I. PURPOSE

The Atlanta Regional Commission (ARC), an instrumentality of the State of Georgia through its Homeland Security and Recovery Group (HSRG) with its office located at 229 Peachtree Street, NE, Suite 100, Atlanta, Georgia 30303, is seeking separate proposals from firms/organizations or teams of firms to provide “as-needed” technical and consulting services for various preparedness planning, training, exercises and project management services as outlined within this Request for Qualifications (RFQ). The purpose of this project is to build the region’s preparedness capabilities. As a work program within the ARC, the Homeland Security and Recovery Group (HSRG) is focused on managing the Atlanta Urban Area Security Initiative (UASI) on behalf of the City of Atlanta and the five core counties (Clayton, Cobb, DeKalb, Fulton and Gwinnett). The group’s duties include coordinating the planning, training, exercises, equipping, and communications among the police, fire, and emergency management of the six-member jurisdictions: all in preparation for any foreign or domestic terrorist event.

Over the last 3-years, under ARC’s operational control, the Atlanta UASI has fostered a spirit of cooperation and regionalization among its member jurisdictions and partners, resulting in the building of industry leading capabilities through a specific set of outcome-based projects with the input from highly specialized and technical working groups. Now the need exists to further enhance and expedite the work of these specialized groups with the assistance of experienced firm/organization(s) with innovative approaches and proven strategies to ensure effective and efficient coordination and implementation of the region’s homeland security and emergency preparedness programs.

Prospective bidders are encouraged to read this RFQ in its entirety.

II. EXPECTED OUTCOMES

The outcome of this project is to enter into separate contracts with a firm/organization or groups of firms/organizations with exceptional experience and qualifications to provide services in the following areas:

1) Planning, specifically related to homeland security, law enforcement, fire/EMS and emergency management;
2) Delivering an extensive array of training opportunities and projects (classroom and hands-on);
Preparedness Planning, Training, Exercise & Project Management Services RFQ

3) Conduct exercise planning utilizing the Homeland Security Exercise and Evaluation Program (HSEEP) guidelines; and

4) Providing project management services and logistic support services for homeland security and emergency management projects and programs.

This RFQ contains a list of the types of tasks that will eventually be included in the successful bidders Scope of Services (Exhibit-1). Because the work done in homeland security is constantly changing, the list in Exhibit-1, is not all-inclusive and there may be other tasks that are required. Furthermore, this RFQ does not preclude the ARC from contracting for professional services with any other for-profit or non-profit outside of this RFQ.

This RFQ may result in multiple awards with the right to grant all or part of this project to one or more vendors. The proposer is required to submit a proposal for each service they intend to perform, (to include price) and not submit one blanket proposal indicating they desire to provide all the services under one proposal. Failure to indicate which specific service and price the bidder wishes to be considered for in separate proposals will result in rejection of the entire submittal.

III. ANTICIPATED TIMELINE

Services are anticipated to be provided to ARC mid-April 2019, with project completion date of April 2021. The actual period of performance shall commence as of the date of a fully executed contract(s) and continue for a period of 24 months. ARC at its own discretion and based on the successful contractor(s) performance, may extend any contract as a result of this procurement for up to one (1) additional one (1) year period. Selected vendor(s) should be prepared to sign a standard ARC contract for services which contains required federal and state clauses. A copy of this boilerplate language is attached as Exhibit 2. Any major reservations with this boilerplate agreement should be noted in the bidder’s response.

