planning Organization, the Presidential Inaugural Committee, the United States House of Representatives, MCI, British Telecom and the World Bank.

This proposal will demonstrate our complete understanding of the Request for Proposals (RFP) and the mission objectives associated with the comprehensive exercise and corrective action program. We will also demonstrate how MorganFranklin's current and past experience, and technical and management abilities correspond to the requirements of the RFP. This proposal will also illustrate MorganFranklin's superiority as the lowest-risk, best value team member capable of delivering the technical and management services required at the Operational Tempo (OPTEMPO) at which COG operates.

1.1. Firm

1.1.1. MorganFranklin Corporation

MorganFranklin Corporation is a diversified professional services company committed to improving the competitiveness and efficiency of our government and commercial clients by providing them with a comprehensive array of engineering and technology, management consulting and business advisory services. MorganFranklin is comprised of three business groups: Technology, Consulting and Advisory.

MorganFranklin Technology Division: MorganFranklin Technology provides system life cycle services that include requirements analysis, system design, integration, life cycle support and technology refresh. MorganFranklin delivers command, control and emergency management solutions and network, telecommunication and information management solutions for national security, government agencies and the private sector. MorganFranklin employs sound systems engineering principles and exploits new proven technologies in order to deploy innovative systems to meet our clients' evolving requirements.

MorganFranklin Consulting Division: MorganFranklin Consulting focuses on management consulting. MorganFranklin uses industry and business-process knowledge in combination with system solution expertise to identify and implement solutions that improve the efficiency and effectiveness of your organization.

MorganFranklin Advisory Division: MorganFranklin Advisory focuses on delivering technical accounting and operational support services to finance organizations.

1.1.1.1. Past performance – G8 Summit Planning Organization

Period of Performance: August 2003 through June 2004

Program Management: In support of the 2004 G8 Summit, the MorganFranklin Team had overall responsibility for the budgeting, planning and delivery of all telecommunication and information technology (IT) services, contingency and continuity planning and emergency preparedness required to support Summit participants. The MorganFranklin Team was responsible for planning and managing the delivery of these services for 20 delegate countries and U.S. agencies in five geographically diverse locations. The MorganFranklin team developed implementation schedules, managed equipment acquisitions, identified and contracted required resources, managed budgets, developed Work Breakdown Structures and developed emergency scenarios and contingency strategies to ensure resources were properly applied to developed execution strategies.

Systems Engineering: The MorganFranklin Team provided systems engineering services in the development of telecommunications, IT, security (physical and IT), and communications systems and their associated subsystems (i.e. power, HVAC, etc.). The MorganFranklin Team developed network architectures, security policies, command and control procedures, communication systems, LANS/WANS and infrastructure architectures for voice, video and data systems. The MorganFranklin Team played an integral role in delivering these technical systems to the event sites of the G8 Summit including the main and auxiliary meeting rooms for the President of the United States and the other G8 Heads of State.

Information Technology Services: The MorganFranklin Team was responsible for the design and implementation of the entire G8 network architecture and infrastructure. This included the deployment of secured networks for the G8 Summit Planning organization in Washington, D.C., Savannah, Ga., St. Simons Island, Ga., and Sea Island, Ga. This effort included the seamless relocation of Washington, D.C., networks to St. Simons, Ga., as well as the design and implementation of the G8 Summit operations facility, a temporary tent facility, at Sea Island, Ga. Additionally, the Team planned and implemented network deployments for each of the Delegate nations, the international media center in Savannah and the media subcenter in Sea Island, Ga. The Morgan Franklin Team provided web portal development and support for the G8 Summit to afford a means to disseminate important information regarding the Summit to Summit participants including Delegate nations, the media, the G8 Summit Planning Organization and other U.S. agencies. Developed using Plumtree's state-of-the-art web portal technology, the portal provided user- and group-based security for the delivery of customized content to the Summit participants. The scope of work for the portal included delivering press releases, meeting transcripts, schedules and other content, as well as areas integrated with the G8 Summit Planning Organization's intranet. This complex portal was developed on a highly accelerated schedule of just two

months and supported approximately 1,000 users. The typical implementation schedule for a project of this magnitude is approximately six months. The G8 Summit Planning Organization chose the MorganFranklin Team based on the team's experience and capability to deliver complex web solutions in a timely fashion.

Communication Systems: The MorganFranklin Team designed, developed, deployed and operated the G8 Summit Call Center. The Team manned the Call Center 24x7 and was responsible for routing incoming calls to G8 Summit Planning staff and other officials; receiving network and telecommunications trouble calls; issuing and assigning trouble tickets; managing trouble ticket close out; and providing command and control for the activities of the Summit IT staff prior to and during the Summit events. The MorganFranklin Team utilized COTS/GOTS equipment and software to build out the call center with a high-end telephony switch, IT network components, the trouble ticket software and two-way radio communications capabilities. The MorganFranklin Team engineered and developed designs for the implementation of in-building distributed antenna systems (DAS) to provide wireless services within facilities identified as G8 Summit venues. The designs provided for the transport of services from eight wireless carriers as well as the implementation of 802.11b/g WiFi. Designs were developed for the Savannah International Trade and Convention Center, and a luxury resort located on Sea Island, Ga.

Audio Visual and Media Outreach: The MorganFranklin Team engineered a multi-point audio/video distribution system providing live event coverage of the G8 Summit to official participants in Sea Island and Savannah, Ga. The distribution system allowed senior officials to monitor events off site, stenographic transcription of events, the creation of audio or video tapes for principals, and situational awareness to security and command and control locations. The MorganFranklin Team implemented a video teleconferencing (VTC) system to conduct joint press conferences between Sea Island and Savannah. This provided the ability to run the White House Press Lobby and Press Filing Centers for briefing and other requirements. This capability provided the capacity to telecast into an event that principals could not attend so they could be seen and heard by the attendees and interact with the hosts. For the duration of the Summit at multiple event sites, the MorganFranklin Team planned, contracted and managed the installation and operation of the following media outreach systems: unobtrusive lighting, microphone systems and support for translation services, sound reinforcement and power redundancy. This effort included complex stage lighting, multi-microphone mixes, translation feeds, translation monitors, audio feeds, video feeds, audio recordings, video recordings, stage monitors, sound reinforcement systems, lectern construction, video projection systems and clear-com/event coordination systems.

Documentation: The MorganFranklin Team developed, updated and managed the documentation for all telecommunications and IT systems deployed by the Team. This documentation included but was not limited to system designs, block wiring diagrams, network diagrams, physical space layout diagrams, master equipment lists, implementation plans and schedules, and equipment configurations.

Facilities Operations and Management: As part of our tasking for the G8 Summit, the MorganFranklin team provided O&M support for associated computer facilities and the Summit call center. Tasks performed included the management and allocation of space; information technology (IT) services; and telephony services personnel. A "Composed Professional" can adapt, overcome and remain vigilant in accomplishing all assigned tasks. MorganFranklin's core competencies, flexibility, and our willingness to partner to provide comprehensive, mission-based services and solutions demonstrate that we are organized to support the requirements of this RFP.

1.1.1.2. Past performance – 55th Presidential Inaugural Committee

Period of Performance: Oct. 2004 through March 2005

In support of the 2005 Presidential Inaugural Committee (PIC), MorganFranklin had overall responsibility for the budgeting, planning, design and implementation of an information technology (IT) and telecommunications (TELCOM) enterprise-wide architecture. Our past performance supporting the PIC is directly relevant to the requirements of the RFP because it encompassed all phases of system design and development including deployment and operational support. Our efforts included the full range of infrastructure engineering design, development, and implementation and integration tasks. MorganFranklin also participated in concept development, planning, requirements definition and analysis, and systems design and development activities for this task, including integration, implementation and deployment.

MorganFranklin was responsible for the delivery of all services required to support over 900 PIC employees in four geographically diverse locations. MorganFranklin planned and managed the delivery of these services, developing implementation schedules, managing equipment acquisitions, identifying and acquiring required resources, managing budgets and ensuring resources were properly allocated. Our team designed, developed, deployed and operated the PIC Operations Center and IT Help Desk. We utilized COTS/GOTS equipment and software to build out the help desk with a high-end telephony switch, IT network components, a custom trouble ticket software application and two-way radio communications capabilities. In support of this effort, we worked with Cisco

routing and switching equipment (Catalyst switches and PIX firewalls); Dell hardware (servers and desktops); and Microsoft client and server applications (Windows Server 2003, Windows XP clients, Microsoft Exchange and Outlook).

The 2005 PIC derived substantial value from having MorganFranklin engaged because our Infrastructure Engineering Design efforts were consistently right on target. Our total turn-key service offering, experience and capability to deliver a complex IT/TELCOM solution in a timely fashion resulted in the following achievements: In the first week of performance we delivered fully enabled network services for 600+ users; 400+ fully imaged laptop PCs; fully implemented services for cellular telephony (60 units); and a BlackBerry Enterprise Server (BES). Because we tailored our infrastructure engineering design to the specific goals and objectives of the PIC, their mission was successfully accomplished. Our responsiveness and technical proficiency made possible the establishment of a complete network for voice and data services in a one-week period, and the operation and maintenance of the network, without interruption, for nearly six months.

The IT/TELCOM enterprise-wide architecture developed for this effort included the end-to-end transport layers for voice and data systems, all communications systems, the enabling functions (Help Desk, Operations Center, etc.), and the integration of all required corporate applications (e.g., Ticket Master™, telephony switch manager, etc.). MorganFranklin developed network security policies, and command and control procedures. We also maintained the Operations Center, where all activities of the PIC staff, prior to and during all Inaugural events, were coordinated. MorganFranklin manned the help desk 24x7 receiving network and telecommunications trouble calls, issuing and assigning trouble tickets and managing trouble ticket close out. MorganFranklin was also responsible for network and resource access controls and material inventory management.

Key task and mission requirements included 24x7 support for the 900 PIC employees who were responsible for coordinating and scheduling all transportation, entertainment, audio visual support, lighting and donations processing for Inaugural events from four geographically diverse locations. The locations were the C Street N.W. PIC headquarters facility and operations center; the Press Filing Center and Press Office at the Ronald Reagan Building and International Trade Center; the public ticket distribution site at the Lowes L'Enfant Plaza Hotel; and the ticket distribution site for government dignitaries at the U.S. Department of Commerce.

In collaboration with IPIX Inc., we also designed, integrated and operated a networked, IP-based, video surveillance system in support of the United States Secret Service (USSS) mission. The system consisted of seven camera systems

deployed along the Inaugural Parade route and networked back to workstations running the IPIX application at the multi-agency command center (MACC). To provide broadband connectivity to the cameras, MorganFranklin employed the use of Orthogon non-Line of Sight (NLOS) wireless links, providing an innovative and cost effective alternative to expensive hard-wired broadband connectivity. The system provided the USSS complete video coverage of the parade route, with each camera providing high resolution video and digital pan/zoom/tilt capabilities.

MorganFranklin's INCOSE/EIA-632 based Systems Engineering Method (SEM) was tailored to the scope and complexity of this task to further elicit, define and derive key requirements. Key requirements for data included:

- Active Directory services
- Network security
- File and print services
- E-mail, integrated with BES
- Web-enabled help desk reporting

We also implemented ticketing services via a separate secure VPN capability from the TicketMaster™ domain to individual workstations within the PIC domain. Key security requirements specified provisions for real-time video surveillance from the parade route to a remotely located multi-agency command center for situational awareness.

