January 24, 2013

Ms. Holly Crawford
Director
County of San Diego, Office of Emergency Services
5555 Overland Avenue, Building 19
San Diego, CA 92123

Subject: Earthquake Hazard Specific Annex[1]

Dear Ms. Crawford:

Science Applications International Corporation (SAIC) understands that the County of San Diego (County) Office of Emergency Services (OES) is interested in developing an earthquake hazard specific annex to the County Emergency Operations Plan (EOP). The earthquake hazard specific annex will enhance the County's capability to provide government services during an earthquake occurring in San Diego County.

With a successful track record in emergency operations planning for local and state governments, SAIC is qualified to assist the County with these essential services. Our planning approach is based on proven emergency response, disaster recovery, and project management principles. SAIC's holistic approach combines best practices, expertise in national standards, and hands-on experience.

SAIC is pleased to offer our services to the County to assist with the development of an earthquake hazard specific annex. SAIC is positioned to provide the County with the highest quality annex for the following reasons:

- ***Highly experienced project team.*** The project team will be led by Ms. Shannon LaVine, the regional practice manager for our West Coast operations. Ms. LaVine has extensive experience in overseeing and managing complex projects.
- ***Exceptional understanding of emergency operation planning.*** The project team is composed of experienced planners who adhere to SAIC's proven approach to developing annexes for jurisdictional EOPs.
- ***Focus on emergency preparedness and response.*** Unlike other firms whose emergency management practice is a small component of their environmental, engineering, or utility business, our division's sole business is emergency preparedness, mitigation, response, and recovery. SAIC has over 100 staff members focused exclusively on helping its state and local government clients prepare for, respond to, and recover from the effects of natural, human-caused, and technological disasters.

SAIC is a leader in EOP planning for state and local government agencies, having performed more than 300 state and local governmental planning projects across the country. SAIC is pleased to submit this proposal to describe how we will support the development of the annex. This letter describes the scope of

[1] Information contained herein shall not be disclosed outside of the County of San Diego and shall not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this proposal. This restriction does not limit the customer's right to use data contained in the information if it is obtained from another source without restriction. The data subject to this restriction is contained in pages 1-6 of this proposal.

work and estimated costs associated with the proposed services, as well as the proposed timeline to complete the project by March 31, 2013.

Approach Overview

SAIC understands that the County of San Diego has a critical role in preparing for the safety and security of the community. An earthquake hazard specific annex effectively facilitates the performance of the County's mission during an earthquake. Once the annex is developed, it can serve as a template for the jurisdictions to develop their own annex for their EOP.

SAIC will use a combination of on-site visits and stakeholder interviews to collaborate with personnel from the participating agencies to gather the required data. This project will be completed in three phases as shown in exhibit 1.

Exhibit 1: Project Phases

Project Phases
Phase 1: Project Initiation
Phase 2: Earthquake Annex Development and Consultations
Phase 3: Earthquake Annex Finalization

Proposed Scope of Services

The goal of this proposed scope is for SAIC to develop an earthquake hazard specific annex to the County EOP in accordance with industry standards. SAIC will collaborate with jurisdictional and County agency personnel (Office of Emergency Services, Police, and Fire) to develop an annex that is consistent with federal emergency planning guidance and compliant with NIMS, SEMS, CPG 101, EMAP, and NRF standards, as well as the standards and guidelines set forth by the California Emergency Management Agency (CalEMA).

Phase 1: Project Initiation

Upon notification of award or notice to proceed, the SAIC project manager and lead planners will conduct a project planning meeting with OES staff to identify key personnel and the scope of the planning process. During this meeting, SAIC and OES will

- Confirm the project schedule, deliverables, time line, and assumptions.
- Identify stakeholders to serve as planning team members for the Earthquake Annex Project and identify a date and time for the kickoff meeting.
- Obtain copies of relevant plans and procedures that will support the development of the Earthquake annex.

Given the short timeframe of the project and the established working relationship between OES and SAIC, this meeting may be done via teleconference. It is important to do this meeting as quickly as possible to provide sufficient notice to the stakeholders so that they may attend the kickoff meeting.

Following the project planning meeting, the SAIC project manager will provide the County of San Diego with a detailed work plan and schedule based on the objectives established during the project planning meeting. Once approved, the work plan will guide the development and execution of the project.

Annex Kickoff Meeting. Following the project planning meeting with OES, SAIC will conduct a kickoff meeting with OES and the Earthquake annex planning team. This kickoff meeting will outline the annex development process, the timeline, and stakeholder engagement requirements.

Exhibit 2: Phase 1 Deliverables

Project Initiation		
Deliverable	Description	Timeline
Project Planning Meeting	Project planning meeting, draft work plan, and final work plan	February 5, 2013
Project Kickoff Meeting	Kickoff meeting and materials (agenda, powerpoint presentation, sign-in sheets, meeting minutes)	February 7, 2013

Phase 2: Earthquake Annex Development and Consultations

This phase will focus on defining core operations so that critical processes and resources can be identified and prioritized.

Documentation Review. SAIC will review the relevant plans and procedures to identify content for the earthquake annex. SAIC will also review current CalEMA standards to identify required components for the annex. Additionally, SAIC will develop an annotated outline for the annex. The outline will be based on the Wildfire Annex to ensure consistency of the two documents.

During this phase, the BDR team will conduct three (3) working group meetings. These meetings are designed to gather the necessary information to develop the annex as well as discuss and finalize key planning assumptions.

Planning Meeting #1. SAIC will conduct an initial planning meeting with the County of San Diego and supporting jurisdictions and organizations to introduce them to the annex development process, review the timeline, and review the draft annotated outline.

Stakeholder Interviews. Following planning meeting #1, SAIC will conduct interviews with key stakeholders to gather information for the annex. These interviews may be conducted in person or via teleconference.

Planning Meeting #2. Planning meeting #2 will be conducted approximately three (3) weeks after the interviews are conducted and the information gathered has been included in the draft annex. The purpose of this meeting is to review the 60% draft of the annex and garner additional feedback and guidance on missing information.

Planning Meeting #3. Planning meeting #3 will be conducted via conference call and is designed to review the 90% draft of the earthquake annex.

Exhibit 3: Phase 2 Deliverables

Project Initiation		
Deliverable	Description	Timeline
Planning Meeting #1	Planning meeting and materials (agenda, PowerPoint presentation, sign-in sheets, meeting minutes), draft annotated outline	February 13, 2013
Stakeholder Interviews	Conduct up to 6	February 18-22, 2013
Planning Meeting #2	Planning meeting and materials (agenda, PowerPoint presentation, sign-in sheets, meeting minutes), 60% draft annex	March 6, 2013
Planning Meeting #3	Planning meeting and materials (agenda, PowerPoint presentation, sign-in sheets, meeting minutes), 90% draft annex	March 13, 2013

Phase 3: Earthquake Annex Finalization

During the final phase of the project, SAIC will meet with the OES to finalize the annex. At the conclusion of this meeting, SAIC will make any needed revisions and finalize the annex.

Exhibit 4: Phase 3 Deliverables

Project Initiation		
Deliverable	Description	Timeline
Planning Meeting #4	Planning meeting and materials (agenda, PowerPoint presentation, sign-in sheets, meeting minutes), updated earthquake annex	March 20, 2013
Final Earthquake Annex	Final Earthquake Annex	March 27, 2013

Project Cost Proposal

SAIC proposes performing the project for a firm fixed price of $102,378.00. The fixed price is based on SAIC's experience performing planning projects of similar scope and complexity. The fixed price is derived from estimating the number of work hours for each task; estimating the cost of materials, printing, and administrative expenses; and budgeting for reasonable and customary travel expenses for on-site meetings. Exhibit 5 offers a breakdown of our proposed price by project phase.