The specific timetable for this RFQ is presented below:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target Date (All times are EST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue Request for Proposal</td>
<td>January 8, 2019</td>
</tr>
<tr>
<td>Technical Questions</td>
<td>January 28, 2019 (5PM) to <a href="mailto:UASI-RFQ@atlantaregional.org">UASI-RFQ@atlantaregional.org</a>.</td>
</tr>
<tr>
<td>Bidders Conference</td>
<td>February 7, 2019 from 12:30 until 3:30</td>
</tr>
<tr>
<td></td>
<td>Location: 229 Peachtree Street, Suite 100, International Tower Emerson Bryan Conference Room, 17th floor Atlanta, GA 30303</td>
</tr>
<tr>
<td>Response to Technical Questions or Questions from Bidder’s Conference</td>
<td>February 14, 2019 Responses will be posted to ARC’s website</td>
</tr>
<tr>
<td>Proposals Due</td>
<td>February 28, 2019 (5PM)</td>
</tr>
<tr>
<td>Interview (If Necessary)</td>
<td>March 14th &amp; 15th 2019</td>
</tr>
<tr>
<td>Selection Recommendations</td>
<td>March 18, 2019</td>
</tr>
<tr>
<td>Services to begin</td>
<td>April 15, 2019</td>
</tr>
</tbody>
</table>
IV. BIDDERS/PRE-PROPOSAL CONFERENCE

The above timeline includes a location for a Bidders/Pre-Proposal Conference set for February 7, 2019 from 12:30 until 3:30. Attendance is encouraged, but not mandatory. Written minutes and/or notes will not be available. The purpose of this conference will be to clarify the contents of this RFQ to prevent any misunderstanding of the ARC’s position. Any doubt as to the requirements of this RFQ or any apparent omission or discrepancy should be presented to the ARC at this conference. ARC will then determine the appropriate action necessary, if any, and may issue a written amendment to the RFQ.

V. TECHNICAL QUESTIONS

Additional information should not be required to respond to this RFQ. However, questions should be submitted via email no later than 5PM EST on January 28, 2019, to UASI-RFQ@atlantaregional.org. All questions received, and responses to those questions, will be posted on ARC’s website no later than February 14, 2019.

VI. ABILITY TO SERVES AS EMPLOYER OF RECORD

Often in the landscape of homeland security there are specialists in a variety of fields whose reputation proceeds them, making them desirable for specific tasks. For illustrative purposes, two (2) conceivable sub-projects include additional board building to further enhance the region’s crisis management software (WebEOC), and the alignment of region’s cybersecurity framework to NIST standards. Furthermore, since the work in homeland security is ever-changing and new threats/priorities emerge, the successful firm(s)/organization(s) will be expected to serve as the equivalent of an “Employer of Record” which will allow ARC to be more efficient in the use of its time and resources by securing such specialists on an as needed basis. The ability to partner with other Subject Matter Experts (SMEs) is expected and this RFQ requires responders to explain their experience, timeliness of their internal processes, and mark-up percentage for pass through expenses.

VII. FUNDING CONSIDERATIONS

Potential contractors are hereby put on notice that the services contemplated by this RFQ will be funded by grants from the federal government, as such these services will be limited by the availability of grant funding. Additionally, it is the goal of the HSRG to ensure that the maximum amount of resources possible are brought in the Atlanta UASI region to address homeland security preparedness. Therefore, in addition to requesting the aforementioned labor rates/pass- through expenses, the responders are also asked to provide their knowledge of and experience with applying for grant opportunities other than UASI funding.
VIII. INSTRUCTIONS

ARC must receive six (6) hard copies and one (1) copy in digital format, either in Microsoft Word, Excel or PDF format, **no later than 5:00 pm EST on Friday, February 28, 2019.** Proposals shall not exceed a total of 50 pages (8.5 x 11), inclusive of resumes and bidders experience, but excluding financial statements and requested budget information. Covers, end sheets and an introductory letter shall not count against this maximum. Font size shall be a minimum of 11 point in all cases. Bidders should not simply submit a series of resumes. Resumes that are submitted should be as brief as possible, with no one resume exceeding 1-page. Knowing who will be working on the projects; their expertise; what strategic partners the firm/organization has is important. Also, important are the succinct examples of how the firm(s)/organization(s) has helped their clients make measurable progress, along with keeping professional stakeholders engaged, trained, and prepared. In short, substance over style, and not simply a restating of material outlined within this RFQ. Proposals must be submitted to the following address:

Atlanta Regional Commission  
ATTN: Greg Mason  
Homeland Security & Recovery Group  
International Tower  
229 Peachtree Street NE, Suite 100  
Atlanta, Georgia 30303  
UASI-RFQ@atlantaregional.org

Proposal evaluation will focus initially on the written proposals. Should it be determined that interviews are required, a “short-list” of bidders may be selected from the proposals received. ARC reserves the right to award this contract based on initial proposals received without formal interviews. ARC also reserves the right to negotiate the final scope and budget with the selected bidder(s). ARC reserves the right to reject any or all proposals, to request additional information from all proposers, and to waive any informalities during the RFQ process. ARC may make such investigations as deemed necessary to ensure that the bidders have the requisite experience, skills, and resources to serve the needs of the agency throughout the term of the contract including contacting all listed references. In all cases, the needs and requirements of ARC will be considered first.

Interested bidders should submit a proposal that addresses the requirements listed below. Responses that do not include the following will be considered non-responsive:

- Provide a statement indicating the type of work from among the four (4) areas which the responder seeks to work.
- Name of lead firm/organization and primary sub-contractors and point of contact (name, title, phone number, mailing address, and email address AND an organizational chart.)
• Provide information showing experience/strength of qualifications (1-page resumes) of the principal representatives and subcontractors personnel to be assigned to the project for the type of services the responder is interested in.

• Responders shall give no less than 5 but as many as 10 examples of projects they have directly managed or provide oversight in their chosen proposed service. To the maximum extent possible, bidders are strongly encouraged to use a modified version of federal Senior Executive Service Selection Process when writing narratives. The key components of this process consist of a Challenge-Context-Action-Result Model with Verification. https://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals_2012.pdf. Within this model, a succinct Challenge describes a specific problem or goal, a brief Context of the environment to tackle a particular challenge is provided; the explicit Actions taken to address a challenge are given; and the specific examples of the Results or accomplishments that demonstrated the quality and effectiveness of the firm’s actions are provided. Examples should include the last step of Verification by providing point of contact (POC) information who can verify the information in the narrative.

• After reviewing Exhibit-3, Summary of Atlanta UASI Accomplishments & Projects Under Consideration, given the bidder’s understandable limited knowledge of the interworking of the current Atlanta UASI program, DESCRIBE in no more than 3-pages other types of proven strategies or approaches that UASI should consider AND/OR what the responder presupposes is in the critical path to the Atlanta UASI’s ultimate success.

• Include a list of at least 4 references/letters of support within the past 3 years, with current contact information.

• If responder has previously served as an Employer of Record, provide a description of instances where additional SMEs were sought at the request of the owner. Also provide the formula of mark-up fee (as a percentage) for pass through costs or overhead and the basis for the structure. Also include a description the type of services procured and associated average lag time to procure those services.

• Submit a Labor Category Worksheet consistent with as outlined in Exhibit-4 including the full loaded rate of proposed project staff. The labor cost/fee structure should include the hourly rate, associated overhead and travel cost for the, representatives doing the work. Responders are free to provide the associated full loaded cost for various levels and titles of labor categories.

• If the responder has previous experience with assisting client’s with submitting grants, provide relevant information in a format consistent with Exhibit-5.

• A statement why your firm/organization should be favorably considered as a successful vendor. Include relevant outcomes measures or other indicators of the quality and efficacy of your firm’s/organization’s services.

• Geographic location of the consultant’s office performing the work.
- A statement that the responder has considered any potential conflicts with a proposal to resolve those conflicts, if warranted.
- A description of the organization’s legal status, tax classification, FEIN/Contractor Tax ID Number, and proof of organization’s financial solvency.

Ownership of all data, materials and documentation prepared for and submitted to ARC in response to the RFQ shall belong exclusively to ARC and will be considered a record prepared and maintained or received in the course of operations of a public office or agency and subject to public inspection in accordance with the Georgia Open Records Act, Official Code of Georgia Annotated, Section 50-18-70, et. seq., unless otherwise provided by law. Any confidential information in the Responder’s proposal must be marked as such to be withheld from open records.