The development of our IT/TELCOM design for this effort was facilitated by on-site surveys of existing telephony and networking infrastructure in each PIC location. Throughput requirements were determined on the number of anticipated users, the expected network applications, along with projected average and peak traffic loads. Two T1 lines were bonded at the main site to provide Internet connectivity through Verizon, thus leveraging our wholesale vendor relationship with them. Additional circuits were added to complete the WAN topology, and to provide limited VPN service access for the TicketMaster™ systems. Integration activities included making the appropriate connections in Telco closets for voice systems; connecting PIC network routers and switches to the existing infrastructure; interfacing the network management database to workstations for press credentialing; configuring the BES and Exchange servers; creating a customized Help Desk application; and connecting surveillance system video cameras to the remote command center via dedicated 600MB microwave data links. The system design was documented in block wiring diagrams, network diagrams, physical space layout diagrams and master equipment lists.

1.1.2. Ennovex Solutions, Inc.

Ennovex Solutions, Inc. (Ennovex) is an Information Technology (IT) solutions company that serves Government and industry with agility and performance unmatched in the industry. "Structured Agility" is a prevailing theme in how the company delivers services. The company also works to find value-oriented solutions to meet the needs of our clients without reducing the level of service. Ennovex, headquartered in Chantilly, Va., is a Service Disabled Veteran Owned (SDVO) Small Business (SB) with capabilities beyond its size. The company founders have extensive experience in Government contracting, and have access to outsourced back-office support functions that allow Ennovex to concentrate on building solutions that work — every time. We provide services in the core areas of:

- Systems Security Solutions
- Collaboration Solutions
- Integrated Solutions
- Program Management Solutions

The talented and dedicated Ennovex staff carries out the company's commitment to customer satisfaction and quality work. Ennovex's approach is to partner with our clients to provide robust, cost-effective solutions. We have substantial technical expertise in areas applicable to both Government and commercial environments, and our professionals have a deep understanding and appreciation of how Government agencies operate.

1.1.2.1. Past Performance - Defense Online Portal/ GIG Enterprise Services Portal

When DISA approached Ennovex staff in April 2004, two prior iterations of the GES Portal had proven to be unsuccessful. These portals were difficult to navigate and maintain. DISA needed a new GES Portal operational by August 2004 so Network Centric Enterprise Services (NCES) documentation, policies and services could be developed leveraging the portal as a collaborative tool. NCES is a large program that will revolutionize the way DoD does business by promoting the use of web services in applications. For NCES to be successful, a great deal of planning and coordination was required. DISA lacked a portal capability to allow decentralized users to collaborate on the development of the NCES program in central, web-based virtual workspaces.

Ennovex staff believes that to be successful in designing and implementing a system, it is essential that the team receives user feedback early and often in the process. To integrate user input as early as possible, a proof of

concept system was built to demonstrate the basic capabilities required of the operational portal. Once the integrated proof of concept was built, a wide variety of users were asked to give the system a test run.

Regardless of size, an integration project brings about change for all stakeholders and it is important to make this change as easy as possible. Ennovex staff created and executed a Marketing Plan for the new GES Portal (http://ges.dod.mil/aboutdefenseonline.htm) early during the Proof of Concept phase. The Marketing Plan included:

- Creation of a single name, logo, look and feel for the integrated system which is used consistently throughout the integration effort to establish a "brand"
- Dissemination of information early and often to all stakeholders to minimize surprises resulting from change
- Identification of stakeholders willing to champion the effort throughout their respective organizations
- Creation of readily available, easy-to-use training and tools for the user population

Ennovex staff also identified and solved a challenging limitation experienced by previous versions of the portal. In previous versions of the GES Portal, user accounts were created and maintained manually and only supported username/password for logon. At times this process took several days. By then, users had often found a different way to collaborate.

Ennovex staff chose to utilize the DoD PKI to enable self-registration, automate account creation and administration, and provide a more secure PKI-based system logon. Judicious application of the DISA Secure Technical Implementation Guides (STIGs) was necessary to prepare for FSO visits and accreditation assessments. Ennovex staff prepared the system and all relevant documentation for the DoD Information Technology Security Certification and Accreditation Process (DITSCAP), receiving the required authority to operate (ATO) on NIPRNet and successfully deploying what is now known as the Defense Online Portal to DECC Columbus.

1.1.2.2. Past Performance - DISA NCES Collaboration Support

The Defense Information Systems Agency (DISA) Net-Centric Enterprise Services (NCES) Program Office is responsible for providing a common set of information capabilities for the Global Information Grid (GIG). These capabilities are in support of the entire Department of Defense and Intelligence Communities to include coalition partners and other Federal agencies. NCES creates an agile,

robust, interoperable and collaborative environment for DoD where war fighter, business and intelligence users share knowledge on a secure, dependable and global network that enables excellent decision making, effective operations and network-centric transformation.

One of the nine core capabilities of NCES, and one of the four identified product lines, is collaboration. The goal of the collaboration enterprise service is to enable users to collaborate with whomever they want at any time. The intent is to offer a broad range of user-to-user information sharing capabilities and make them available to all users, including those at the edge. Virtual collaboration sessions can be established at a moment's notice where participants are readily added and multi-media materials are available to all.

The objective of this project is to provide engineering, policy and programmatic support for DISA net-centric enterprise collaboration services initiative(s).

Enterprise IT Policy and Planning: Ennovex provides management and technical support for the strategic planning of future collaboration initiatives, including pilots and prototypes, for the Department of Defense (DoD) enterprise. This support focuses on the transition from current collaboration initiatives to commercial-off-the-shelf (COTS) collaboration services/products that support the DoD transformation toward a net-centric environment. There are dozens of collaboration efforts going on throughout the DoD enterprise. The net-centric approach demands that information be shared in an easy and ubiquitous manner. As such, the current and varied collaboration solutions sprinkled throughout the DoD enterprise violate this principle. Although these solutions may fit the needs of the local enclave, they do not necessarily interoperate with the solutions of other enclaves. DoD is moving toward providing enterprise services that allow for information to be shared throughout the enterprise. This allows for faster, more efficient decision making. Instead of dozens of local collaboration solutions being the norm, a group of a few centralized collaboration services will be provided.

Ennovex has been heavily involved in the development of policy that supports collaboration. This includes the recent DoD collaboration policy that was recently signed by the Office of the Secretary of Defense (OSD). Ennovex participated in tiger team sessions to analyze existing policy and develop new policy in coordination with other DoD elements.

Ennovex provides technical support for leveraging and influencing future collaboration initiatives, both within the Government and industry. The team also supports the Government in identification of current collaboration initiatives ongoing within the DoD and other Federal organizations in an attempt to

leverage successes of efforts in support of enterprise solutions and influence movement toward net-centricity. The team monitors industry trends in the collaboration space and the development of strategies for influencing industry development.

One of Ennovex's tasks on this project was technical and programmatic support of the DISA Next Generation Collaboration Services (NGCS) pilot. The NGCS pilot was a web accessible, commercially managed collaboration service for the Department of Defense, the first of its kind in the DoD. The purpose of the pilot was to identify security and implementation barriers to rapid deployment on multiple networks (NIPRNet and SIPRNet); suitability for meeting Department of Defense requirements at the enterprise level; and assimilation of lessons learned and metrics for the development of the NCES Collaboration Services' request for a quote.

Ennovex partnered with the Government in managing the everyday activities of the NGCS Pilot. Additional responsibilities included:

- Analyzing network operations of the pilot and feeding this information to DoD NetOps
- Developing strategies to integrate the NGCS pilot with CC/S/A portals
- Defining community of interest use cases and their applicability to NCES
- Developing marketing material for the purposes of advertising the pilot to the DoD enterprise
- Creating a lessons learned document to be used in the acquisition and management of future collaboration solutions
- Assisting in the support of various exercises and tests including DOD Interoperability Communications Exercise (DICE), Joint Users Interoperability Communications Exercise (JUICE), Coalition Warrior Interoperability Demonstration (CWID) and a DISA-sponsored intrusive test of the service
- Assisting users to troubleshoot technical problems
- Interfacing with the commercial service provider

Ennovex continues to assist the Government in the development of documentation in support of the DISA NCES office. Items include:

- Capabilities Definitions Document
- Cost Analysis Requirements Document
- Acquisition Strategy
- Risk Management Plans

1.1.3. Executive Protection Systems, LLC (EPS)

Executive Protection Systems LLC is a Service-Disabled Veteran-Owned (SDVO) Small Business (SB) and the leading turnkey provider of emergency preparedness solutions, protective equipment and training. We are dedicated to providing the highest level of customer service to ensure our clients' safety during an emergency.

1.1.3.1. Past Performance - United States House of Representatives, Office of Emergency Planning & Preparedness

EPS supports the United States House of Representatives, Office of Emergency Planning & Preparedness (OEPPO) on a multi-year contract that includes the provision of emergency preparedness equipment, inventory, two EPS staff located onsite, technical council and consulting support in the areas of Weapons of Mass Destruction consequence management. The goal of the contract is to provide on-site staff support of all emergency preparedness training missions of the OEPPO. In addition, EPS provides inventory support of all OEPPO equipment (Quick2000 Escape Hoods, emergency supply kits, parts, annunicators, and VRU's) and performs scheduling and training duties for yearly member recertification training, new member training, intern training and others as needed. There have been no performance problems with this contract but many suggestions for improvement of current systems have been made and implemented.

1.1.3.2. Past Performance - United States Department of Justice, United States Attorney's Office, WMD Training, Equipment, and Consulting Services

EPS provided counterterrorism training, equipment, and consulting services. Primary responsibilities included plans and procedures for the upgrade of existing security to integrate protection from a Weapons of Mass Destruction attack. Security measures consisted of on-site surveys and shelters-in-place. EPS was the only civilian company involved in planning, evaluating and, observing "Operation Furies" one of Virginia's largest mock disaster preparedness exercises. Exercise participants included multi-jurisdictional/inter-agency response teams to mitigate a multiple-prong attack on the U.S. Attorney's Office facilities. Response teams worked through multiple scenarios and assessed ways to successfully evacuate and safeguard employees. In turn, EPS critiqued and offered alternate procedure and plans to improve the overall effectiveness and efficiency of the exercise. EPS also provided WMD training to the staff to enable them to protect themselves during a terrorist event.

1.2 Key Personnel

KENNETH KOBELL, PMP, DIRECTOR

Professional Overview

Certified Project Management Professional (PMP) and Master Program Leader with over 23 years experience in enterprise and program planning and control using integrated management systems on public, commercial, and international programs. Particular emphasis on improving capability maturity through process improvement. Successfully completed large-scale and complex high technology programs and information systems implementations for a variety of Fortune 100 companies and multiple federal agencies using disciplined program performance management approach. Additional subject matter expertise in the consequence management of federally declared all-hazards national emergencies, CBRNE threat proliferation, critical infrastructure protection, and continuity of operations planning.

Key Clients

- U.S. Department of State
- U.S. Department of Justice
- Naval Surface Warfare Center
- Naval Undersea Warfare Center
- U.S. Air Force Civil Engineering Support Agency
- U.S. Air Force Special Operations Command
- NASA
- Motorola, Inc.
- Lucent Technologies, Inc.
- Minister of National Defense, Canada

Professional Experience

1984 - 2006 **United States Marine Corps Reserve**
Colonel

Senior Emergency Preparedness Liaison Officer to FEMA, Region III. Responsible for disaster recovery planning and consequence management to state and local governments.

- Marine Corps liaison to *Joint Task Force Katrina (Fwd)* conducting crisis management. Cited by JTF Commander, MGEN Honoré, with Certificate of Appreciation.
- Military liaison to the Commonwealth of Virginia conducting consequence management during *Hurricane Isabel* recovery operations.
- Marine Corps liaison to the Military District of Washington and the Joint Task Force for Civil Support for post 9-11 consequence management (*Operation Noble Eagle*).
- Primary liaison to U.S. Forces Command for Marine Corps fire fighting resources during *Western Wildfires 2000*.
- Multiple exercise planning and coordination including *Ardent Sentry 2005, Determined Promise 2004*, *Heartland Response 2004, Joint Warfare Interoperability Demonstration,* and *Coalition Warfare Interoperability*

Demonstration, FEMA Table Top Exercises, and Virginia Hurricane Exercises. Responsibilities included creating tasking for the Mission Event Synchronization List.