Exhibit 5: Cost Proposal

Project Phase	Estimated Cost
Phase 1: Project Initiation	$22,937
Phase 2: Earthquake Annex Development and Consultations	$65,290
Phase 3: Earthquake Annex Finalization	$14,151
Total	$102,378

Project Assumptions and Constraints

This project is based on the following key assumptions and constraints. Deviations that arise during the proposed project will be managed through a standard change control process.

- **Project Sponsor.** County of San Diego will assign a primary point of contact to serve as project sponsor to address administrative and functional issues.
- **Confidentiality Policies.** SAIC uses only pre-approved designated personnel who have signed the nondisclosure or confidentiality statements, as required. SAIC follows its documented internal procedures and protocols for protection of confidential materials collected from County of San Diego. SAIC established these internal procedures to meet requirements by federal, state, and local governments to help protect of critical infrastructure data.
- **Access to Materials.** Documentation pertinent to the execution of this project should be made available to SAIC for review in electronic format upon request.
- **Access to Key Personnel.** Availability of County of San Diego key personnel is critical to obtaining the information required for the overall success of this project. Information presented by the key personnel will be accepted as factual and no confirmation will be made.
- **Deliverables.** SAIC agrees to deliver the following:
  - Electronic copies of the interim draft deliverables during the planning project
  - 35 black and white hard copies of handouts (agenda, presentation, etc.) for participants at each of the meetings
  - One printed and bound (black and white with a color cover) copy of the final Earthquake hazard specific annex
  - One CD (or USB drive) containing the files for the final Earthquake hazard specific annex deliverables in Microsoft Word format
- **Work Location/Meeting Space.** County of San Diego will provide meeting room space conduct the planning meetings and interviews. SAIC performs work off-site at SAIC offices except when required to be on-site for meetings.
- **Acceptance of Deliverables.** Deliverables will be submitted to the County of San Diego in draft format. The County of San Diego comments must be provided within seven calendar days. Upon incorporation of revisions to the draft deliverable(s) and one final re-submittal to the County of San Diego, the deliverable(s) shall be considered accepted.

- **Payment Plan Based on Deliverables.** County of San Diego will be invoiced upon the completion of each project phase within this scope based on acceptance of deliverables. Upon incorporation of comments and edits to the draft deliverables and re-submittal to the County of San Diego, such deliverables shall be considered accepted and payment will be due. Invoice payment terms are net 30 days.
- **Terms and Conditions.** This proposal is contingent on the acceptance of mutually acceptable terms and conditions. In addition, such services shall be provided in accordance with the Cooperative Purchasing Program (HGACBuy) under the HGAC Invitation to Bid No. EN06-10 dated February 8, 2010. SAIC's standard professional services agreement is attached as Attachment A.
- **Proposal.** This proposal is based on our current understanding of the project; and revisions will be subject to mutual agreement on the final work scope/schedule and other technical/management requirements desired the County of San Diego. The final approved proposal shall be part of the resulting contract by reference or incorporated as an exhibit.

SAIC is pleased to offer this proposal and is looking forward to the opportunity to work with the County of San Diego. If you have questions concerning this letter, please contact the representatives listed below.

Contractual representative:

Ms. Betty Kamara
2301 Lucien Way, Suite 120
Maitland, FL 32751
Phone: (321) 441-8518
Fax: (321) 441-8501
E-mail: betty.v.kamara@saic.com

Technical representative:

Ms. Shannon LaVine
10210 Campus Point Drive, M/S A1-F
San Diego, CA 92121
Phone: (619) 922-7948
Fax: (858) 909-0861
E-mail: shannon.lavine@saic.com

Sincerely,

Science Applications International Corporation

Betty Kamara
Contracts Administrator

ATTACHMENT A

SAMPLE Master Services Agreement
Contract No. _____

This Agreement, effective _____ ____, 2013, is between _____ ___ ("Customer" or "Client"), having an office at _____ and ___ _____ ("Contractor" or "SAIC"), having an office at _____.

I. DESCRIPTION OF PROFESSIONAL SERVICES

The Houston-Galveston Area Council (HGAC) is a "Government-to-Government" procurement service for States, State Agencies, Local Governments Districts, Authorities, and qualifying Not-for-Profit Corporations. Customer wishes to enter into an exclusive contractual agreement with SAIC to provide professional planning and consulting services in accordance with the HGAC Invitation to Bid No. EN06-10 dated February 8, 2010 under the Cooperative Purchasing Program (HGACBuy). The professional services and deliverables (if any) described in Exhibit A, shall be provided subject to the Terms and Conditions, which follow.

II. _____ AND _____ ADMINISTRATIVE CONTACTS

Name	Name
Title	Title
Customer's Full Legal Name	Contractor's Full Legal Name
Street Address 1	Street Address 1
Street Address 2	Street Address 2
City, State Zip	City, State Zip
Tel. No.	Tel. No.
Fax No.	Fax No.

In consideration of the mutual obligations assumed under this Agreement, Contractor and Customer agree to the Terms and Conditions attached hereto and incorporated by reference and represent that this Agreement is executed by duly authorized representatives as of the dates below.

AGREED BY:

CUSTOMER'S FULL LEGAL NAME	**CONTRACTOR'S FULL LEGAL NAME**
By: _____	By: _____
Name: _____	Name: _____
Title: _____	Title: _____
Date: _____	Date: _____

TERMS AND CONDITIONS

1. Services; Deliverables

CONTRACTOR will perform the professional services ("Services") associated with disaster preparedness and emergency response & recovery services as described in the Scope of Services attached as Exhibit A. Task Orders shall be issued for specific deliverables under this Agreement. Such deliverables to be provided by CONTRACTOR will be determined by Customer and specified in writing on each Task Order prior to commencing work.

2. Place of Performance

Unless otherwise provided in this Agreement, CONTRACTOR may perform the Services in whole or in part at CONTRACTOR's place of business, Customer's place of business, and/or such other locations as CONTRACTOR selects.

3. Effective Date; Term

This Agreement shall be effective as of the date first above written (the "Effective Date"), and shall continue in full force and effect through May 31, 2013 with automatic annual renewals, unless either party elects to withdraw or the Agreement has been terminated in accordance with section 9 hereof, whichever first occurs.

4. Price and Payment Terms

(a) The fee for the services under this Agreement will be based on either a fixed fee basis or the actual hours of services furnished multiplied by Contractor's Billing Rates as set forth in Exhibit B, plus all reasonable expenses directly related to the services furnished under this Agreement.

(b) Customer shall make payment to CONTRACTOR according to the schedule and provisions of Exhibit B and each Task Order. CONTRACTOR shall have a lien upon and may retain or repossess any and all Deliverables if Customer does not make full payment to CONTRACTOR.

(c) Customer shall pay CONTRACTOR in U.S. dollars within thirty (30) days of receipt of invoices less any disputed amounts. If Customer disputes any portion of the invoice, the undisputed portion will be paid and CONTRACTOR will be notified in writing, within ten (10) days of receipt of the invoice of the exceptions taken. CONTRACTOR and Customer will attempt to resolve the payment dispute within sixty (60) days or the matter may be submitted to arbitration as provided below. Additional charges for interest shall become due and payable at a rate of one and one-half percent (1-1/2%) per month (or the maximum percentage allowed by law, whichever is lower) on the unpaid, undisputed invoiced amounts. Any interest charges due from Customer on past due invoices are outside any amounts otherwise due under this Agreement. If Customer fails to pay undisputed invoiced amounts within sixty (60) days after delivery of invoice, CONTRACTOR, at its sole discretion, may suspend services hereunder or may initiate collections proceedings, including mandatory binding arbitration, without incurring any liability or waiving any right established hereunder or by law.

(d) Bill To Address. The invoice will be mailed to:

_____
_____
_____
_____
_____

5. Resources to be Provided by Customer

SAMPLE

(a) Customer shall provide, maintain and make available to CONTRACTOR, at Customer's expense and in a timely manner, the resources described in this section 5, and such other additional resources as CONTRACTOR may from time to time reasonably request in connection with CONTRACTOR's performance of the Services. Delays in the provision of these resources may result in delays in the performance of the Services, or an increase in the Price.

