**Response to:**

Request for Information - RCIS-22-00005  
Department of Homeland Security, Office of Procurement Operations  
Cybersecurity and Infrastructure Security Agency (CISA) Exercise Support Services (ESS)

**Delivered to**:  
Kerri B. Williams, Contracting Officer (CO) [kerri.Williams@hq.dhs.gov](mailto:kerri.Williams@hq.dhs.gov)  
Crystal Lesesne, Contract Specialist (CS) [crystal.Lesesne@hq.dhs.gov](mailto:crystal.Lesesne@hq.dhs.gov)

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| **RCIS-22-00005** | | **RFI Response** | | **March 18, 2022** | |  |
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|  | **Prepared by:** | |  | |  | |
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|  | **BrennSys Technology LLC**  41737 McMonagle Square  Aldie, VA 20105 www.brennsys.com | | **Larry Aldrich, President**  Tel. 571-370-6760  laldrich@brennsys.com | |  | |

**Cover Letter**

BrennSys, LLC is capable and ready to provide Exercise Support Services for DHS’ Cybersecurity and Infrastructure Security Agency. Our program management and other services are based on industry best practices, such as ISO 9001, ITIL, ISO/IEC 20000 and ISO/IEC 27001, tailored to an agency’s mission, requirements, culture, applicable mandates, environment, and strategy roadmap. BrennSys provides forward-looking communication strategies that align daily operations. We strive, though continuous improvement and ever-greening, for the elimination of skills vacuums, which unfortunately are typical in many organizations. This approach ensures that the government client is working as a unified team for a common enterprise goal.

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| Vendor official name | **BrennSys, LLC** |
| DUNS | \_80176755 |
| Address, phone number | BrennSys Technology LLC  41737 McMonagle Square  Aldie, VA 20105 Tel. 571-370-6760 |
| Country of origin | U.S.A. |
| URL | www.brennsys.com |
| Socio-economic category | CVE Certified Service Disabled Veteran Owned Small Business (SDVOSB) Virginia Certified Small Veteran Owned and SWaM Business |
| CAGE code | 7LPG7 |
| Contract vehicles | [ **PLEASE PROVIDE DETAILS** ] |

**Response to RFI**

BrennSys understands program management support, multi-media and strategic communications, and training-related requirements — we are a Small Business with more than a decade of experience supporting federal and other contracts in these areas. Our firm has direct relevant experience in providing services for multiple years in similar areas. We also “live our values”: BrennSys recognizes the service our military has provided, so we strive to hire veterans exclusively. Veterans possess qualities highly prized by forward-thinking organizations; veterans have demonstrated flexibility, grit, adaptability, perspective, and leadership. These same values underpin the BrennSys experience, capabilities, and abilities to provide qualified expertise in program management and analytical support, multi-media, and strategic planning.

We assist with direction for portfolio and project management teams, after approval of resources. BrennSys provides guidelines, reviews, and other aspect of architecture government during solutions development. Our staff provide direction to deploy solutions and continuously monitor production assets in coordination with the design side of the house. As part of our on-going project oversight services, and using a standard Project and Portfolio Management (PPM) system, BrennSys's program managers prepare and maintain a Program Schedule to manage and track contract task activities and resource scheduling. BrennSys coordinates project / program workload in an efficient and effective manner to meet customer schedules and requirements. We prepare, review and update project / program execution plans, and develop project / program documentation, plans, briefings, and reports. As part of our expert consulting, BrennSys recommends resource requirements needs and project / program management system improvements. We respond to changing project priorities and expedite work in progress as required.

To support exercise design, development, conduct and evaluation in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines, for both discussion-based and operational exercises (including full-scale exercises), BrennSys would implement the ADDIE model, an instructional design methodology used to help organize and streamline the production of course content. Developed in the 1970s, ADDIE is still the most widely regarded model for instructional design. Discussion-based exercises are orientation seminars, workshops, tabletops, and games. Drills, functional, and full-scale exercises are the operations-based exercises.

BrennSys has found one of the best ways to manage the ADDIE model is a software tool like Trello that provides a structured method for tracking the movement between the stages. Such tools are also a great way to document any developments or takeaways from each stage.

To best support multi-media and simulation services, BrennSys utilizes a two-part approach. The first part aims to define exploratory learning environments based on simulations that incorporate instructional support for learners in such a way that effective and efficient learning will result. Second, the BrennSys approach aims to provide authors of these simulation learning environments with a toolkit that not only presents technical, but also conceptual support. Additionally, BrennSys experts guide stakeholders through the strategic design process by providing instructional advice on which instructional support measures to apply.

BrennSys excels at *strategic planning and communications* — from a decade in the business, we understand that a successful strategic plan must have elements derived from an internal communication plan. This means sharing organizational objectives and goals. With our help, government stakeholders can devote the appropriate resources to such planning. BrennSys has been successful with an approach as basic as “communicate to all members of staff.” Of course, BrennSys tailors communication to meet different conditions and needs.