- Attended and presented at the DoD Emergency Preparedness Course, Mt. Weather.

2005 - Present **MorganFranklin Corporation, Herndon, VA**
Director, Enterprise Program Management Practice

Provide executive leadership for all enterprise-level program management and governance services, including IT and line-of-business, to government and commercial clients. Responsible for the on-time delivery of program deliverables that meet or exceed contracted quality specifications within contracted cost.

1984 - 2005 **BearingPoint, McLean, VA**
Senior Manager, Global Public Services

Senior advisor to client executives in the areas of program and operations management, change/risk management, budgeting and financial management, cost estimating, business process re-engineering, critical information infrastructure planning, and systems engineering management. Responsible for organizing, training, and implementing Program Management Offices (PMO) to oversee the planning, execution, and performance measurement and reporting of enterprise-wide programs, system implementations, and business transformations.

- Market segment lead for BearingPoint's support of U.S Department of State's Information Resource Management Bureau.
- Led tasks in support of the physical and system security of State's enterprise networks and critical information infrastructure protection.
- Led global PMO operations of Motorola's Next Generation Supply Chain Program, a $56 million business transformation initiative. Established governance model for Verizon's Integrated Supply Chain Project. Conducted internal quality audit of i2 SCP implementation.
- Responsible for program management and control, earned value analysis, financial management, cost estimation, subcontract and vendor management, change management, and transformation planning and management for the development and deployment of a $183 million enterprise-wide integrated financial-management system for NASA.
- Transformed user requirements into design specification to optimize system definition to meet technical, schedule, and cost performance objectives. Used Earned Value Management System (EVMS) principles for program planning, execution, and control of the design, development, and manufacture of the MK 8 Mod 0 SEAL Delivery Vehicle, an $89 million development project delivered on time and $2 million under budget. Implemented EVMS for undersea combat systems and mine countermeasure and expeditionary warfare projects

- Facilitated re-engineering of Department of Justice Automated Information Management acquisition process to incorporate the requirements of the Information Technology Management Reform Act (Clinger-Cohen) of 1996. Subsequent support of recurring IT Capital Planning process for Department of State Information Resources Management bureau projects. Conducted Naturalization Quality Procedures implementation and internal control reviews for Immigration and Naturalization Service's western region in support of a high-visibility Department of Justice review of the naturalization process.
- Supported the National Asset Forfeiture Program for the U.S. Department of Justice.
- Supported special projects for the U.S. Air Force's Special Operations Command and conducted a housing market study in support of Aviano Air Force Base, Italy for the Civil Engineering Support Agency at Tyndall Air Force Base.
- Engaged by the Minister of National Defense, Canada as an aviation subject matter expert to validate the competitive evaluation and selection of a replacement aircraft for their existing Maritime Air-Sea Rescue helicopter (CH-113 *Labrador*) by the Westland CH-149 *Cormorant*.
- Successful relationships with clients in Canada, Singapore, Germany, the UK, and the U.S.

1976 – 1984 **United States Marine Corps**
Naval Aviator

- Flight and academic instructor at Naval Aviation Training Command.
- Airframes Division officer ashore and deployed.

Education

- University of West Florida, M.B.A., Business Administration
- NY Institute of Technology, B.S. Magna Cum Laude, Criminal Justice
- PMP Certification 211679, Program Management Institute

Security Clearance

- Top Secret / SCI Eligible, Reinvestigation adjudicated 7/15/2003

Affiliations

- Project Management Institute (PMI)
- American Society for the Advancement of Project Management (asapm)

Edward L.A. Bailor, WME SME

Professional Overview

Senior Project Consultant for Executive Protection Systems of Winchester Va. He is also consulting for responders at the National Memorial Institute for the Prevention of Terrorism's "Responder Knowledge Base" in Falls Church Va. Additionally; Ed consults for the Terrorism Research Center in Ballston, Va..

Professional Experience

1974 - 2005 **United States Capitol Police**
Inspector

Inspector Bailor retired after 32 plus years with the United States Capitol Police. During this time he has worked on and developed many state of the art protective and response programs. He was the Field Force Commander of a 400 man Civil Disturbance Unit. He developed and served as the Emergency Coordinator for the U.S. Capitol Buildings Emergency Preparedness Plan that handles both the Continuity (COOP) and Continuance (COG) of the Legislative Branch of the U.S. Government. He developed the USCP-CBRNE program. During his tenure, he was the Commander of the USCP Protective Intelligence Division and also ran USCP's Threats' Assessment Section. He worked in Special Events, Special Investigations as well as USCP's Training Division as an academic and physical specialties instructor. He at one time commanded the First Responder Unit. Inspector Bailor served as the U.S. Capitol Operational Services Bureau's emergency response coordinator for events like the Inaugurations, Presidential Addresses to Congress and other National Special Security Events. In 1996, Inspector Bailor developed a 160 man capable NBC ALERT response team and served as the Commander of the NBC Advanced Law Enforcement Response Team. This premier ALERT Team was one of the first Law Enforcement HAZMAT responder teams in the country that has evolved into our new HMRT. The USCP ALERT team was the first responders on the scene of the HART-Senate Building's 2001 Anthrax attack and was critical in the mitigation process as well as the security of this multi-agency response. Inspector Bailor also served as a Special Assistant to the Chairman of the U.S. Capitol Police Board in 2004. Ed last commanded the Patrol Mobile Response Division that included such things as Patrol, K-9, Horse Mounted Unit, Motorcycle Unit, Crime Scene Search, our Off-Site Delivery Inspection Center, Crisis Management Unit, Civil Disturbance Unit, Tiger Team and the USCP Containment Emergency Response SWAT-Team.

Education

- University of Virginia, Graduate Studies
- FBI National Academy, Certificate of Achievement in Criminal Justice Education

- University of Maryland, B.S.: Business and Public Administration AA: Economics, Law Enforcement, BPA
- Senior Management Institute for Police
- Police Executive Research Forum

Specialized Training

- AMERICAN SOCIETY FOR INDUSTRIAL SECURITY: "Counter Terrorism" Disorders, Disruptions and Disasters
- DEPT. OF THE TREASURY--C.F.L.E.T.C.: Law Enforcement and Police Techniques Advanced officers school, self defense tactics; F.L.E.T.C.- First Response Training Program, Crisis Management Training Program, Middle Manager Training Program
- IACP: Cultural & Racial Sensitivity training, Critical Incident Management, Valuing Differences thru Interpersonal Effectiveness. Hostage Negotiations and Crises Management
- SENIOR MANAGEMENT INSTITUTE FOR POLICE: Police Executive Research Forum Strategic Management U.S. SECRET SERVICE: Dignitary protection seminar. Practical, modified practical and standard firearm's qualification. Firearms range training, Beltsville, Maryland
- U.S. CONGRESS, ATTENDING PHYSICIAN: Basic Rescuer Program, CPR
- F.B.I.: FBI National Academy 180th Session. Firearm's training. Additional courses in: Managing in the New Millennium, Hate Crimes, Fraud, Using Technology to Improve Influence, Managing Worldwide Connections, Policing in the new Millennium, and Response to Terrorism
- DEPT. OF THE ARMY: Terrorism Counteraction instructor training course, Nuclear, Biological, Chemical Orientation Seminar, Army Chemical School at Fort McClellan- Live Toxic Agent Defense Training Course.
- DEPT. OF VETERAN AFFAIRS: Mass Fatality Incident Response, Lifesaving Intervention, Delivering Health Care and Medical Services in Catastrophic Disasters
- D.C. METROPOLITAN POLICE ACADEMY: Self-defense advanced officer's training school CALIBRE PRESS, INC.: Street Survival and Surviving Edged Weapons Seminar
- VIRGINIA STATE POLICE: Officer survival, one-man scout car UNITED STATES DEFENSE INTELLIGENCE AGENCY: Joint Military Intelligence Training Center: National Intelligence Course U.S. PARK POLICE: Drivers training, Beltsville, Maryland U.S. SENATE COMPUTER CENTER: Computer training, intermediate, advanced RED CROSS: CPR and senior lifesaving NAUI: Scuba diving PENNSYLVANIA STATE UNIVERSITY: Survival foraging UNIVERSITY of NORTH FLORIDA: The Public Safety Institute: Developing and Managing an Incident Command System. UNIVERSITY OF MARYLAND FIRE AND RESCUE INSTITUTE: Hazmat Incident Command U.S. CAPITOL - SPECIAL SERVICES: Sign language U.S. CONGRESS, CHIEF ADMINISTRATIVE OFFICER, OFFICE OF

HUMAN RESOURCES: Valuing Differences through Interpersonal Effectiveness, Basic Skills in Leadership and Influence GOVERNMENT OF THE DISTRICT OF COLUMBIA, Office of Emergency Preparedness: Understanding and Managing the Threat of Terrorism, Leadership and Influence, HAZMAT, Public Safety Partnership, Domestic Preparedness, Capability Assessment, Prevention and Mitigation

- UNITED STATES NATIONAL DOMESTIC PREPAREDNESS PROGRAM: Emergency Responder Nuclear, Biological and Chemical Responder Awareness Training, Operations Training and ICS
- DEPARTMENT OF VETERAN AFFAIRS: Lifesaving Intervention, Delivering Health and Medical Services in Catastrophic Disasters
- DEPARTMENT OF ENERGY: Bechtel Nevada, Weapons of Mass Destruction, Radiation Dispersal Devices
- FEDERAL EMERGENCY MANAGEMENT AGENCY, Emergency Management Institute: Mass Fatalities Response, Emergency Program Manager, Emergency Preparedness, Radiological Emergency Response, Mitigation, Emergency Management, Operation's Center, Community Preparedness and Response and Recovery, Emergency Program Management, Incident Command, Special Events Contingency Planning, Emergency Response to Terrorism, NIMS I&II, COOP Planning I&II
- NEW HORIZONS DIAGNOSTICS CORPORATION: Bio-warfare Training Class
- WEST VIRGINIA LABORERS-A.G.C. Education and Training: Hazardous Waste Operations- Technician TEXAS A &M University: Emergency Medical Service Concepts for Weapons of Mass Destruction, Emergency Response to Terrorism, Terrorism Awareness for Emergency Responders, Hazardous Materials Operations. (Pro Board certified)
- UNITED STATES Fire Academy: Emergency Response to Terrorism
- UNITED STATES DEPARTMENT OF JUSTICE'S OFFICE OF DOMESTIC PREPAREDNESS: Preparing for and responding to Terrorism, and WMD Events
- INTERNATIONAL ASSOCIATION OF FIRE CHIEFS: International Hazardous Materials Response Teams GOVSEC, US LAW ENFORCEMENT, READY: Continuing Education in Law Enforcement NEW MEXICO TECH: Incident Response to Terrorist Bombings Awareness

Security Clearance

- Top Secret Single Scope Background Investigation, Q

Affiliations

- International Police Association, Fraternal Order of Police
- University of Maryland Alumni Association
- NAUI-Scuba Association,
- FBI National Academy Associates-Past President of D.C;

- USCP Retired Officers Association
- International Association of Chief's of Police
- The Department of Homeland Security's Inter-Agency Board (IAB)
- Police Executive Research Forum (PERF)

MICHELLE LOCKE

Professional Overview

Financial Management Professional with over 27 years experience in managing, organizing, directing, and administrating the full range of finance and accounting programs associated with payroll, taxes, budgeting, collection, debt, and disbursements. Skilled in leading and/or conducting multifaceted studies to include detailed functional analyses of business processes. Extensive background in interpreting complex rules and regulations. Additional subject matter expertise of over 10 years in the consequence management of federally declared all-hazards national emergencies, CBRNE threat proliferation, and Defense Support to Civil Authorities (DSCA).