(b) Customer will designate qualified Customer personnel or representatives to consult with CONTRACTOR on a regular basis in connection with the Services. Customer will furnish such documentation and other information as is reasonably necessary to perform the Services.

(c) Customer shall furnish access to Customer's premises, and appropriate workspace for any CONTRACTOR personnel working at Customer's premises, as necessary for performance of those portions of the Services to be performed at Customer's premises.

6. Confidentiality

In the event either party determines that it is necessary to provide confidential, proprietary, or trade secret information to the other party in connection with this Agreement, such disclosure will be made only after advance written notice to the other party, and the parties have executed a mutually satisfactory Non-Disclosure Agreement. Nothing in this Agreement or in any such Non-Disclosure Agreement shall be deemed to restrict or prohibit CONTRACTOR from providing to others services and deliverables the same as or similar to the Services and Deliverables. In providing any such similar services or deliverables to any third party, CONTRACTOR shall keep confidential any Customer confidential, proprietary or trade secret information which is subject to a Non-Disclosure Agreement executed pursuant to this section, in accordance with the requirements of such agreement.

7. Intellectual Property

(a) Customer and CONTRACTOR shall each retain ownership of, and all right, title and interest in and to, their respective pre-existing Intellectual Property, and no license therein, whether express or implied, is granted by this Agreement or as a result of the Services performed hereunder. To the extent the parties wish to grant to the other rights or interests in pre-existing Intellectual Property, separate license agreements on mutually acceptable terms will be executed.

(b) CONTRACTOR grants to Customer a royalty-free, paid up, worldwide, perpetual, non-exclusive, non-transferable license to use any CONTRACTOR Intellectual Property incorporated into any Deliverable, solely for Customer's use of that Deliverable for its internal business purposes. CONTRACTOR shall retain ownership of and unrestricted right to use any Intellectual Property. The Services performed and any Deliverable produced pursuant to this Agreement are not "works for hire."

(c) As used herein, "Intellectual Property" shall mean inventions (whether or not patentable), works of authorship, trade secrets, techniques, know-how, ideas, concepts, algorithms, and other intellectual property incorporated into any Deliverable and first created or developed by CONTRACTOR in providing the Services.

8. Taxes

(a) Customer shall pay any and all sales, use, value added, excise, import, privilege, or similar taxes, levies or payments in lieu thereof, including interest and penalties thereon, arising out of or in connection with the performance of this Agreement (other than those levied on CONTRACTOR's income), imposed by any authority, government or governmental agency, and shall comply with all applicable treaties, laws, rules or regulations relating thereto.

SAMPLE

(b) In the event a taxing authority conducts an audit of this Agreement and determines that an additional tax should have been imposed on the Services or Deliverables provided by CONTRACTOR to Customer (other than those taxes levied on CONTRACTOR's income), Customer shall reimburse CONTRACTOR for any such additional tax, including interest and penalties thereon. Similarly, if a taxing authority determines that a refund of tax is due as it relates to the Services or Deliverables provided by CONTRACTOR to Customer (except those taxes relating to CONTRACTOR's income), CONTRACTOR shall reimburse Customer such refund, including any interest paid thereon by the taxing authority.

9. Termination for Default

Either party may terminate this Agreement if (i) the other party fails to perform a material obligation of the Agreement in accordance with its terms and does not take efforts to cure such failure within a period of 30 days after receipt of notice from the non-breaching party specifying such failure; or (ii) the other party becomes insolvent or the subject of proceedings under law relating to bankruptcy or the relief of debtors or admits in writing its inability to pay its debts generally as they become due. In addition, CONTRACTOR may terminate this Agreement effective immediately upon written notice to Customer if Customer fails to make any payment in full as and when due hereunder.

10. Limited Warranty

(a) CONTRACTOR warrants that the Services provided under this Agreement shall be performed with that degree of skill and judgment normally exercised by recognized professional firms performing the same or substantially similar services. In the event of any breach of the foregoing warranty, provided Customer has delivered to CONTRACTOR timely notice of such breach as hereinafter required, CONTRACTOR shall, at its own expense, in its discretion either (1) re-perform the non-conforming Services and correct the non-conforming Deliverables to conform to this standard; or (2) refund to Customer that portion of the Price received by CONTRACTOR attributable to the non-conforming Services and/or Deliverables. No warranty claim shall be effective unless Customer has delivered to CONTRACTOR written notice specifying in detail the non-conformities within 90 days after performance of the non-conforming Services or tender of the non-conforming Deliverables. The remedy set forth in this section 10(a) is the sole and exclusive remedy for breach of the foregoing warranty.

(b) CONTRACTOR SPECIFICALLY DISCLAIMS ANY OTHER EXPRESS OR IMPLIED STANDARDS, GUARANTEES, OR WARRANTIES, INCLUDING ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE OR NON-INFRINGEMENT, AND ANY WARRANTIES THAT MAY BE ALLEGED TO ARISE AS A RESULT OF CUSTOM OR USAGE, ANY WARRANTY OF ERROR-FREE PERFORMANCE, OR ANY WARRANTY OF THIRD PARTY PRODUCTS, OR FUNCTIONALITY OF THE CLIENT'S HARDWARE, SOFTWARE, FIRMWARE, OR COMPUTER SYSTEMS.

(c) Customer represents and warrants to CONTRACTOR that Customer has the right to use and furnish to CONTRACTOR for CONTRACTOR's use in connection with this Agreement any information, specifications, data or Intellectual Property that Customer has provided or will provide to CONTRACTOR in order for CONTRACTOR to perform the Services and to create the Deliverables identified in Exhibit A.

11. Indemnification and Limitation of Liability

(a) CONTRACTOR agrees to defend, indemnify, and hold harmless Customer from and against claims, judgments, and awards, as well as the reasonable costs related thereto (hereinafter collectively referred to as "Damages") to the extent such Damages result from the negligent or willful acts or omissions of CONTRACTOR occurring in the performance of its obligations hereunder.

SAMPLE

(b) CONTRACTOR's total liability to Customer for any and all liabilities, claims or damages arising out of or relating to this Agreement, howsoever caused and regardless of the legal theory asserted, including breach of contract or warranty, tort, strict liability, statutory liability or otherwise, shall not, in the aggregate, exceed the amount actually paid to CONTRACTOR under this Agreement, or under the specific task order at issue, whichever is less.

(c) In no event shall either CONTRACTOR or Customer be liable to the other for any punitive, exemplary, special, indirect, incidental or consequential damages (including, but not limited to, lost profits, lost business opportunities, loss of use or equipment down time, and loss of or corruption to data) arising out of or relating to this Agreement, regardless of the legal theory under which such damages are sought, and even if the parties have been advised of the possibility of such damages or loss.

12. Non-Waiver of Rights

The failure of either party to insist upon performance of any provision of this Agreement, or to exercise any right, remedy or option provided herein, shall not be construed as a waiver of the right to assert any of the same at any time thereafter.

13. Rights and Remedies Not Exclusive

Unless otherwise expressly provided herein, no right or remedy of a party expressed herein shall be deemed exclusive, but shall be cumulative with, and not in substitution for, any other right or remedy of that party.

14. Severability

If any covenant, condition, term, or provision contained in this Agreement is held or finally determined to be invalid, illegal, or unenforceable in any respect, in whole or in part, such covenant, condition, term, or provision shall be severed from this Agreement, and the remaining covenants, conditions, terms and provisions contained herein shall continue in force and effect, and shall in no way be affected, prejudiced or disturbed thereby.

15. Conflicting Provisions

This Agreement and all of the exhibits, schedules, and documents attached hereto are intended to be read and construed in harmony with each other, but in the event any provision in any attachment conflicts with any provision of this Agreement, then this Agreement shall be deemed to control, and such conflicting provision to the extent it conflicts shall be deemed removed and replaced with the governing provision herein.