To implement *exercise-related training programs*, BrennSys applies a novel curriculum development and “train-the-trainer” model. Learning by doing is a simple concept, emphasizing the need to apply experience and actions, rather than relying on pure theory. Practice, rather than theory, invokes two key factors, risk and emotion. Doing means taking a risk. The risk of making a mistake, of course, but also the risk of failure and of confronting one’s intellectual limits, often under the supervision of an expert whose role is to correct the practice. Though to err may be human, the human brain does not like to fail. Put in a situation of failure, we are better able to remember our error and correct it after the fact. Second, in trying and doing, we experience an emotion which we associate with the action. Research supports this, as we remember 75% of what we do, and just 5% of what we listen to. Thus the BrennSys approach of Learning by Doing enables the individual to successfully integrate learning, first and foremost, through repetition.

To address *human resource management*, BrennSys has the ability to provide recruitment and retention of qualified expertise in cybersecurity, infrastructure security, and emergency management/response. BrennSys recently signed on for “Honorable Comfort Corps” https://www.honorablecomfort.org/ a transitional jobs program for veterans nationwide wherein, BrennSys is able to hire veterans to perform on government contracts to get the experience and credentials for Honorable Corps. Our operational model requires teamwork, and we have the ability to cluster veterans together both laterally and vertically. BrennSys has found this is the ideal way to maximize the potential of veterans as staff for the government. As soon as veterans are grouped together with a joint sense of mission and purpose, we get to see the “go” signal light all the way up the tree, palpable and powerful synergy from veterans taking on the client’s mission.

BrennSys’s industry leading company-paid benefits enable us to recruit, hire, develop, and retain our exceptional veteran-focused workforce. Our corporate climate of integrity, respect, professional excellence, and balance coupled with our attractive, equitable, and industry-competitive employee benefits program retains and rewards our superior workforce.

BrennSys brings an experienced team of specialists in developing data analytics that will enable the government to identify and communicate trends in exercise findings. Our “just-in-time” data dashboard delivery approach will provide various audiences the ability to “slice-and-dice” data to help address risk-mitigation and enhance programmatic effectiveness.

BrennSys is in process upgrading our facility clearance level (FCL) to TOP SECRET. We also possess the ability to provide qualified staff possessing security clearances up to TOP SECRET. Many of these personnel are qualified to access Sensitive Compartmented Information (SCI). BrennSys has the systems and human resource team in place to recruit and retain qualified staff for both steady-state and surge situations.

BrennSys has an extensive portfolio of on-going and past successes. For the Virginia Department of Health Office of Emergency Medical Services, BrennSys was selected as the a marketing firm of record to assist in sharing resources and information to help first responders deal with the mental health impacts that occur as a result of their experiences on their very stressful jobs.  As part of the project, we ensured that social media platforms were being appropriately utilized and reached the right audiences when they needed to be there. (2019)

For the U.S. Department of Veterans Affairs, BrennSys is providing digital media support, developing materials to promote public and private awareness of the VA’s mission, goals, initiatives and objectives.  We work to develop and disseminate marketing materials and services which will increase public understanding of the complex and technical aspects of the VA.  Some of our services are determining the advertising objective, specifically defining and creating materials with the specific message we are working to communicate, media selection, outdoor marketing, and media services, such as radio, TV, and public service announcements. (2018 - 2028)

BrennSys supports the Veterans Experience Office (VEO), the VA’s lead organization for customer experience (CX), reporting directly to the Secretary. We assist in the Department’s modernization efforts, helping make VEO the premier CX organization at the VA by bringing industry best practices to VA service design and delivery. BrennSys accomplishes this through four core CX capabilities: real-time CX data, tangible CX tools, modern CX technology, and targeted CX engagement. These capabilities empower VEO staff to deliver outstanding experiences to veterans, their families, caregivers, and survivors through actionable real-time CX data and predictive analytics. We have built CX tools such as the VA Welcome Kit and accompanying guides, training and implementable best practices; user-friendly, modern technology; and personal engagement with VA customers. (2021 - 2026)

Also for the VA, BrennSys supplied media production, website maintenance, social media clips, website and YouTube channel maintenance, production of videos of veteran interviews, topic pages, user guides and education, CMS migration and site redesign. This contract includes all aspects of creating new media for AboutFace including video and multimedia from pre-production (planning, location scouting, assistance with recruitment of subjects) through production (video- and audio-recording, lighting and set design, etc.) and post-production (editing, mixing, color correct, captioning, audio describes, 508 compliance, etc.). Ongoing, tasks BrennSys supports include: media production, website maintenance, social media clips, website and YouTube channel maintenance, production of videos of veteran interviews, topic pages, user guides and education, CMS migration and site redesign.  In addition, deliverables include other educational materials and print media support. (2020 - 2025)