Professional Experience

1990 - 2006 **United States Marine Corps Reserve**
Lieutenant Colonel

Emergency Preparedness Liaison Officer to FEMA Region III. Responsible for disaster recovery planning and consequence management response across the Region.

- Marine Corps liaison to *Joint Task Force Katrina (Main)* conducting crisis management. Cited by JTF Commander, MGEN Honoré, with Certificate of Appreciation.
- Marine Corps liaison to Marine Corps Base Quantico, VA for post 9-11 consequence management (*Operation Noble Eagle*).
- Multiple exercise planning and coordination including *Coalition Warrior Interoperability Demonstration (CWID)* 2005, *Heartland Response* 2004*, Joint Warrior Interoperability Demonstration (JWID)* 2004*, Joint Task Force- Civil Support Commanders Consequence Management Reaction Force Exercises,* FEMA Region III Table Top Exercises, FEMA Region III *Regional Interagency Steering Committee (RISC)* meetings, Virginia Hurricane Exercises, *Delmarva Emergency Task Force (DETF)* meetings, and Delaware *WMD* Exercises/working groups. Responsibilities included creating tasking for the Mission Event Synchronization List, White Cell participation and Liaison duties at various levels of the Incident Management System.
- Completed the *DoD Emergency Preparedness Course*, Mt. Weather.
- Completed *Defense Threat Reduction Agency*, *Defense Nuclear Weapons School*: "Weapons of Mass Destruction (WMD) Proliferation, Terrorism & Response Course" and "WMD Incident Response Workshop"

- Completed *National Interagency Civil-Military Institute*: "Military Support to Civil Authorities" and "Preparing for & Managing the Consequences of Terrorism"
- Completed *FEMA Emergency Management Institute (EMI)* Courses:
    - IS-1 The Emergency Program Manager
    - IS-2 Emergency Preparedness, USA
    - IS-3 Radiological Emergency Management
    - IS-5.A An Introduction to Hazardous Materials
    - IS-7 A Citizen's Guide to Disaster Assistance
    - IS-22 Are You Ready? An In-depth Guide to Citizen Preparedness
    - IS-120 An Orientation to Community Disaster Exercises
    - IS-195 Basic Incident Command System
    - IS-208 State Disaster Management
    - IS-275 EOC Management and Operations
    - IS-288 The Role of Voluntary Agencies in Emergency Management
    - IS-292 Disaster Basics
    - IS-393 Introduction to Mitigation
    - IS-513 The Professional In Emergency Management
    - IS-700 National Incident Management System (NIMS) an Introduction
    - IS-800 National Response Plan (NRP), an Introduction
    - L-346 Mission Assignment for Managers
    - National Fire Academy: "Emergency Response to Terrorism"

Special Projects Officer, Business Performance Office, Marine Corps Base, Quantico, VA. Responsible for resource evaluation and analysis functions to include the evaluation and analysis of resource management. Lead and performed process and methodology improvement studies for the Commanding General. Advisor in matters pertaining to installation reform, business process improvement, strategic sourcing, best business practices and related business performance management functions.

- Awarded *Commander in Chief's Installation Excellence (CINC)* Award 2001.
- Initial work on the National Capital Region Study on establishing The Marine Corps District of Washington which outlined the strategic planning guidance establishing critical consolidations within the NCR.
- Completed *IMPACT! Training Course* presented by Consortium for Advanced Manufacturing – International

Command Inspector, Marine Corps Base, Quantico, VA. Responsible for a wide variety of crucial Command functions and directly responsible for conducting sensitive investigations, inquiries into Hot Line complaints, allegations of fraud, collusion and improper conduct.

1997 - Present **Self Employed, Clayton, DE**

Consultant (Finance and Accounting)

Provide payroll, accounting and tax consulting services for small business owners in the Wilmington, DE area. Maintained computer accounting system while preparing all payroll and related tax forms.

1991 - 1997 **M&M Utility Partners, Middletown, DE**
Co-Owner and Founder

Provide consulting services for small businesses in the Delaware area regarding payroll and tax preparation, as well as actively analyzing their utility usage. The analysis process required complete knowledge and understanding of rates, codes and billing procedures. Senior advisor in the areas of operations management,, budgeting and financial management, cost estimating and business process re-engineering.

1978 – 1990 **United States Marine Corps**
Captain

Finance Officer/Disbursing Officer. Responsible for resource evaluation and analysis functions to include the evaluation and analysis of resource management issues and problems; fund administrator inspections; disbursement and collection of funds, extensive knowledge of DoD pay & allowances and external audits liaison.

- Special Projects Officer, Marine Corps Finance Center, Debt Management Division.
- Awarded Department of the Treasury: "Certificate of Appreciation for Distinction in Credit Management and Debt Collection"
- Disbursing Officer, various locations to include Okinawa and Hawaii.

Education

- University of Massachusetts, B.S., Physical Education (Teaching Certificate)
- Comptrollers Course, Monterey, CA
- Naval Inspector General (IG) School, Washington D.C.

Security Clearance

- Top Secret Clearance based on NCAF SSBI dated 7/29/03, Adjudicated by DONCAF on 4/13/2004

Affiliations

- Life Member Marine Corps League

ANTHONY H. JOHNSON, SR. ENGINEER

Professional Overview

Project, Program and Technical Management, Enterprise Solutions Design, Development & Integration for Wired & Wireless Security, Identity Management, Collaboration/Portals/Secure Workspaces, PKI Systems, Smart Card Systems and Net-Centric Architectures & Services.

Professional Experience

2004 - 2005 **SRA International, Inc**

Principal, Senior Systems Engineer:

- Defense Information Systems Agency NCES Engineering Support (2002-2005) Technical Group Lead for the DISA Net-Centric Enterprise Services Team. Responsibilities included providing direct support to the program office in the areas of collaboration, secure wired and wireless systems, network centric systems and service oriented architectures. Most recently served as the team lead for DISA's Next-Gen Collaboration Services pilot. Other efforts include leading successful enterprise-wide efforts in these technical areas for the 2005 Presidential Inaugural Events, President's Critical Infrastructure Protection Board, Headquarters US Central Command, the White House Communications Agency, Headquarters US Special Operations Command and US Transportation Command.
- Technical Advisor – Department of Veterans Affairs:
  Support for the full systems design and implementation efforts of the VA's enterprise-wide smart card and PKI identity management program.
- Technical Advisor to CIO, 2004 G8 Summit Planning Organization:
  Provide support for all information technology efforts for the 2004 G8 Summit hosted by President Bush, June 8-10 at Sea Island, GA.
- FAA PKI, Smart Cards & Biometrics Support:
  Provide support for the creation of policy and process documentation for the Federal Aviation Administration (FAA) as they relate to the use of PKI, smart cards and biometrics in the organization. This included requirements analysis, technology surveys, and interoperability studies as well as the establishment of an FAA PKI Steering Committee.
- U.S. Army Common Access Card & PKI Mission Area:
  Provided support to the Army EC Office (Pentagon) as the alternate PKI subject matter expert. The EC Office provides the Army Secretariat position support in the areas of Electronic Commerce, CAC/Smart Cards and PKI.
- HHS PKI Requirements Analysis and Design Support:
  Provide support for the development of a Department of Health and Human Services (HHS) PKI. This included policy and process documentation, requirements analysis, product comparisons and interoperability studies.
- DMS Integration Support:
  Secure messaging efforts in support of this project include the identification of interoperability issues in deploying PKI-enabled COTS products. Provides on-going testing, integration, and network support for the Defense Messaging

System-Medium Grade Services (DMS-MGS). Primary responsibilities include integrating and evaluating DoD Common Access Card applications for management of PKI credentials, establishing communications channels with appropriate programs and vendors, and general smart card technology guidance.

1998 – 2000 **Cybermark LLC**
Manager, Vendor Relations & Quality Assurance

- Design, implement and manage the quality assurance function for a leading multi-function smart card systems integration firm. Lead a team of developers and analysts in the development and integration of smart card-based electronic commerce systems with PKI-based digital credentials used for logical and physical access control, online and offline electronic payment systems and secure messaging functionality. Create and manage strategic vendor relationships with hardware and software providers. Coordinate and provide guidance for the system integration efforts of ISO-certified hardware manufacturers.

1990 – 1998 **U.S. Air Force**
Airborne Linguist and Analyst

- Senior Technical Instructor, San Angelo, TX
  Design, develop and maintain a 20 week computer-based training course for intelligence collection and analysis training.
- Linguist/Analyst, Mildenhall, UK
  Intelligence collection team leader for airborne operations participating in more than 130 aerial combat and combat support missions supporting national directives.

Education

- M.S. (Management Information Systems), Florida State University, 2000
- B.A. (Business Administration), Angelo State University, 1996

Security Clearance

- Top Secret/SCI based on SSBI (October 2003)

2. TECHNICAL APPROACH

2.1. Project Management

The project team will be organized into a project management office (PMO). To maximize the efficiency and effectiveness of the exercise planning team, the PMO structure and organization will adhere to an Incident Command Structure (ICS)-based structure **(**see Figure 1**)**. This standardized staff organization benefits from its distinct chain of command, consistency in performance, accountability, responsibilities, training and resources. The day-to-day staff may wear multiple hats. The staff will expand as exercise requirements dictate.

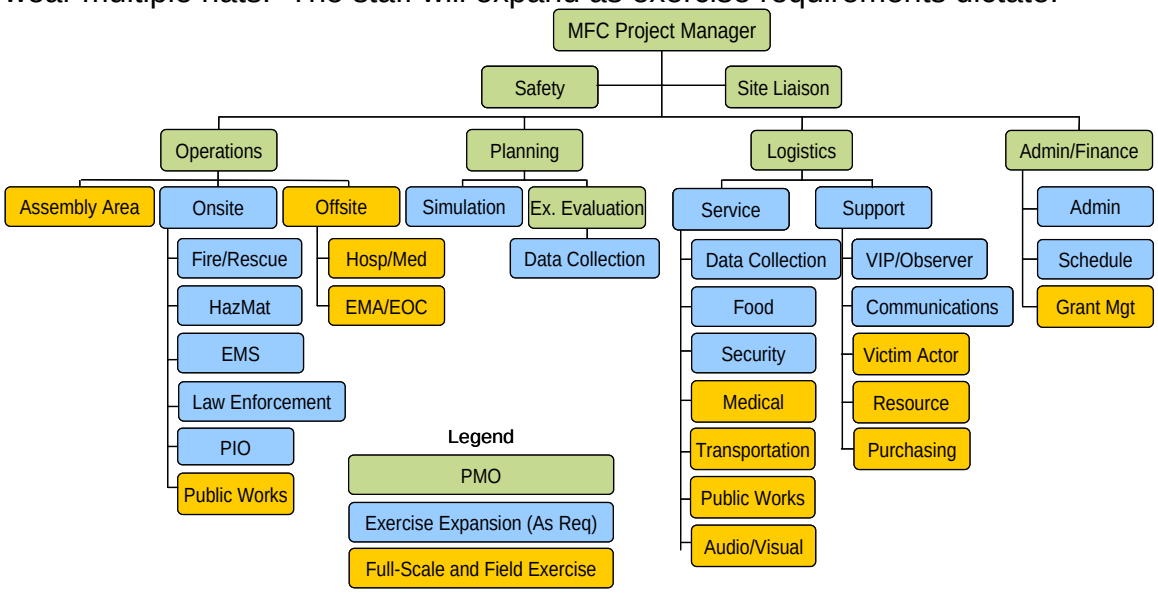


Figure 1:MorganFranklin's Project Management Office

The PMO will develop the Comprehensive Exercise and Corrective Action Program Plan and accompanying schedule. This plan will be the baseline against which project performance will be measured and reported in the bi-weekly status reports.