16. Assignment

Neither party may sell, assign, transfer, or otherwise convey any of its rights or delegate any of its duties under this Agreement without the prior written consent of the other party. Notwithstanding the foregoing, CONTRACTOR may without violation of this paragraph engage the services of independent contractors to assist in the performance of its duties hereunder.

17. Applicable Law

This Agreement shall be governed by and construed under the laws of the State of ___, without regard to its laws relating to conflict or choice of laws.

18. Interpretation

SAMPLE

The captions and headings used in this Agreement are solely for the convenience of the parties, and shall not be used in the interpretation of the text of this Agreement. Each party has read and agreed to the specific language of this Agreement; therefore no conflict, ambiguity, or doubtful interpretation shall be construed against the drafter.

19. Disputes

Any controversy, claim or dispute ("Dispute") arising out of or relating to this Agreement shall be resolved by binding arbitration in accordance with the Commercial Arbitration Rules of the American Arbitration Association then in effect. Before commencing any such arbitration, the parties agree to enter into negotiations to resolve the Dispute. If the parties are unable to resolve the Dispute by good faith negotiation, either party may refer the matter to arbitration. The arbitration shall take place in the County of _____, State of _____. The arbitrator(s) shall be bound to follow the provisions of this Agreement in resolving the Dispute, and may not award any damages excluded by this Agreement. The decision of the arbitrator(s) shall be final and binding on the parties, and any award of the arbitrator(s) may be entered or enforced in any court of competent jurisdiction. Any request for arbitration of a claim by either party against the other relating to this Agreement must be filed no later than one year after the date on which CONTRACTOR concludes performance under this Agreement.

20. Multiple Copies or Counterparts of Agreement

This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. This Agreement shall not be effective until the execution and delivery between each of the parties of at least one set of the counterparts.

21. Force Majeure

Neither party shall be liable for any failure of or delay in performance of its obligations (except for payment obligations) under this Agreement to the extent such failure or delay is due to acts of God, acts of a public enemy, fires, floods, power outages, wars, civil disturbances, epidemics, pandemics, sabotage, terrorism, accidents, insurrections, blockades, embargoes, storms, explosions, labor disputes (whether or not the employees' demands are reasonable and/or within the party's power to satisfy), failure of common carriers, Internet Service Provides, or other communication devices, acts of cyber criminals, terrorists or other criminals, acts of any governmental body (whether civil or military, foreign or domestic), failure or delay of third parties or governmental bodies from whom a party is obtaining or must obtain approvals, authorizations, licenses, franchises or permits, inability to obtain labor, materials, power, equipment, or transportation, or other circumstances beyond its reasonable control (collectively referred to herein as "Force Majeure Occurrences"). Any such delays shall not be a breach of or failure to perform this Agreement or any part thereof and the date on which the obligations hereunder are due to be fulfilled shall be extended for a period equal to the time lost as a result of such delays. Neither party shall be liable to the other for any liability claims, damages or other loss caused by or resulting from a Force Majeure Occurrence.

22. Relationship of Parties

CONTRACTOR is an independent contractor in all respects with regard to this Agreement. Nothing contained in this Agreement shall be deemed or construed to create a partnership, joint venture, agency, or other relationship other than that of contractor and customer.

23. Third Party Beneficiaries

This Agreement does not create, and shall not be construed as creating, any rights or interests enforceable by any person not a party to this Agreement.

SAMPLE

24. Waiver or Modification

This Agreement may be modified, or parts hereof waived, only by an instrument in writing specifically referencing this Agreement and signed by an authorized representative of the party against whom enforcement of the purported modification or waiver is sought.

25. Entire Agreement

This Agreement, including any and all Exhibits attached hereto, all of which are incorporated herein by this reference, constitute the entire agreement and understanding between the parties hereto and supersedes and replaces any and all prior or contemporaneous proposals, agreements, understandings, commitments or representations of any kind, whether written or oral, relating to the subject matter hereof or the Services or Deliverables to be provided hereunder.

26. Survival

The provisions of sections 4, 6, 7, 10, 11, and 19 shall survive the termination or expiration of this Agreement.

SAMPLE

Exhibit A

Statement of Work

Service Offerings

Science Applications International Corporation (SAIC) has access to the full gamut of personnel with key expertise in relevant topic areas described in the HGAC RFP. Collectively, our team offers services in all areas of Security, Disaster Preparedness and Emergency Response & Recovery. We have included a strong representation of our services offerings and project profiles on the following pages.

EMERGENCY MANAGEMENT CONSULTING

Unlike many emergency management firms whose focus is solely on planning, ***SAIC is a full-service emergency management firm that works in all phases of emergency management.***

When a major incident occurs, the impact sends shockwaves around the globe. All eyes are on the event and the level of scrutiny is overwhelming. As an experienced leader in the emergency management industry, SAIC knows what it takes to not only respond effectively, but also initiate recovery activities almost simultaneously, while maintaining transparency for the public and elected officials.

We are better planners because of our active involvement in response and recovery efforts. We develop realistic plans that can be effectively implemented during a response.

SAIC works with organizations across the country in jurisdictions that face a variety of threats and hazards, from dense urban areas susceptible to security threats, to coastal communities prone to hurricanes. For that reason, the firm maintains a multi-disciplinary staff with backgrounds and experience in emergency management, hazardous materials response and recovery, public health and healthcare planning, transportation and evacuation, all-hazards mitigation, disaster resiliency and readiness planning and response and recovery, among others. In fact, collectively, SAIC has subject matter expertise in 36 different areas. This breadth and depth of emergency preparedness professionals distinguishes SAIC from other firms and allows us to provide the full range of planning and program execution services.

Table D-1: Emergency Management Consulting Services

Service Offering	Description
Hazard Mitigation Planning	Hazard mitigation planning is the effort used to establish mitigation goals and objectives, identify projects that enable the jurisdiction to prepare for and reduce the impacts of a disaster.
Emergency Operations Planning	The planning effort consisting of a basic plan, emergency support functions and incident-specific appendices that address: direction and control, communications, public warning, emergency public information, evacuation, mass care, health and medical, resource management, etc. The goal is to ensure that appropriate plans are in place to identify, prepare for and reduce the risk of natural, technological and man-made disasters, including terrorism.

SAMPLE

Service Offering	Description
Continuity of Operations (COOP) Planning	The business continuity planning effort for an organization to ensure that the capability exists to continue essential agency functions across a wide range of emergencies. A COOP is designed to plan for denial of access to a facility, denial of service due to equipment or systems failure and denial of service due to a reduced workforce.
Continuity of Government (COG) Planning	Continuity of government planning is the effort to ensure continued leadership, authorities, direction and control and preservation of records to maintain a viable system of government.
Emergency Support Functions (ESFs) Planning	Emergency support functions planning is the effort used to assign roles and responsibilities of the supporting agencies. During an event that requires mobilization of multiple agencies, and the need for management and coordination of those agencies, either at the local, state and/or regional level, the ESFs provide a structure for managing the response effort.
Departmental Emergency Response Planning	Many departments within an organization have either primary or secondary support roles under the emergency support functions. Departmental emergency response planning is the effort used to develop standard operating guides and/or standard operating procedures for departments with primary or support responsibilities.
Evacuation Planning	Evacuation planning is the effort to provide the following: ▪ Clear agency roles/responsibilities for both small- and large-scale and point source evacuation scenarios ▪ Effective situational awareness communication protocols to determine evacuation areas and evacuation participation rates ▪ Development of consistent and effective warning order evacuation/shelter-in-place terminology designed to motivate citizens and tourists to evacuate outward with a sense of urgency and along advocated routes or shelter-in-place for those outside the impact zone ▪ Tailored time-phased protective action measures, such as staging and mutual aid activation, to ensure that populations at risk can be effectively and efficiently moved out of harm's way and sheltered as needed ▪ Identify vulnerable special needs populations transportation dependent communities, large animal and pet considerations, additional behavioral assumptions, critical traffic control points and available intelligent traffic monitoring systems ▪ Easily defined evacuation zones coupled with a public awareness strategy ▪ Zonal evacuation clearance times and/or shelter-in-place guidance designed for a range of possible point source, no-notice and terrorist eve phased approach