ARC encourages participation of Minority Owned Business Enterprises (MBE), Women’s Business Enterprises (WBE), Small Business Enterprises (SBE) and Disadvantaged Business Enterprises (DBE) businesses in its procurement opportunities. Our procurement policy and outreach efforts ensure that these businesses have equal opportunity to compete for and do business with the agency. We continuously seek to identify qualified MBEs, WBEs, SBEs and DBEs. If you qualify as one of those types of business, please identify yourself as such in the proposal.

### IX. EVALUATION CRITERIA

The review of written proposals will be based on the following evaluation criteria, with the relative weights in parentheses:

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Demonstrated sufficiency of past project success/Verification/Uniqueness of proposal</td>
<td>35%</td>
</tr>
<tr>
<td>B.</td>
<td>Related experience, strength of qualifications, versatility in subject matter expertise</td>
<td>30%</td>
</tr>
<tr>
<td>C.</td>
<td>Reasonableness of fee and expenses</td>
<td>25%</td>
</tr>
<tr>
<td>D.</td>
<td>References of the firm/organization, letters of support and/or project team</td>
<td>10%</td>
</tr>
</tbody>
</table>
PROPOSED SCOPE OF SERVICES

A representation of the services as a result of this RFQ might include the successful firm/organization or firm’s/organization’s providing services in the fields of homeland security and emergency management which may include:

- Supporting planning and preparedness initiatives with innovative and proven strategies
- Develop, enhance and delivery on an extensive array of training opportunities and projects, including but not limited to:
  a. curriculum development; direct delivery of new and established training programs;
  b. provide training instructors with specialized experienced in functional areas;
  c. identifying and where applicable converting selected training courses from direct delivery to web-based;
  d. incorporate the world’s best practices related to training and procedures;
  e. making appropriate recommendations for the region’s training and exercise plan and strategy;
  f. recommending effective training strategy by assessing real-world incidents, planned events, or accredited training along with strategies for improvement.
- Develop, conduct and evaluate discussion-based (seminars, workshops, tabletop exercises, and games) and operational-based (drills, functional and full-scale exercises) exercises utilizing the Homeland Security and Exercise and Evaluation Program (HSEEP) guidelines, to include but not limited to:
  a. managing large-scale, complex, and time sensitive exercises;
  b. assisting with developing a plan outlining the various stages of evacuation;
- Provide effective project management services, administrative & logistic support services relative to grant management to include but not limited to:
  a. collecting, validating and reporting for the annual Threat Hazard & Risk Identification Assessment and Stakeholders Preparedness Review;
  b. grant application submission with the associated Investment Justification preparation;
  c. supporting the implementation of the National Incident Management System (NIMS) and Incident Command System (ICS), Area Command or Unified Command.
  d. assisting with leveraging resources from government resources, while utilizing non-governmental and private sector support to achieve desired results and maximize opportunities; ranging from grant identification through grants administration (project tracking).
- Work with multiple public safety and emergency management stakeholders providing strategic and helpful advice to get projects to completion by making measurable progress within a reasonable period of time.
- Provide strategic advice to UASI on homeland security and emergency management projects that foster a collaborative atmosphere to achieve widespread buy-in and support on achievable results.
- Facilitate work sessions/workshops of technical working groups or workgroup leaders when necessary in ways to identify, build and sustain capabilities to drive results, if requested; and providing a summary reports of meetings as required.
Preparedness Planning, Training, Exercise & Project Management Services RFQ

- Subcontract with the SME and assist them and the ARC programmatic staff as needed in developing a concept of operations mutual aid documents and in developing operational regional support plans
- Working with disciplines such as SWAT, EMA’s, and Bomb Unit to determine the regional gaps and capabilities and confirming assessment submitted by the disciplines.

In addition to the list above, the successful responder may propose other services related to emergency management and emergency preparedness that they are qualified to provide and for which they have experience.