The Comprehensive Exercise and Corrective Action Program Plan and accompanying schedule shall comport with standard project management principles. MorganFranklin applies mature, disciplined methods to develop solutions to requirements. Our program management approach parallels the industry standard and best practices. Our professionals employ the Program Management Institute (PMI®) approach that views programs in terms of their entire life cycle (See Figure 2).

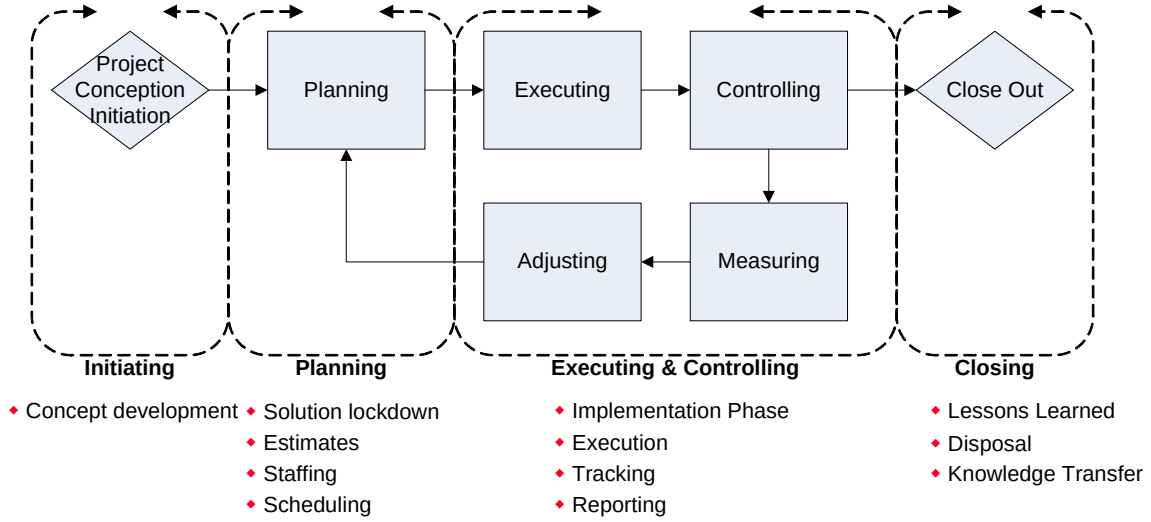


Figure 2: MorganFranklin's Approach Mirrors the PMI® Paradigm

MorganFranklin uses the Department of Defense acquisition management framework as its legacy methodology. The methodology is well documented by the Defense Acquisition University. We capitalize on mature processes and management tools developed over the past four decades by the Department of Defense to bring order and focus to projects. This methodology encourages repeatable, high-probability-of-success processes. The approach we take and methods we use facilitate COG capability maturity while integrated into domestic emergency preparedness.

Project Kickoff Meeting: The kickoff meeting provides an opportunity for MorganFranklin to meet the project stakeholders (intra-agency and interagency) and to brief them on the Project Plan and schedule. The forum provides an opportunity for the stakeholders to express their views to the COG Project Manager so that the needs of the stakeholders are clearly articulated and traceable in an accountability matrix. Expectation management will be a dynamic process closely coordinated between the COG Project Manager and the MorganFranklin Project Manager. The core exercise planning group should be identified here and contact information exchanged. This meeting provides the core planning team with an opportunity to identify risks that will need to be managed throughout the period of performance. The MorganFranklin project management approach is going to be augmented by a significant communication device throughout all phases of the exercise life cycle — the COG portal will allow the team to orchestrate information sharing across virtual boundaries with any and all decentralized participants.

Project Execution: The start of the project execution phase will include coordinating the overarching exercise project with the NCR Regional Emergency Support Function (RESF) committees as well as the core planning group.

MorganFranklin can help prioritize seemingly competing objectives using a tool called Analytic Hierarchy Process (AHP). Effective project management throughout the exercise life cycle ensures that the project scope is carefully controlled and critical, that supporting tasks are appropriately identified and prioritized, and that communication occurs early and often.

Each planning conference will serve in the capacity of a project milestone review. This provides all stakeholders with an excellent risk management platform. Anything that could potentially get in the way of faithfully executing the exercise schedule should be documented and plans put in place to mitigate either the probability or the impact of its occurrence.

Table 1 presents a side-by-side analysis of the exercise characteristics MorganFranklin has considered for planning purposes. To maximize the benefits of the comprehensive exercise program, planning for the longer lead exercises (functional and full field) must be conducted in parallel with the planning and conduct of the Tabletop exercises. The COG should expect a total period of performance of approximately 18 months.

	Tabletop Exercise	Functional Exercise	Full Field Exercise
Format	Narrative presentation Problem statements or simulated messages Group discussion No time pressures	Interactive, complex Players respond to injects provided by simulators Realistic but no actual equipment Conducted in real time; stressful	Realistic event announcement Personnel gather at assigned site Visual narrative (enactment) Actions at scene serve as input to EOC simulation
Leaders	Facilitator	Controller	Controller(s)
Participants	Anyone with a policy, planning, or response role for the type of situation used	Players (policy, coordination, and operations personnel) Simulators Evaluators	All levels of personnel (policy, coordination, operations, field) Evaluators
Facilities	Large conference room	EOC or other operating center (multiple rooms)	Realistic setting EOC or other operating center
Time	1 – 4 hours or longer	3 – 8 hours or longer	2 hours to 1 or more days
Preparation	1 month preparation	Complex, 6 – 18 months preparation Preceded by simpler TTXs Significant allocation of resources	Extensive time, effort, resources 1 – 1.5 years development Including TTXs, and functional exercises

Table 1: Exercise Characteristics

Figure 3 presents a notional schedule based on FEMA's planning estimates and the exercise characteristics presented in Table 1. Reducing the number of intermediate Tabletop exercises will not significantly alter the CPX/EOC Functional or Full Field Exercise dates. These are very complicated projects with long planning and coordination cycles.

ID	Task Name
1	Contract Award
2	Preliminary project plan and schedule
3	Exercise Website
4	Kickoff Meeting
5	**Senior Leader Tabletop Exercise**
6	Senior Leader TTX Agenda
7	Senior Leader TTX Design
8	Senior Leader TTX Develop
9	Senior Leader TTX Conduct
10	Senior Leader TTX Review
11	**Tabletop Exercise #1**
12	TTX Agenda
13	TTX Design
14	TTX Develop
15	TTX Conduct
16	TTX Review
17	**Tabletop Exercise #2**
18	TTX Agenda
19	TTX Design
20	TTX Develop
21	TTX Conduct
22	TTX Review
23	**Tabletop Exercise #3**
24	TTX Agenda
25	TTX Design
26	TTX Develop
27	TTX Conduct
28	TTX Review
29	**Tabletop Exercise #4**
30	TTX Agenda
31	TTX Design
32	TTX Develop
33	TTX Conduct
34	TTX Review
35	**CPX/EOC Functional Exercise**
36	CPX/EOC Functional Exercise Agenda
37	CPX/EOC Functional Exercise Design
38	CPX/EOC Functional Exercise Develop
39	CPX/EOC Functional Exercise Conduct
40	CPX/EOC Functional Exercise Review
41	**Full Field Exercise**
42	Full Field Exercise Agenda
43	Full Field Exercise Design
44	Full Field Exercise Develop
45	Full Field Exercise Conduct
46	Full Field Exercise Review

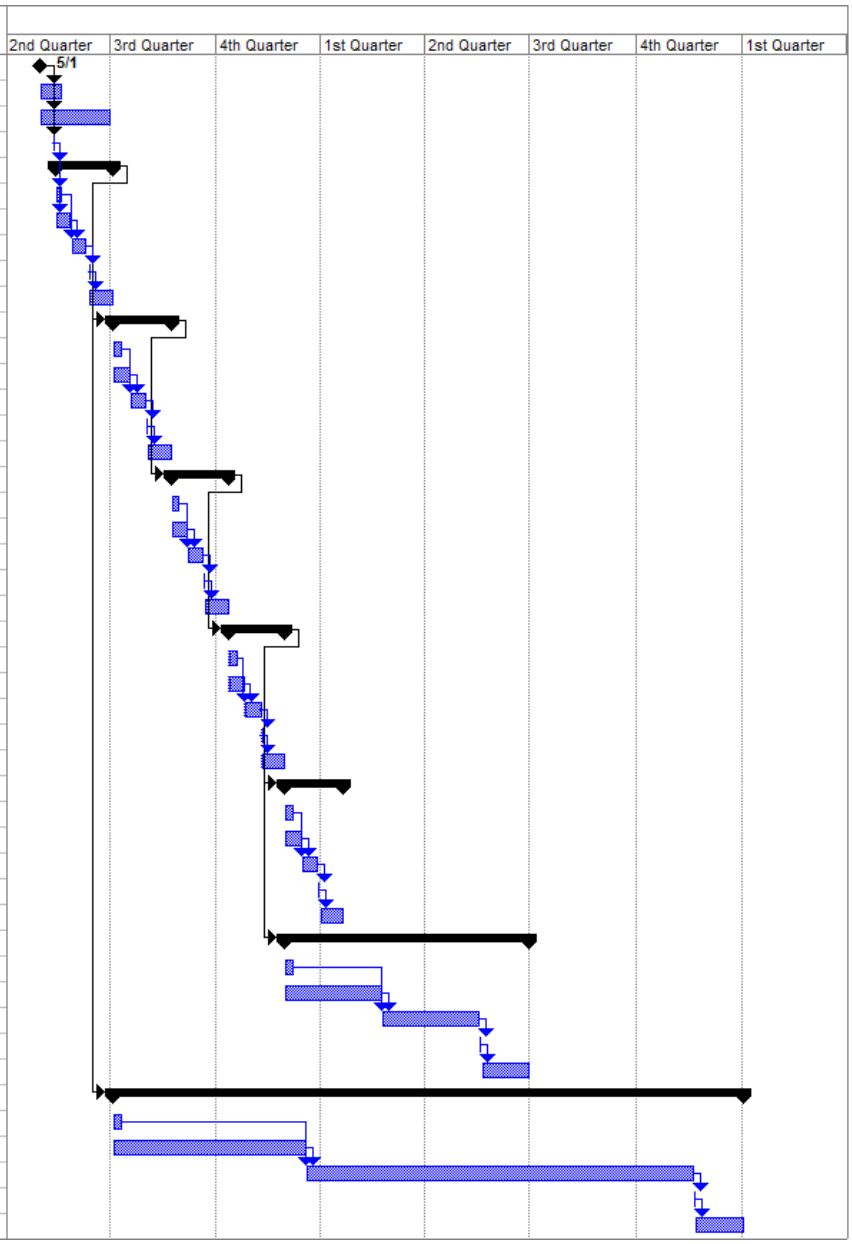


Table 2: Notional Schedule for Comprehensive Exercises and Corrective Action Program

Project Funding: MorganFranklin understands the statutory requirements of using DHS/ODP grant funding requiring threat-based, terrorism-related scenarios for exercise propagation. The HSEEP doctrine imposes user requirements on the use of the grant funding, and all of the exercise documentation defined in the SOW and envisioned by MorganFranklin may be used to satisfy the mandate of the grant funding. MorganFranklin can help the COG write additional grant applications in order to minimize the risk of not funding the Comprehensive Exercise and Corrective Action Program strategy.