Service Offering	Description
Regional Catastrophic Planning	The planning effort designed to promote regional coordination and communications between multiple jurisdictions to help them prepare and respond to an event effectively as a region, but also initiate recovery activities almost simultaneously, while maintaining transparency for the public and elected officials.
Mass Care/Surge Capacity Planning	Using a "worst case" scenario, mass care planning identifies a jurisdiction's strategy and current capabilities for mass evacuation and sheltering. The evacuation strategy is designed to take a phased approach, emphasizing special needs groups in hospitals and nursing homes and residents without access to transportation.
Metropolitan Medical Response System Planning (MMRS)	The planning effort designed to support the local jurisdiction in enhancing and maintaining their all-hazards response capabilities to mass casualty incidents. It is intended for use during the early hours critical to life-saving and population protection during terrorist acts using weapons of mass destruction; chemical, biological, nuclear, radiological and/or explosive; large-scale hazardous materials incidents; epidemic disease outbreaks; and/or natural disasters.
Volunteer Management Planning	Working closely with a lead volunteer agency such as the Red Cross, Salvation Army, VOAD or jurisdiction's Community Emergency Response Team (CERT) Coordinator, volunteer management planning is the effort used to document the volunteer programs, training strategies and available resources already defined under the CERT through its Citizen Corps.
Family Assistance Center (FAC) and Reunification Planning	The planning effort designed as an annex to an emergency operations plan to support displaced families in locating and reuniting with their loved ones following a crisis. It also serves to prevent confusion and disorder by ensuring the delivery of a single, concise message to the community and the media.
EMAP Accreditation Support	An assessment of a jurisdiction's emergency management program against the 63 EMAP standards to identify potential gaps and deficiencies in order that they may be remediated in preparation for an assessment by an EMAP accreditation team.
Strategic Planning	A planning effort designed to set the course and direction of a jurisdiction or agency. It defines the vision, mission and long-term goals, objectives and milestones of the program.
Debris Management Planning	Debris management planning is an effort to provide the jurisdictional structure, guidance and standardized procedures for the clearance, removal and disposal of debris caused by a major debris-generating event in the most cost effective and efficient manner.
Information Technology Disaster Recovery (ITDR) Planning	A systematic inventory and prioritization of communications systems including telephones, voicemail, facsimile, data lines, network access, internet access, wireless communications and PDAs, as well as application software and hardware.

Service Offering	Description
Crisis Communication/ Public Information Planning	A pre-planning effort for media relations through the establishment of the Joint Information Center, development of templates for public information and the creation of a public information guide.
Hazard Materials Commodity Flow Studies and LEPC Planning	A risk assessment of the types and amounts of hazardous materials being transported in and through a jurisdiction via highway and rail corridors and fixed facilities located within a jurisdiction.
Crisis Planning for Schools	A planning effort to assess risk, set priorities and develop an actionable plan that can be readily executed in the event of an emergency in order to protect a school's students, faculty, facilities and research, which form the backbone of the institution.
Training, Testing and Exercise Planning	A systematic approach to train, test and exercise a jurisdiction's emergency management program and response capabilities in a non-threatening environment and identify the work that needs to be done to comply with FEMA, Homeland Security Exercise Evaluation Program (HSEEP) and other regulatory guidelines.
Planning and Management	SAIC's Integrated Planning and Management System (IPMS) incorporates functions for baseline, scheduling, risk management, cost estimating, funds and financial management, performance analysis and monthly reports, and what-if analyses. An agency's business processes determine the way data are managed and define methods for establishing budget, cost, schedule and technical baselines. IPMS was designed to support customized business processes to measure performance, control changes and report on status through a series of functional software modules linked to a central data repository (CDR).
Internet/Computer Based Training (IBT/CBT)	As part of a full service solution, SAIC has prepared stand-alone computer based training for individual customers needs as well as Internet based training to meet the needs of on demand and geographically diverse training requirements.
Asset Management	SAIC's asset management solutions aid leaders in integration of planning, scheduling, and tracking of maintenance requirements, enterprise resource planning, supply chain management, inventory management, procurement, RFID/UID execution, reference management, and training management. Highly extensible, our solutions integrate external financial and resource management systems.
COTS/Customer Software Training and Documentation	SAIC provides skilled documentation specialists and trainers to meet all training and documentation needs, whether on COTS or custom software.
Operation Center Services	SAIC has extensive Operations Center Services in local and federal organizations. These services include: 24/7/365 Support, C4I and Situational Awareness, Custom Emergency Management System, Classified Environments.

Service Offering	Description
Shared/Integrated Digital Environments (SDE/IDE)	SAIC has developed a range of customizable SDE/IDEs to provide portals to our project/program teams that are web-accessible and managed to provide authorized users access to all relevant materials/data in a user friendly environment. In addition to being a knowledge base of programmatic information, these tools often provide configuration data, task order management, action tracking, user forums, deliverable tracking, financial management, asset information etc. in support of the program requirements.

DEBRIS PROGRAM MANAGEMENT CONSULTING SERVICES

The BDR Division of SAIC's experience in disaster field monitoring and management services dates back to 1989, when we assisted clients in the Caribbean and South Carolina with recovering from Hurricane Hugo. In the 19 years since, SAIC has helped more than 177 clients recover from the damaging effects of hurricanes, tropical storms, floods and ice storms across the country. SAIC has successfully managed all phases of debris removal and associated reimbursement efforts, including the removal of and reimbursement for over ***62 million cubic yards of debris, as well as the demolition of uninhabitable residential structures. We have assisted local governments in obtaining over $2 billion in reimbursement funds.***

Table D-2: Debris Program Management Consulting Services

Service Offering	Description
Comprehensive Program Management	Providing the resources, personnel, and experience to manage all aspects of a disaster recovery project, including pre-event planning, and post-event reconstruction and reimbursement services.
Disaster Debris Removal Procurement and Negotiations	Assisting communities develop the procurement process and contract documents to retain debris and construction contractors and negotiating terms and conditions to put enforceable agreements in place.
Collection Monitoring	Overseeing the debris collection process, including truck certification, route development, ticket preparation and documentation for Federal Emergency Management Agency reimbursable loads.
Disposal Monitoring	Monitoring the debris disposal operations including providing the volumetric measurement of incoming loads, authorizing tickets and completing the documentation required for FEMA reimbursable loads.
Hazardous Waste Collection, Disposal and Monitoring	Designing hazardous material removal programs that efficiently address specific emergency situations including animal carcass removal, asbestos-ladened building material removal, Freon unit removal and paint and, chemical segregation and removal.
Leaner/Hanger/Stump Removal	Surveying, documenting and monitoring the removal of leaning trees, hanging limbs and stumps.
Temporary Debris Storage and Reduction Site Environmental Support	Attaining all documentation and assisting in the performance of all required testing by federal, state, and local agencies to support the establishment of Temporary Debris Storage and Reduction Site locations.

Service Offering	Description
Beach Remediation/Restoration	Monitoring and engineering services associated with sand screening, sand recovery, beach reconstruction, and dredging operations to restore engineered and natural beaches.
Right-of-Entry Administration	Reviewing ordinances and laws to ensure that the proper steps are taken and documented in removing debris from private property. This includes eligibility reviews, property surveys, monitoring and providing public information.
Waterway Debris Removal	Monitoring and providing the documentation of debris removed from navigable and other inland waterways.
Data Collection/ Management/Billing/Invoicing	Developing and maintaining databases to document all field operations to ensure proper contractor payment, maximum possible reimbursement and proper purchase order management.
Data Management	SAIC provides a wealth of web-enabled data management system to provide a cradle to grave life cycle data management for a program or specific disaster. Architected to meet all industry standards for relational databases, our systems enable users to easily find the right data in real time. SAIC has also proven attempt at creating system that leverage external databases and provide a single interface to the user using such techniques as web services.
Customer Information/Citizen Hotline/Community Relations	Advising the general public about important information regarding procedures associated with debris collection and removal and providing updates about the operational progress being made to restore the community.
Emergency Responder Web Site Services	Our local SAIC IT organization supports the full IT lifecycle and content management of many FEMA Emergency Responder websites to include: the Responder Knowledge Base (RKB), System Assessment and Validation for Emergency Responders (SAVER), and the Lessons Learned Information Sharing (LLIS).
Data Collection	SAIC has a proven track record in data acquisition from systems and sensors and being able to present this data in a well defined many through a host of application types and architectures. Once the data is acquired and housed in a relational database, SAIC also provides the analysis and trending capabilities that often accompany the acquisition requirements.