2.2. EXERCISE PLANNING AND DESIGN

MorganFranklin understands the unique nature of emergency management within the National Capital Region (NCR). The compacted jurisdictions of the Council of Governments (COG) make the NCR a challenging site to orchestrate an efficient and effective response to any major emergency. MorganFranklin's approach to exercise planning and comprehensive evaluation is to maximize the use of the foundational strengths of a mature and disciplined program. The U.S. Department of Homeland Security (DHS) Office for Domestic Preparedness (ODP) has established an Exercise and Evaluation Program consistent with the National Strategy for Homeland Security and the Homeland Security Act of 2002. This standardized and effective approach to planning, training and exercises allows exercise outcomes to be evaluated against pre-determined exercise objectives.

MorganFranklin's guiding principles for its exercise planning approach (Figure 1) are consistent with the goals of the Homeland Security Exercise and Evaluation Program (HSEEP):

- Ensure that executive management supports the exercise activity
- Set clear, realistic and measurable exercise objectives
- Exercise to improve – not to impress
- Engage in simpler, more frequent exercises for faster initial improvements
- Tackle complex exercises once personnel are experienced and competent
- Avoid too many activities, locations and participants that can overcomplicate an exercise
- Evaluate the exercise successfully because that has the same importance as conducting it successfully

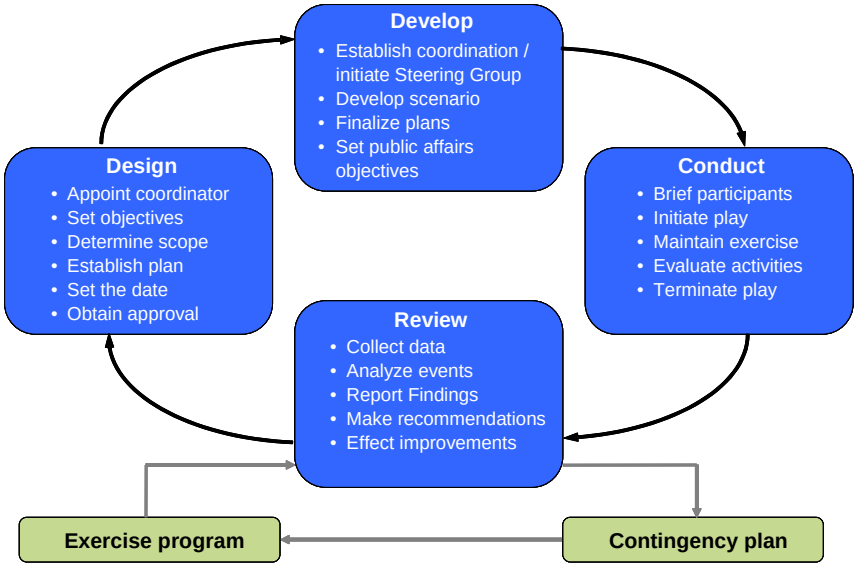


Figure 3: MorganFranklin's Exercising Planning Approach

MorganFranklin's challenge is to model exercise objectives, design and evaluation criteria to closely mirror anticipated threats allowing the all-hazards response communities within COG to improve their collective abilities and strengthen the outcome of the overall response before the event escalates to the federal level. The unique nature of the NCR obliges the local, state and federal emergency responders and managers to work closely together as incidents escalate. The purpose of a comprehensive exercise program is to identify those seams along which the lines of jurisdictional authority blur. The time to talk through such issues and forge a mutual understanding is in the air-conditioned comfort of a conference room with someone you know and trust, not when sitting in the middle of a smoking hole talking to a survivor.

Contract Kickoff: Upon contract award, the MorganFranklin team will immediately meet with the COG Project Manager to affect liaison and gather as much government-furnished information as the COG may have for the initial effort. The MorganFranklin project management office (PMO) will develop the Preliminary Project Plan and schedule based on the information exchanged during this initial meeting. The plan and schedule will be reviewed and returned by the COG Project Manager and the final deliverables will be provided at the contract kickoff meeting. The kickoff meeting will provide an opportunity to read the regional stakeholders into the overall strategy for executing the exercise schedule. It is critical to the exercise program's success that the right participants attend. Making the right staff available for the kickoff meeting is a reflection of executive management's support of the process. At this meeting initial roles and responsibilities are defined along with missions, communications channels, command and control issues, pre-positioned supplies and task forces.

In addition to the initial opportunity to gain situational awareness of regional peculiarities, the contract kickoff meeting has a secondary agenda of hosting some of the initial interviews for subsequent workshop planning and coordination.

Successive exercise kickoff meetings will be held to formally initiate the design process of the next exercise. Referred to as Concept and Objectives (C&O) Meetings, the exercise objectives will be documented and a high-level scenario will be tailored to optimize the jurisdictional challenges that must be overcome to achieve the exercise objectives. At this meeting the core planning group will decide the extent to which subsequent planning conferences will be required. Discussion-based exercises will have two planning conferences; the C&O Meeting and a Final Planning Conference (FPC). Operations-based exercises — functional and full field — will require a minimum of three planning conferences.

Designing the Exercise: At the end of the day, every exercise is about developing enduring habitual relationships. Getting to know colleagues in adjacent jurisdictions or in different emergency support functions is imperative to building trust and confidence in who is at the other end of a phone line or radio transceiver in a post-incident environment. Exercise design allows local, state and regional emergency management staff to progressively elaborate a series of training objectives appropriate to the level of training required in order to level set the participants before the next building block is applied. Each exercise is designed to allow response teams to practice their skills, work closely together and make complex decisions under stressful conditions with “best available” information, and test and improve plans, equipment and systems.

The evaluation process provides a means for weighing exercise outcomes against a pre-determined set of exercise objectives. The measurement allows you to gain confidence in your counterparts and to incrementally improve everyone’s skills, from the first responders at the tactical level to senior government leadership at the strategic level.

Exercise objectives established in the kickoff meeting will be reviewed and additional objectives collaboratively developed to incorporate the SOW desired project outcomes. Per the SOW, the objectives will test new processes and procedures (e.g., shift change, staff turnover, internal controls), review existing roles and responsibilities, test jurisdictional reach-back capability, and build relationships between federal, state and local stakeholders. The objectives will become progressively more elaborate as Table Top Exercises mature to a Functional Exercise and, subsequently, to a full Field Exercise.

In addition to the design criteria articulated in the HSEEP and the key objectives articulated in the SOW, exercise objectives will include establishing familiarity with the capabilities, processes and limitations of military participants — National Guard, Reserve and Active Component — that provide Defense Support to Civil Authorities (DSCA) within the NCR. The U.S. First Army is in the process of transferring DSCA authority to the Fifth Army, and in doing so the Fifth Army is taking advantage of the opportunity to conduct some process improvement within their organization for operational command post design and deployment. In the case of a chemical, biological, radiological, nuclear, explosive (CBRNE) terrorist incident in the NCR or elsewhere, a Presidential declaration will come almost immediately, putting a plan in motion that will quickly supersede state and local stakeholders no matter where they live and work. These are stakeholders that the COG needs to introduce themselves to now for the sake of continuity. The COG needs to keep the military in its stakeholder community of interest since the military will provide the region with Base Support Installations (BSI) that will address COG concerns for NCR evacuations, sheltering, support for the special needs population, health and medical issues, etc.

The exercise scenario will seek to foster interesting, creative and innovative approaches to problem solving through interagency collaboration. The exercise will also take the participants through the life cycle of an emergency as crisis management and rescue turns into consequence management and recovery. Understanding the jurisdictional shifts and agency hand offs that have to occur in that transition is critical to everyone in the Emergency Operations Center (EOC).

MorganFranklin will also make sure the exercise planning teams choose public affairs objectives that create realistic situations and provide public affairs personnel with the practice of managing an all-hazards crisis response and consequence management issues.

Developing the Exercise: MorganFranklin will develop the exercise to support the objectives established by the planning teams and documented as part of the project plan. The exercises will be developed using the most likely hazards based on best available terrorism profiling information provided by interagency stakeholders. Contrary to what we would wish for, terrorists are smart and adaptable, and the past is not necessarily a signpost of the future. Exercises will have to be clever to keep emergency management resources ahead/abreast of our enemies' abilities to strike us.

Initial scenarios are straightforward to level set COG resources and build partnerships. As trust and speed are established, the scenarios get progressively more difficult using multiple hazards across multiple jurisdictions. The key is to develop scenarios that may not be instantly addressed at the

federal level, and then to continue to work even as a federal structure begins to overlay on the incident. The Exercise Guide and the Situation Pamphlet will document the output for distribution to all exercise players. The exercise materials will provide all evaluators and players with the required background information to start the exercise.

Scenario development will include the creation of an inject list (the introduction of information), the Master Scenario Event List (MSEL). The operational tempo of the exercise will be sustained by subsequent MSEL injects. Each response community will be affected by an inject. The reaction to and coordination of each inject that will be of utmost importance in the exercise evaluation phase.

Conducting the Exercise: The conduct of an exercise consists of briefing participants, familiarizing them with the Exercise Guide, initiating play, maintaining the exercise tempo, evaluating activities and terminating play. Deciding how the exercise should be initiated is important for establishing realism and urgency. Clear responsibility for initiating play at a predetermined time and in a predetermined manner will be established. It is often worthwhile to check that lines of communication have been established at an early stage, rather than risk delays at the start of the exercise. The pace and direction of the exercise will be set by the introduction of information (MSEL injects) that updates the simulated incident. Evaluation should begin during the conduct of the exercise and carry through until after completion. Orderly termination of exercise activities is critical to ensure that play ends positively and in an orderly fashion.

MorganFranklin will provide exercise evaluators for each exercise. For small- to mid-sized exercises, the evaluator and controller group will come from the retired COG first responder and emergency management communities — individuals you have worked with for years. Larger exercises will be augmented by other highly qualified resources that may come from outside the COG community. MorganFranklin proposes using regional National Guard troops, including WMD Civil Support Team assets, to augment controllers and evaluators in the larger exercises. They represent ideal evaluators. They are highly trained, intimately familiar with the National Response Plan, locally situated and need the training as much as their state and local counterparts. The business case can be addressed to the Chief of the National Guard Bureau, Lieutenant General Blum, and staff.

In the Functional exercise, MorganFranklin shall provide staff that will support simulation cell functionality. Operational exercises tend to be long and tiring endeavors. MorganFranklin shall provide logistics support to the exercise participants in accordance with contract requirements to keep the exercise moving and to minimize the wear and tear on participants.

Reviewing the Exercise: Evaluation is critical to improving emergency and crisis response capabilities. This phase of an exercise consists of collecting and analyzing data and reports, documenting the findings and making recommendations for improvements. Summaries of the findings and recommendations should be copied to exercise participants and to management, as feedback. A contract compliant schedule will be established for reporting and discussing the findings of an exercise to ensure that details and opinions are not forgotten. Once the reports have been discussed and conclusions drawn, recommendations for improvements can be made. Priority should be given to those options that can be implemented quickly and easily.

A controllers debrief and participant hot wash will be conducted after each exercise. This helps provide immediate feedback to all participants and helps the evaluators draw additional information out that will be used later in the After Action Report (AAR). The AAR will comply with contract and HSEEP requirements and will be posted on the exercise web site for comment and review. Exercising contingency plans is an iterative process. The process continues by returning to the design phase to start the planning of another exercise.

2.3. EXERCISE FACILITATION – A Knowledge Management Approach

Background: In the interest of offering the most complete and, in our opinion, optimal response to this civil readiness initiative, MorganFranklin presents a value-added alternative to a paper-based approach in coordinating municipal incident management. Our long experience in managing complex situations draws many of the same conclusions that MWCOG and NCR have outlined as IT priorities — the need for real-time information transparency, agency interoperability, knowledge sharing, data convergence and inter-departmental collaboration while leveraging existing systems.

So that the subject exercises promote substantive innovation and push forward the state-of-the-art in crisis management, MorganFranklin advances the use of a next-generation, knowledge management solution to orchestrate these exercises.

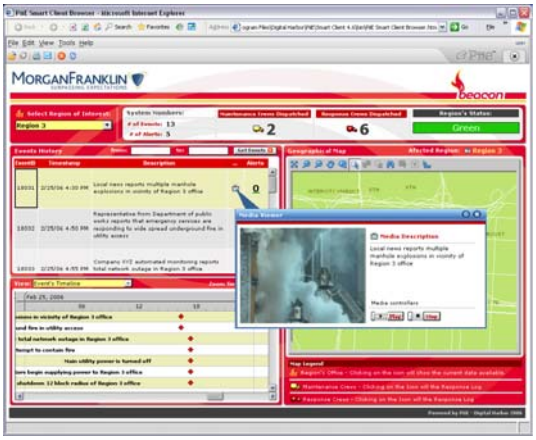
Solution Definition: MorganFranklin's Business Enterprise Alerting and Continuity (BEACON) Solution provides emergency planners the integration platform and visual client interfaces ("system of systems") required to fully understand and confidently manage complex, highly dynamic crisis situations as they unfold.

Powered by semantic web technology, BEACON offers unified, real-time alert management and response capability that creates interoperability between legacy applications, disparate data sources and existing IT infrastructure. The solution platform enables the fusion of structured and unstructured data sources, business rules and workflow processes, facilitating a symphony of pre-orchestrated, automated procedures while enabling human intervention for complex scenario response. Since alert information is shared easily and immediately via highly configurable, visually rich application dashboards, BEACON promotes, even invites, inter-organizational collaboration and well-coordinated incident response. With BEACON, crisis management is fully transparent, secure, coordinated, consistent, effective and efficient.

2.3.1. BEACON Value Proposition

BEACON offers the following unique value propositions:

- **Richer visualization**
  Studies have shown (and our own experience tells us) that the human brain can rapidly and accurately absorb and analyze information presented graphically. BEACON moves beyond graphs and charts by enabling users to interact with information in high-impact views, including maps, link analysis, timelines and project views. Users can navigate through data in a highly contextual manner through multi-dimensional correlation and drill-through.



- **Complete Information**
  In complex situations, all the data necessary to make optimal decisions won't be found in a single application or compiled in a database. BEACON correlates information across multiple data sources in a single dashboard. Real-time processes and events can be linked to relevant data from enterprise applications and document repositories to quickly build the complete picture.

- **Reliable decisions from evolving information**
  As unexpected events quickly unfold, a scan of the BEACON dashboard commands instant attention and facilitates further analysis. Perhaps typically unrelated incidents seem to be associated, for example,

compounding the magnitude of a pandemic event. Responders need to know more…immediately. BEACON enables interactive investigation to facilitate real-time understanding and situational awareness. Innovative technology provides live updates, alerts and thresholds enabled for drill-downs into live information across systems.

❖ **Greater Control**
Crisis managers shoulder incredible responsibility for citizen safety and security. Awareness of the situation is not enough. They must be given the ability to act efficiently and effectively. BEACON users can not only analyze the situation, they can execute rules-based processes, collaborate with others and take immediate action within the same application, closing the loop between sense and response.

❖ **Leverage existing applications**
Public organizations must collaborate to ensure optimal incident response and results. Often this involves sharing information across disparate legacy systems — transportation, communications, emergency management, mass care, public health and medical service, energy and public safety. BEACON provides virtual connectivity between physically disparate but logically-related information. There's no longer the need to construct new and larger data warehouses to correlate mission-critical data that may quickly grow stale.

2.3.2. BEACON Technology

BEACON is a standards-based platform that is designed to integrate into and fully leverage your existing technology infrastructure. The architecture is designed to offer the most complete solution to the composite application challenge by addressing the problem on three fronts:

- **Unified application metadata**
- **Ontology (for information management, modeling and integration)**
- **Real-time composite interfaces**

This unique approach to composite applications delivers superior enterprise information integration for end users by focusing on the end user solution, rather than on disconnected back-end and front-end development efforts.

❖ **Enterprise Designer**
BEACON provides a graphical modeling tool to build the overall integration model. The Enterprise Designer is a Java client that can model and import model information from diverse sources. The power, and

hence, ultimate value to an enterprise from a model-driven integration is the richness of the model itself, or the ability of the model to correctly capture and represent the underlying systems. The BEACON domain model is designed to provide the depth and breadth to enable a complete solution, by merging the modeling of entities (metadata models), processes, events and rules into a unified model called Ontology.

❖ **Fusion Server Architecture**

BEACON Fusion Server is built on industry-standard J2EE technology, extending J2EE application servers, such as BEA WebLogic or IBM WebSphere. The underlying J2EE application server provides certain capabilities to Fusion Server, including:

- **Load balancing**
- **Fault tolerance**
- **Network transparency**
- **Transaction management**
- **Security**
- **Multi-threading**
- **Resource pooling**

BEACON Fusion Server extends the underlying J2EE application server architecture with innovative capabilities designed with a model-driven, service-oriented architecture to provide the runtime execution environment for the business ontology, including:

- **Integration with enterprise data and applications**
- **Object and relationship life cycle management**
- **Query services**
- **Business process management**
- **Events and notification**

These capabilities provide the business analyst various compelling features, such as the ability to model a particular business problem or process using a graphical modeling design language, and then deploy the model to the server, which provides the execution environment for the model, enabling sophisticated enterprise applications to be built without custom coding.

❖ **Composite Application Interface**

BEACON provides an innovative web-based interface that has been architected specially to enable the application functionality needed for composite applications. The development and deployment of the composite application is done in the BEACON Smart Client. The BEACON

Smart Client is fully integrated with the integration model, or Ontology, and the composite application middleware (Fusion Server). The BEACON Platform uses unified metadata for a common set of definitions, security and services. This provides complete abstraction between changes in the user interface and the back-end systems.

Here are a few unique characteristics embraced by BEACON's composite interface:

- **All interface components are aware of information displayed in other components and respond accordingly**
- **Real-time access to integrated information from multiple systems and applications**
- **Live updates on user screen if key information changes or some event is triggered**
- **Process-driven interfaces where interface is customized based on the activity performed by the end user**

2.3.3. BEACON Differentiators and Advantages

❖ **Enterprise Architecture**
BEACON employs a J2EE-compliant architecture with a web-base application for enterprise-class deployments.

❖ **Collaboration and Coordination**
BEACON offers a new method to integrate information by defining concept-level relationships among information sources. These relationships drive the behavior of application components, correlating functionality, coordinating long duration activities and structuring collaboration among distributed parties.

- **Assessment - No limits on the types of analysis. BEACON provides users ad hoc drill through and drill across (as opposed to predefined drill paths), multi-dimensional correlation including spatial, temporal and link analysis.**

- **Interoperability - No limits on data sources. BEACON synthesizes multiple data sources and types of information (live, historical, unstructured) in a single dashboard.**

- **Protocol - Codify experience and domain expertise. BEACON offers both structured and unstructured response capability. Integrated**

workflows permit task automation for defined processes. Rules can route or act on alerts and refine processes to leverage key learning, best practices and proven response methodologies.

- **Synchronization - No limits on interactivity. BEACON delivers application-level rich interactivity, bi-directional access with real-time transactional updates and in-context collaboration.**

2.3.4. Optional BEACON Technology Components

2.3.4.1. AmCom eNotify™ Systems

In an emergency, every minute counts. People could be hurt. Costs could rise with every delay. The disruption could cripple an organization, even a municipality.

AmCom e.Notify™ delivers the right information to the right people at the right time for any critical event. It quickly and reliably initiates, monitors and manages notifications of all types, automatically delivering the message, collecting the responses, escalating if needed and logging all activities for reporting and analysis.

Virtually every department and individual within an organization can make use of the robust notification and response processing that AmCom e.Notify™ provides. Security features ensure that varying people and departments have access only to the features and data for which they are authorized.

2.3.4.2. ESRI ArcGIS

ArcGIS is an integrated collection of GIS software products for building a complete GIS. ArcGIS enables users to deploy GIS functionality wherever it is needed — in desktops, servers, or custom applications over the Web or in the field.

Geospatial information is used in a variety of organizational settings. Examples of information and use include: property records; building addresses; routing vehicles; calculating species ranges; crime patterns; electronic health records; managing traffic congestion; utility networks; hazardous waste management; airspaces; watersheds; election results; and other placed-based information.

2.3.4.3. ScienceLogic® EM7™ IT Management System

EM7™ is the single solution for enterprise IT management. This solution provides automation and customization to a) map all devices and applications on your network; b) measure/monitor key performance indicators; c) automate the alert and notification process; d) correlate incidents to problems and integrate existing solutions; e) control system access; and f) plan for maintenance and future growth.

2.3.4.4. Tower Software TRIM Context®

The TRIM Context® solution is a single, integrated platform that manages business information throughout its complete life cycle. By relying on its proven domain expertise, strong strategic partnerships and powerful solutions, TOWER Software enables organizations to improve the accuracy of information on which business decisions are made; maximize efficiency by finding business critical information more quickly and easily; and achieve and maintain standards compliance across industries, resulting in sustained competitive advantage.

2.3.4.5. Visual Analytics VisuaLinks®

VisuaLinks® is a platform-independent, graphical analysis tool used to discover patterns, trends, associations and hidden networks in any number and type of data sources.

VisuaLinks® presents data graphically, uncovering underlying relationships and patterns. VisuaLinks® addresses the entire analytical process — from access and integration to presentation and reporting — providing a single and complete solution to a broad range of data analysis needs.

2.3.4.6. InXight

Inxight SmartDiscovery Awareness Server is a proven federated search and alert solution that helps users derive insight and intelligence from hundreds of high-value information sources — from public web to internal systems, to deep Web to secure and password-protected subscription sources — through a single user-friendly interface.

Powered by Inxight's award-winning extraction technology, search results are automatically clustered on the fly, enabling users to filter their results sets by the people, companies, places, concepts and other information contained within them. Personalized search term and page

alerts automatically inform users of new and updated information of interest.

2.3.5. COG Collaboration Portal

'The COG Collaboration web-site will facilitate information sharing within the organization and with those COI participants beyond the organization's virtual boundaries.'

Collaboration among COG exercise participants across all phases of the exercise life cycle is critical for success. The MorganFranklin Team proposes development of a COG Collaboration web-site for use by the exercise teams. It has been our experience that activities required by this solicitation are planning- and coordination-intensive efforts that require contributions from a variety of federal, regional, state and local communities of interest (COI), and Emergency Support Functions distributed widely within and beyond the NCR. It requires a highly available, secure yet scalable, collaborative solution capable of integrating strategic applications such as WebEOC, the best-of-breed XML-based real-time emergency information management application, and the Beacon simulation cell, while being hosted from an obscured location. The MorganFranklin Team feels our solution (described below) designed with a Microsoft SharePoint technology foundation meets the COG Collaboration web-site requirements and provides a tool capable of evolving to meet future requirements.