GRANT ADMINISTRATION AND MANAGEMENT SERVICES

SAIC's Financial Recovery Services (FRS) division was established to provide grant funding consultation both inside and outside the element of disaster. With a keen understanding of Office of Management and Budget (OMB) regulations, the FRS division seeks to establish accounting systems and internal controls for its clients to minimize the instance of fraud, waste, abuse, and mismanagement of grant funds. Our FRS division offers an unprecedented team of experts, with advanced degrees in business, administration, economics and finance as well as hands-on experience in the field. Funding sources include the FEMA Public Assistance Program (PA Program), Individual Assistance (IA) program and Hazard Mitigation Grant Program (HMGP), HUD Community Development Block Grant Program (CDBG), USDA Natural Resource Conservation Service (NRCS), and many others. We guide our clients through the complexities of program procedures and requirements, which are often not consistently interpreted by local, state and federal government agencies.

Table D-3: Grant Administration and Management Services

Service Offering	Description
FEMA Reimbursement Support	Administering and managing project applications and programs for disaster reimbursement related to response and recovery efforts.
FEMA Compliance Monitoring and Audit Oversight	FEMA guidance requires that applicants monitor the expenditure of funds and document such expenditures in a manner that will satisfy regulatory audits in the future. SAIC's grant administrators document eligible work in the field and organize such documentation in an audit ready format for future review.
Individual Assistance Services	Administering an Individual Assistance program is burdensome and time consuming. SAIC assists its clients with application intake, case management, grant administration, expenditure monitoring, etc. in order to minimize the burden with such programs as Individual Assistance.
Public Assistance Services	Public Assistance is designed to fund costs associated with temporary and permanent work in eligible FEMA categories. SAIC's team of Public Assistance Contractors assists our clients with documenting and accounting for such costs on Project Worksheets.
Grant Application Development and Administration (CDBG, HMGP, PA, IA, FEMA)	Providing grant program specialists to assist with the time consuming process of gathering data and information required to develop grant applications to various agencies and programs.
Damage Assessment	Deploying a team of experienced grant administrators to document damages sustained during a disaster event in a format that is acceptable for requesting FEMA Public Assistance.
Eligibility Consultation	Providing grant recipients with an understanding of funding options and preferences for repairs as they relate to various grant program eligibility considerations.
Project Ranking	Providing grant recipient constituents with a prioritized plan of action for reconstruction and mitigation projects to achieve recovery objectives.
Financial Advisory	Developing program budgets to provide transparency to grant recipient relating to the local cost share financial burden and obligations for program participation.
Cash Flow Management	Developing program budgets to allow grant recipients to meet current obligations with minimum reliance upon bridge financing.
Procurement Assistance	Deploying procurement experts to provide disaster contracting guidance to ensure comprehensive scopes, strict adherence to grant funding requirements and satisfactory project completion.
Benefit Cost Analysis	Formalizing a schedule of anticipated project costs to projected future benefits to establish a quantifiable means for understanding project value.
Feasibility & Effectiveness Studies	Documenting that projects being considered are not only financially sound, but reasonable to implement and effective at mitigating future damages.

Service Offering	Description
Site Survey & Legal Description Review	Providing grant recipients with assurances that private property access is carried out legally without exposing it to unnecessary liability.
Appraisal & Valuation Services	Utilizing industry best practice to develop property appraisal and valuation documentation for acquisition programs.
Title Due Diligence	Ensuring that only legal property owner is consulted for program acquisition program participation.
Public Outreach Program	Providing citizens with an outlet to ask questions, state concerns and apply for program participation without burdening grant recipient staff and facilities.
Public Meeting Facilitation	Facilitating the documentation of meeting notice and participation, while garnering program participation.
Homeowner Consultation	Providing high level of service to citizens without burdening grant recipient staff with after-hours and weekend meetings.
Relocation Assistance Services	Ensuring that acquisition or relocation program participants are satisfactorily relocated without burdening grant recipient staff.
Property Management	Assisting grant recipients with program management to assure that properties do not degrade to cause blight during interim purpose phase.
Negotiations	Providing a systematic, third party approach for reaching amicable terms between citizens and grant recipient.
Closing Services	Dedicating Contractor resources to ensure timely and efficient closing process.
Data Management	Storing grant related data in a manner that provides efficient recall and review during closeout and auditing.
Document Management	Organizing documents in an efficient manner for easy access by grant recipient and project stakeholders.
Contractor Invoice Reconciliation	Ensuring accurate payment to contractors and assigning incurred costs to funding sources to minimize local cost share.
Regulatory Compliance Monitoring	Documenting proper regulatory compliance to ensure maximum reimbursement and avoid fines and site shutdowns, which slow the recovery process.
Project Scoping	Developing scopes of work for grant funding projects, using key terminology and highlighting awareness of historical precedence, which maximizes grant funding opportunity.
Insurance Adjusting/Subrogation	Providing insurance specialists to proactively resolve insurance issues prior to a grant de-obligation.
Eligibility Appeals	Assisting clients with developing strategies and documentation to overturn a de-obligation ruling.
Grant Closeout	Providing grant recipient with a closeout package that is organized in a fashion to satisfy grant closeout and auditing.

VULNERABILITY /HAZARDS IDENTIFICATION/RISK ASSESSMENT

SAIC has a multidisciplinary team of toxicologists, chemists, ecologists, biologists, engineers, geologists, modelers, data managers, and environmental scientists providing environmental risk expertise to both the public and private sectors. Many of our scientists have graduate-level degrees and contribute to the scientific community by publishing in peer-reviewed journals and participating in presentations at national conferences of technical and professional organizations.

Table D-4: Vulnerability/ Hazards Identification/Risk Assessment

Service Offering	Description
Hazardous Identification & Incident Response	SAIC's Security & Infrastructure Protection (S&IP) Division is capable of providing turnkey planning, design, construction interface, and training for infrastructure security enhancement projects. Initiating the security solution is an objective vulnerability assessment (VA) against industry and government standards, incorporating threat assessment, facility prioritization, consequence determination, systems effectiveness, risk reduction and mitigation, and limitations.
Vulnerability Assessments	SAIC's Security & Infrastructure Protection (S&IP) Division has completed municipal water system Vulnerability Assessments that utilize a pair-wise comparison approach to identify critical facilities and critical assets needed to maintain safe drinking water supplies. SAIC's S&IP also has implemented security enhancements that reduce the likelihood that a water system could be severely compromised as a result of a malevolent act. The terrorist response scenarios developed during VAs can be incorporated into the Emergency Contingency Plan for incident response using a "rip and run" philosophy for easy use.

Service Offering	Description
Ecological Risk Assessments	SAIC has risk assessment staff in offices throughout the USA that provide retrospective and predictive ecological risk assessments (ERAs) for Federal, state, and commercial clients in both aquatic and terrestrial environments. These ERAs span the range of desktop screening-level evaluations versus baseline ERAs that incorporate site-specific biological data. Key aspects of SAIC's ERAs include use of the latest plant and animal toxicity data, correct use of exposure assumptions, adherence to current guidance, public comprehension and credibility, and significant cost savings. SAIC has completed CERCLA risk assessments and RCRA Tier 2 and 3 Risk-Based Evaluations to support contaminant characterization and cleanup efforts at several military, industrial, and commercial sites. Staff includes chemists, biologists, health physicists, engineers, and industrial hygienists. SAIC has conducted risk assessments to evaluate chemical and radiological exposures to humans, as well as to various aquatic and terrestrial species of fauna and flora. Services include statistical analysis, development of conceptual site models, risk calculations, modeling, and derivation of site-specific cleanup objectives for soil, groundwater, air, surface water, and sediment. SAIC has completed 500+ risk assessments, including screening-level and baseline ecological and human health assessments, as well as direct health effects measurement studies of biological receptor populations. We recognize the importance of clearly quantifying risk to select the most appropriate level of investigation and remediation to fully protect potential receptors while minimizing project schedule and cost. We specialize in partnering with USACE, customer installations, and regulators in developing risk-based approaches to investigations that satisfy the requirements of all stakeholders. We also excel in developing, recommending, and receiving regulatory approval for toxicity levels and cleanup goals for contaminants for which no toxicity reference value exists, as we did for mercury in floodplain sediment in TN and beryllium in sediment in OH. Our risk assessment experience is vast and diverse, including chemical health effects studies, radiological risk as well as dose assessments, and marine/riverine assessments requiring data collection and monitoring using SCUBA equipment (at Rock Island Arsenal, IL), multi-beam and single beam bathymetry, side-scan sonar imaging, acoustic sub-bottom profiling, sediment profile imaging, towed magnetometer, underwater video (towed and ROV) imaging, and a variety of sediment sampling and coring techniques.

SECURITY AND SURVEILLANCE

Through a combination of in-house capabilities and existing network relationships, the Security & Infrastructure Protection (S&IP) Division is capable of providing turnkey planning, design, construction interface, and training for infrastructure security enhancement projects. Initiating the security solution is an objective vulnerability assessment (VA) against industry and government standards, incorporating threat assessment, facility prioritization, consequence determination, systems effectiveness, risk reduction and mitigation, and limitations. Following this VA, strategic security planning is paramount to ensure local security enhancements are rolled-up into regional and geographic enhancements, providing a comprehensive, layered solution. The S&IP Division through in-house expertise may integrate administrative enhancements, physical enhancements, digital security systems, and

information technology (cyber) enhancements as necessary to mitigate risks. The S&IP Division maintains subject matter experts to plan and conduct VAs, plan and conduct strategic planning, and follow-on program or project management. Integral to the security work is the long-standing network of engineers to design physical security enhancements, security specialists to design digital security specialists.

Table D-5: Security and Surveillance Services

Service Offering	Description
Risk Assessments	Similar to Security Assessments, SAIC's Security & Infrastructure Protection (S&IP) Division has completed risk assessments in several ways. First, as an integral part of a more comprehensive vulnerability assessment (VA). Second, as a risk mitigation measure, evaluating the need for a municipal-wide central alarm station and associated security force. Finally, on a case-by-case basis to address the immediate need of the client. Direct S&IP experience includes municipal infrastructure and agricultural security challenges. Generally, SAIC experience includes port, aviation, and transportation security.
Security Design and Engineering	SAIC's Security & Infrastructure Protection (S&IP) Division maintains a network of internal design capabilities including classical engineering, digital security systems, and information technology. SAIC design services include the potential for incorporating Department of Defense (DoD) Unified Facilities Criteria (UFC), National Institute of Standards and Technology (NIST) standards, and best management practices.
Vulnerability Assessments	SAIC's Security & Infrastructure Protection (S&IP) Division has completed municipal water system Vulnerability Assessments, utilizing pair-wise comparison approaches to identify critical facilities and assets for maintaining safe drinking water source, treatment, and distribution. SAIC's S&IP also has integrated security enhancements design with administrative and information technology assessments to reduce the likelihood that a water system compromise due to a malevolent act.
Case Management	SAIC's case management solution is a secure, Web-enabled database application to support national service organizations in representing veterans for claims to the VA. Our solution uses role-based security to provide service officers Internet accessible data entry and collection, and outputs the necessary forms for submission to the VA for obtaining benefits due to our nation's veterans. All information, data, and VA forms are managed under strict HIPAA guidelines and are only available to authorized users for updates as necessary – creating a complete case history – and it is Internet accessible from anywhere.
Security Assessments	Assess security vulnerabilities and develop requirements for all types of physical security including ports, airports, transportation, and oil and gas.
Security System Design	Provide design services for physical security systems including conceptual and detailed design. Use various design tools to develop optimized solutions.
Integrated Security Systems	Provide integrated security solutions using COTS hardware and software. Systems include video, access control, CBRN, radar, sonar, PIDS, and command and control applications.

Service Offering	Description
Mobile and Portable Security Systems	Provide mobile and transportable surveillance systems on trucks, trailers, or tripods. Sensors include video, radar, IR, and other with wireless connectivity. Provide quick response and gap filling security.
Security Information Management Systems	Provide integration of COTs Physical Security Information Management (PSIM) systems that allow one platform to cover the security enterprise for operator assessment, control and incident management.

ENVIRONMENTAL SERVICES

SAIC is passionate about mitigating global climate change. Customers seek our deep domain expertise in subjects as diverse as environmental and atmospheric sciences, policy analysis, information technology, and energy-efficient design-build services.

Table D-6: Environmental Services

Service Offering	Description
Decontamination	▪ Technical oversight ▪ Characterization and disposal of radioactive residues ▪ Radiation safety program management ▪ Documentation of site conditions ▪ Radiological surveys ▪ Internal dose assessment calculations to document the risk and dose to personnel from the contamination
Climate Change Adaptation	▪ Development of Climate Action Plans and Sustainability Strategies ▪ General Reporting and Verification ▪ Comprehensive Climate Change Response and GHG Strategic Planning ▪ Technical guidelines, on transportation emissions, industrial process emissions, and indirect emissions

SAMPLE

Service Offering	Description
Restoration and Remediation	Solutions and Services ▪ Environmental Site Investigations ▪ Risk Assessment ▪ Fate and Transport Modeling ▪ Performance Based Remediation ▪ Radiological D&D ▪ Ecosystem Restoration ▪ GIS ▪ Site Restoration and Remediation ▪ Due Diligence Assessments ▪ Remedial System Design/Construction ▪ Remedial Process Optimization ▪ O&M ▪ Construction Management ▪ Environmental Compliance ▪ Chemical/Fuels and Waste Management ▪ Regulatory Support/Expert Witness Services ▪ Liability Transfer Model ▪ 3rd-Party Review – Remedial Strategies ▪ Geophysical Services

LOGISTICS, TRAINING AND SUPPORT

The Logistics, Training and Response Support (LTRS) Division provides multi-functional life-cycle logistics support and industry-leading training and response support to government and commercial clients, partnerships, and internal customers. Our highly skilled teams enhance client capabilities in the areas of acquisition logistics, operational logistics, training programs, and response support.

We have developed and implemented a full suite of customer-focused logistics, training, and chemical, biological, radiological, nuclear, explosive (CBRNE) response support services at the retail and user level. This includes life-cycle product development, fielding, operations, and CBRNE incident planning and response.

Table D-7: Logistics

Service Offering	Description
Demand Forecasting	We are working to make fuel shortages a thing of the past by developing new concepts and solutions in "sense and respond" logistics. For the U.S. Army Logistics Transformation Agency, we are implementing sensors on 5,000-gallon fuel tankers and the 10,000-gallon fuel storage "bladders" and integrating those sensors into a prototype "sense and respond" system. Adaptive agents (actually sophisticated software codes) review sensor data, compare it with data from command and control systems and other sources, and decide what supplies should be ordered and when.