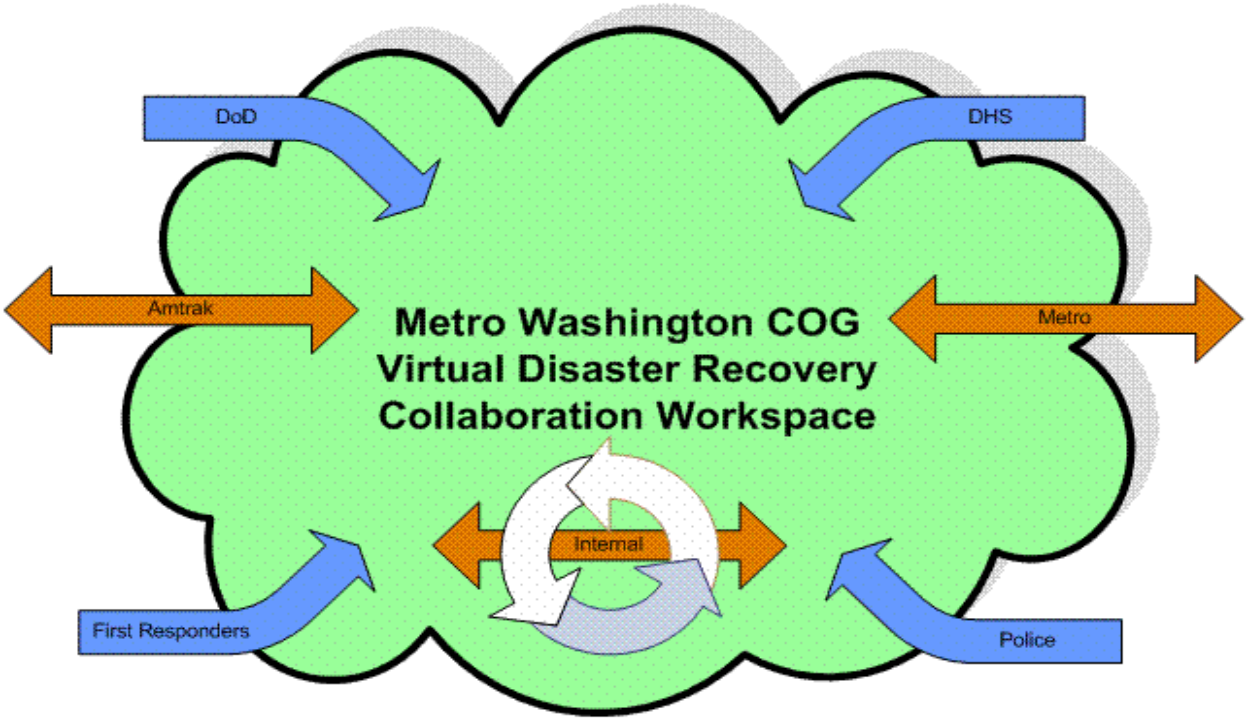


Figure 4: Collaboration Workspace

The COG Collaboration web-site will facilitate information sharing within the organization and with those COI participants beyond the organization's virtual boundaries (ref. Figure 1 above). It will allow decentralized users, regardless of their physical location, to self-register online and collaborate on all facets of the exercise life cycle via web-based virtual workspaces. It will also allow users across the COG organization to easily create, manage and build their own collaborative web-based workspaces and make them available throughout the organization and COIs, contingent upon administrative configuration settings approved by COG staff. These configuration options will include multi-level access control mechanisms applied across the COG Collaboration web-site. Additionally, the web-site is capable of easily supporting the use of stronger identity credentials such as the DoD Common Access Card, or the HSPD-12 compliant smart identification card used by DHS for the Winter Fox exercise (February 2006). Leveraging smart identification credentials will:

- **Provide for more secure logon, both by administrators and end users**
- **Enable greater trust and cooperation for collaboration in a distributed environment**
- **Support NIMS integration of Emergency Support Functions**

The MorganFranklin Team will judiciously apply industry best practice security mechanisms to balance the risks of system vulnerabilities with the rewards of practical technology application. Accordingly we propose the COG Collaboration web-site system (ref. Figure 2 below) be hosted at MorganFranklin's SCIF in McLean, Va. This SCIF has 1,484 net square feet and is configured with additional security features in addition to DCID 6/9 conformance requirements, and is an ideal facility for classified work space for AIS processing data storage and classified meetings as required by the classified contract. The SCIF is physically separated and is housed within a physically secure building. This building also has an alarmed security force.

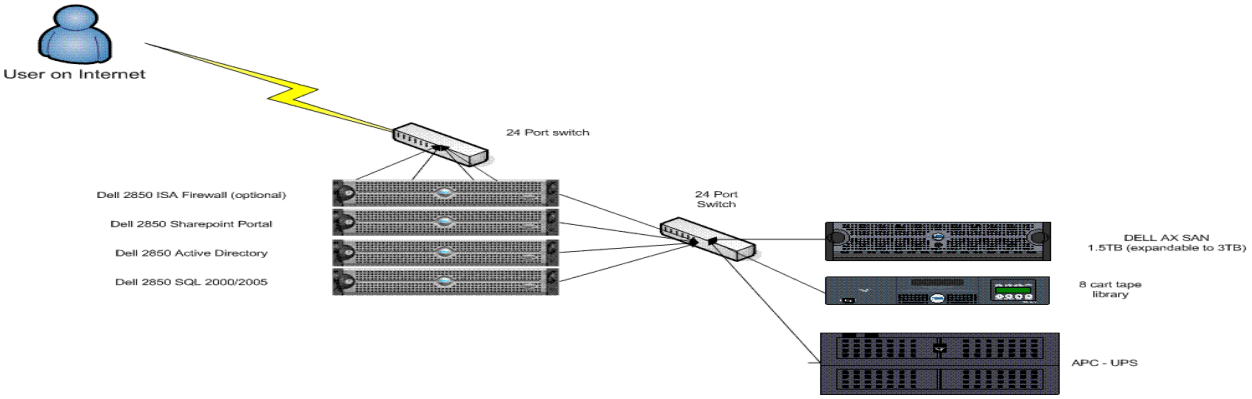


Figure 5: Collaboration Architecture

Microsoft SharePoint Portal technology provides a collaborative framework for the integration or development of web parts with features such as:

- **News and Topics delivered via RSS feeds**
- **My Site, with personal and public views as well as document repositories**
- **Information targeted to specific audiences**
- **Indexing and search capabilities across file shares, Web servers, secure Web servers, Exchange Public Folders, Lotus Notes and SharePoint sites**
- **Alerts that notify you when changes are made to relevant information, documents or applications**
- **Integration of common Microsoft Office tools such as Outlook E-mail, Calendar, Tasks and Contacts, as well as MSN Messenger Instant Messaging**

Additionally the MorganFranklin Team's COG Collaboration web-site solution will integrate the Beacon platform for which provides emergency planners the integration platform and visual client interfaces ("system of systems") required to fully understand and confidently manage complex, highly-dynamic crisis situations as they unfold. The Beacon/Digital Harbor dashboard solution platform enables the fusion of structured and unstructured data sources, business rules and workflow processes, facilitating a symphony of pre-orchestrated, automated procedures while enabling human intervention for complex scenario response. Since alert information is shared easily and immediately via highly-configurable, visually rich application dashboards, BEACON promotes, even invites, inter-organizational collaboration and well-coordinated incident response. With BEACON, crisis management is fully transparent, secure, coordinated, consistent, effective and efficient

2.4. EVENT PLANNING AND COORDINATION

Executive Protection Systems (EPS), a Service Disabled Veteran Owned (SDVO) business, will, under the Morgan Franklin Corporation proposal, perform the function of Event Planner and Coordinator for the exercises set forth in the request for proposal.

EPS will provide the appropriate amount of staff needed for each exercise, ranging from Table Top to the full Functional Field exercise. For each activity under the task orders issued, EPS will provide coordination for a hospitality and information area depending upon the size and scope of each event. EPS will provide a central Point of Contact at each venue for questions pertaining to the exercise at hand, to address logistics issues and to hand out information

generated for exercise use. At each hospitality and information area, exercise participants, observers, evaluators and VIPs will have a central point for communication and resources.

For the Table Top exercises, EPS will coordinate with the hotel management event staff, or with conference center staff for all matters pertaining to the visit of the participants. EPS will work closely with the overall Project Management team to ensure complete functionality success. For the Functional Field exercise EPS will coordinate the establishment of hospitality and information tents for each of the three exercise areas as designated. From these tents EPS will create a central point for food and beverage service, ID badge and registration functions, a basic safety and first-aid station, and a central communication location. Portable toilets will be ordered in if necessary for each location.

To assist the Program Manager, all event staff will be identified by red polo shirts and hats. This will allow participants to easily recognize the persons on the MorganFranklin/EPS team. Our goal during the event will be to provide a superior level of service through superior communication and teamwork. The event staff will utilize two-way radios and cell phones to communicate between and on designated exercise sites. EPS and the MorganFranklin Project Manager will hold a "tie down" meeting the day before each event, distribute a schedule of the event to each team member and discuss assignments.

3. Project Schedule And Timelines

3.1. Notional Program Schedule

Below is a notional schedule of the activities with this solicitation, as a breakdown of participation specific to DBE requirements

Task	Subtask	Days
COG Collaboration Portal	Build	45 days
	Maintain	153 days
Exercises	Senior Leader Tabletop	36 days
	Tabletop Exercise #1	36 days
	Tabletop Exercise #2	36 days
	Tabletop Exercise #3	36 days
	Tabletop Exercise #4	36 days
	CPX/EOC Functional	151 days
	Full Field Exercise	391 days

4. Price

In developing our estimated fees, we have given considerable thought to matching the appropriate professional staff skill levels to the complexities of the tasks involved, and have estimated the hours required to accomplish these tasks. The results are established fee based on T&M estimates per event

Task	Cost
Senior Leader Tabletop (Plan, Design, Conduct, Review)	$ 106,921
Tabletop Exercise #1 (Plan, Design, Conduct, Review)	$ 106,921
Tabletop Exercise #2 (Plan, Design, Conduct, Review)	$ 106,921
Tabletop Exercise #3 (Plan, Design, Conduct, Review)	$ 106,921
Tabletop Exercise #4 (Plan, Design, Conduct, Review)	$ 106,921
CPX/EOC Functional Exercise (Plan, Design, Conduct, Review)	$ 416,829
Full Field Exercise (Plan, Design, Conduct, Review)	$ 645,615
Total	$ 1,597,049

Cost Plus elements of this proposal including but not limited to computer equipment, tables, chairs, tents, two-way radios, food, beverages, etc., will charged as cost plus a fixed fee of 6%.

Period of Performance
The period of performance shall be from contract execution through March 31, 2007.

5. Disadvantaged Business Enterprise Participation

Table 3 reflects the contribution of each of the contractors than will be performing under this contract. The matrix depicts contractors and their associated designations, namely Certified Prime, Disadvantaged Business Enterprise, and Small Disabled Veteran Owned Company respectively.

Task	Contribution Matrix ($)		
	Certified Prime MFC	DBE EPS	SDVOC ENNOVEX
Project Management	0.53%	0.00%	0.00%
Portal Development	0.00%	0.00%	6.57%
Senior Leader Tabletop Exercise	2.87%	2.07%	0.00%
Tabletop Exercise #1	2.87%	2.07%	0.00%
Tabletop Exercise #2	2.87%	2.07%	0.00%
Tabletop Exercise #3	2.87%	2.07%	0.00%
Tabletop Exercise #4	2.87%	2.07%	0.00%
CPX/EOC Functional Exercise	11.92%	7.80%	0.00%
Full Field Exercise	30.29%	18.17%	0.00%
Total Contribution	**57%**	**36%**	**7%**

Table 3: Teaming Contribution Matrix

Based on the evaluation criteria contained within the RFP, EPS's participation would qualify for 15 points.

6. Method of Proposal Evaluation and Selection

The following Table shows were specific evaluation requirements can be found in the proposal.

Factor	Points	MorganFranklinTeam Points	Comments
1. Cost and Price Analysis	15 Points	15	Attachment A
2. Demonstrated Directly Relevant Experience of the Firm and its Key Personnel and any subcontractors	35 Points	35	Section 1.2
3. An Understanding of the Requirements of the RFP Technical Quality of the Proposal and Project Approach	25 Points	25	Section 2.1
4. Management Plan	10 Points	10	Section 2.1
5. Disadvantaged Business Enterprise (DBE) Participation	15 Points	15	Section 5

Table 4: Method of Proposal Evalution Matrix

7. ATTACHMENT A – COST ANALYSIS

8. ATTACHMENT B – CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

9. ATTACHMENT C – AAR SAMPLES

10. ATTACHMENT D – RESUMES