Service Offering	Description
Total Asset Visibility	Radio Frequency Identification (RFID) technology can help fulfill the promises of total asset visibility and in-transit visibility. At the Fleet Industrial Supply Center Norfolk, SAIC implemented one of DoD's first fully integrated passive RFID installations. The system provides real-time visibility for the more than 150,000 tagged pieces of material that flow through this ocean terminal annually. Collecting broken repairable components, also known as "retrograde material," from combat areas and returning them to depots is a major logistical challenge. Our staff is using passive RFID technology and an electronic retrograde management system to help solve this problem in Iraq and Afghanistan for the U.S. Navy and Marine Corps. Their achievements in improving asset visibility - while dealing with extremely difficult "in-country" and ship deployment situations - won praise from our customer, the Naval Inventory Control Point. Our staff also deployed to Iraq to install equipment that is mission-critical for airfield operations: instrument landing systems (ILS) and VHF Omnirange Tactical Air Navigation (VORTAC) equipment. As a leading supplier and installer of NAVAIDS equipment for the Air Force, we have performed over 100 installations at Air Force bases worldwide. As part of this work, we also perform other depot-level functions, such as upgrading and maintaining these systems.
Just-in-Time Inventory	SAIC provides logistical support for MRAP vehicles for the Joint Program Office (JPO). We support interoperability testing, orchestrate transportation of the vehicles to theater, and deprocess in theater. We also support the MRAP Joint Logistics Integration (JLI) program, providing in-theater fielding and sustainment of the entire MRAP fleet of vehicles. The MRAP programs require a strict delivery schedule on a high volume of vehicles while maintaining configuration management across multiple vehicle variants.
Product Development Support	▪ Supportability strategies ▪ Logistics policy development ▪ Supportability analyses ▪ Technical data development ▪ Logistics demonstration integration ▪ Fielding planning ▪ Total package fielding ▪ Configuration management
Enterprise Operational Support	▪ Automated logistics tool development ▪ Unique identification (UID) ▪ Radio frequency identification (RFID) implementation ▪ Warehouse and asset planning/operation ▪ Property accountability ▪ Equipment maintenance ▪ Transportation planning ▪ Knowledge management ▪ Reset, planning, and management

Service Offering	Description
Supply Chain Integration Supply Chain Integration	SAIC is a provider of integrated supply, procurement, and material handling/physical logistics services, including pre-expended bin, kitting and storefront management for the U.S. government. We purchase and deliver a wide variety of material, ranging from commercial products (facility maintenance repair and operations goods; defense equipment for hazardous materials, including chemical, biological, radiological, nuclear, high-yield explosive) to weapon system parts (aircraft, tactical/non-tactical/combat vehicles, and ships/submarines). We currently complete approximately one million purchase order line item transactions per year for our customers and are especially adept at locating sources of hard-to-obtain parts.

INTEROPERABILITY, SITUATIONAL AWARENESS, COMMAND & CONTROL

Table D-8: Interoperability, Situational Awareness, & Command & Control

Service Offering	Description
Interoperability (Comms and Data)	▪ Engineering and operational expertise in public safety communications ▪ Assessment, Infrastructure System Design, Engineering and implementation of secure voice, VOIP, video and high speed data and other communication. ▪ Coordination across disciplines MOU's MAA's and other methods for cross-jurisdictional and inter-agency interoperability ▪ SAIC uses Common Approach to Systems Engineering (CATSE), provides set standards & guidelines to perform system engineering
Situational Awareness	▪ Incident Management for Security, Surveillance, Safety and Emergency Services ▪ Subject matter experts in first responder tools to assess in real time emergency and incident awareness ▪ Experience working with Sheriff, Fire Departments to name a few agencies in bringing technical solutions across agency to manage emergencies
Wireless Networking (Design & Implementation)	▪ Assessment, Infrastructure System Design , Engineering and implementation of secure voice, VOIP, video and high speed data ▪ SAIC uses Common Approach to Systems Engineering (CATSE), provides set standards & guidelines to perform system engineering
Radio Communication (Design & Implementation)	▪ Engineering and operational expertise in public safety communications ▪ Provide assessment, Infrastructure System Design , Engineering and implementation of secure LMR systems. ▪ Coordination across disciplines MOU's MAA's and other methods for cross-jurisdictional and inter-agency interoperability ▪ SAIC uses Common Approach to Systems Engineering (CATSE), provides set standards & guidelines to perform system engineering
Regional Response (ie. Emergency Control Centers, Fusion Center)	▪ SAIC provides subject matter experts to set up organizational structure and communications to establish emergency control centers ▪ Experienced in tactical operations systems, firsthand experience with centers with the National Guard, as one ▪ SAIC provides senior Program Management with intimate knowledge and experience with command and control equipment, software and other command center operations.

Exhibit B

Hourly Labor Rates

Hourly Rates

To the extent that Client requests SAIC's assistance, the following positions and hourly rates shall apply. The fees for these services can be provided to Client on a fixed fee or time and materials basis plus reasonable non-labor expenses. Such non-labor expenses shall be invoiced to Client as follows: 1) Travel expenses including airfare and car rental shall be invoiced at cost, without mark-up; 2) Lodging and per diem incidentals shall be invoiced up to the per diem rate according to the GSA rates established at www.gsa.gov; 3) Mileage shall be invoiced at the federally published rate; 4) Field documents and other equipment/supplies shall be invoiced at cost, without mark-up and 5) other required non-labor expenses as may be applicable to the project and pre-approved by SAIC and Client shall be invoiced at cost, without mark-up.

Homeland Security and Emergency Management Consulting/Planning Hourly Rates	
Category	Hourly Rates
Subject Matter Expert	$244.00
Executive Consultant / Planner / Engineer / Scientist / Assessor / Analyst	$225.00
Principal Consultant / Planner / Engineer / Scientist / Assessor / Analyst	$210.00
Senior Technical Specialist	$205.00
Principal-in-Charge /Senior Program Manager	$192.00
Project/Program Manager	$175.00
Senior Public Assistance / Grant Management Consultant	$175.00
Supervising Consultant / Planner / Engineer / Scientist / Assessor / Analyst	$158.00
Senior Consultant / Planner / Engineer / Scientist / Assessor / Analyst	$150.00
Public Assistance / Grant Management Consultant	$150.00
Senior Planner / Engineer / Assessor /Scientist / Analyst	$145.00
Senior Oracle DBA	$138.00
Project Manager / Consultant / Planner / Engineer / Scientist / Assessor / Analyst III	$135.00
Project Manager / Consultant / Planner / Engineer / Scientist / Assessor / Analyst II	$125.00
Fire/HAZMAT Subject Matter Expert/Trainer	$122.00
Consultant / Planner / Engineer / Scientist / Assessor / Analyst I	$115.00
Law Enforcement Subject Matter Expert/Trainer	$110.00
System Administrator	$105.00
Program Planner / Engineer / Scientist / Assessor / Analyst	$100.00
Assistant Planner / Engineer / Scientist / Assessor / Analyst	$95.00
Engineer / Consulting Aide	$90.00
Oracle DBA	$85.00
Project Control Specialist	$83.00

SAMPLE

Homeland Security and Emergency Management Consulting/Planning Hourly Rates	
Category	Hourly Rates
Engineer / Planning Aide	$80.00
Engineer / Analytical Aide	$75.00
Service Center/Logistics Specialist	$68.00
Research Assistant II	$66.00
Administrative Specialist III	$64.00
Help Desk Operator	$62.00
Comm. Technician	$57.00
Proposal Coordinator	$53.00
Research Assistant	$51.00
Administrative Specialist II	$48.00
Administrative Specialist I	$44.00

Debris Program Management Hourly Rates	
Category	Hourly Rates
Field Project Manager	$95.00
GIS Operator	$78.00
Deputy Field Project Manager	$75.00
Operations Manager	$70.00
Data Manager	$65.00
Field Supervisor	$65.00
Billing/Invoice Manager	$65.00
Billing/Invoice Analyst	$60.00
Disposal Site Monitor	$40.00
Collection Monitor	$40.00
Citizen Drop-Off Site Monitor	$40.00
Project Coordinator	$35.00
Load Ticket Data Entry Clerk	$35.00
Call Center Staff	$35.00

SAMPLE