

When replying, refer to:

GP-L-122-09-0082

GP-PR-122-09-141



Leading the World to Better Performance

October 22, 2009

Roberta Wagner
Department of Administration
Purchasing Division
2019 Washington Street, East
Building 15
Charleston, WV 25305-0130

SUBJECT: RFP BPH10027, HOMELAND SECURITY EXERCISE EVALUATION
PROGRAM COMPLIANT EXERCISES

Dear Ms Wagner:

The West Virginia Department of Health and Human Resources, Center for Threat Preparedness (CTP) and its' partner agencies can increase their COOP and dispensing response capabilities by selecting General Physics Corporation (GP) as the contractor responsible for providing the Exercise Design, Conduct and Evaluation identified in RFP BPH10027.

GP's committed staff includes certified Master Exercise Practitioners (MEPs) that have extensive experience in evaluating Homeland Security Exercise and Evaluation Program (HSEEP) exercises. All GP exercise staff have completed the DHS HSEEP Training, and are knowledgeable and experienced in applying HSEEP to local exercises. GP has provided best-in-class exercise support services for more than 10 years to states, local governments and federal agencies, and has worked within the framework of the National Incident Management System, Incident Command System, National Response Framework and federal, state and local program guidelines.

GP is prepared to initiate work immediately upon award to ensure that the exercise is aligned with the State's priorities and requirements. GP's organization and project management approach ensure that timelines are met and project deliverables meet or exceed expectations.

As a Senior Vice President and Corporate Officer, I am authorized to bind GP to statements made in the attached proposal. Should you have any questions pertaining to this proposal, please contact Mr. Nathan Bacher directly at (813) 313-0130 or via email at nbacher@gpworldwide.com.

Very Respectfully,

Craig A. Seger
Senior Vice President
Emergency Management and Homeland Security Services
General Physics Corporation
cseger@gpworldwide.com

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**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
5. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, the State may deem this contract null and void, and terminate such contract without further order.
14. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
15. **WEST VIRGINIA ALCOHOL & DRUG-FREE WORKPLACE ACT:** If this Contract constitutes a public improvement construction contract as set forth in Article 1D, Chapter 21 of the West Virginia Code ("The West Virginia Alcohol and Drug-Free Workplace Act"), then the following language shall hereby become part of this Contract: "The contractor and its subcontractors shall implement and maintain a written drug-free workplace policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act, as set forth in Article 1D, Chapter 21 of the West Virginia Code. The contractor and its subcontractors shall provide a sworn statement in writing, under the penalties of perjury, that they maintain a valid drug-free work place policy in compliance with the West Virginia and Drug-Free Workplace Act. It is understood and agreed that this Contract shall be cancelled by the awarding authority if the Contractor: 1) Fails to implement its drug-free workplace policy; 2) Fails to provide information regarding implementation of the contractor's drug-free workplace policy at the request of the public authority; or 3) Provides to the public authority false information regarding the contractor's drug-free workplace policy."

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in case of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130

**PROPOSAL TO PROVIDE PLANNING, DEVELOPMENT, AND
EXECUTION OF HOMELAND SECURITY EXERCISE AND
EVALUATION PROGRAM (HSEEP) COMPLIANT EXERCISES**

RFP Number: BPH10027

**Proposal Number
GP-P-122-09-141**

October 22, 2009

Submitted to:
**Department of Administration, Purchasing Division
ATTN: Roberta Wagner
2019 Washington Street, East
Building 15
Charleston, WV 25305-0130**



Prepared by:
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Any questions regarding this proposal please contact:
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SECTION I – GP OVERVIEW



General Physics (GP) understands that a progressive exercise program is a key tool for a jurisdiction to validate plans, practice implementation of the plans and procedures, and increase the readiness for future emergencies. As a direct support contractor for the DHS, GP was responsible for the design, conduct and evaluation of senior leadership seminars (SLS), tabletop exercises (TTX), functional exercises (FE), and full-scale exercises (FSE). GP has also supported the revision of HSEEP materials; including the exercise evaluation guides (EEGs) and exercise templates used by DHS. Our Subject Matter Experts (SMEs) have facilitated working groups developing new recovery-focused target capabilities as part of the HSPD-8 implementation by DHS, and have a thorough understanding of the Target Capabilities List and the application to capabilities based planning and exercises.

We understand the unique demographics, standards, capabilities and needs of West Virginia and its regional partners. We also recognize the important benefits of paying close attention to comparable programs, lessons learned and best practices from other successful comprehensive state-, regional-, and city-wide exercises.

GP is a recognized leader in state level exercise programs, as evidenced by our effective partnership with Tennessee. Our staff includes five DHS approved exercise leads and three Master Exercise Practitioners. GP has the full-time staff available to support large exercises. All GP staff have completed the DHS HSEEP training.

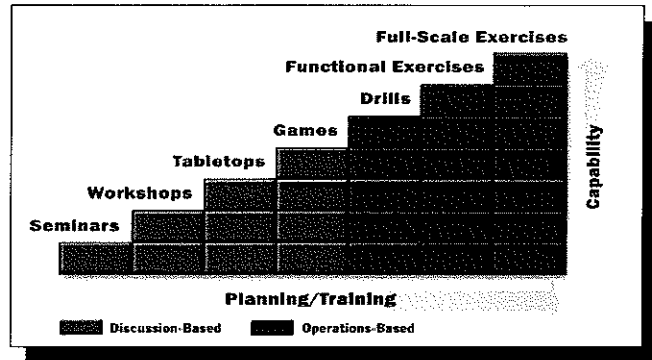
GP has assembled a team that brings the West Virginia, Department of Health and Human Resources (DHHR), Bureau for Public Health (BPH), Center for Threat Preparedness (CTP) “best in class” expertise in delivering high quality cost effective HSEEP exercises. As a result of our combined extensive experience in this service area and within diverse jurisdictions throughout the country, we have both prepared and accumulated an extensive library of exercise design and conduct materials, after-action reports, improvement action plans, lessons learned and best practices. We supplement this body of knowledge and data with our access to the DHS Lessons Learned Information Sharing and HSEEP Tool kit websites. As a standard, we conduct on-going research and assessments of an assortment of past and present exercise programs and models, while monitoring emerging best practices of other jurisdictions. We do this not only to enhance our exercise expertise, but most importantly to improve and advance our client’s exercise program goals and successes.

Why GP?

- *Since 1995 GP has conducted more than 500 exercises to tens of thousands of first responders across the nation.*
- *In 2007, GP facilitated 53 exercises, including tabletop, functional and full-scale exercises.*
- *Since 2005, GP has provided direct exercise support to the U.S. Department of Homeland Security’s Exercise and Evaluation Division.*

SECTION II – TECHNICAL APPROACH

GP uses an industry standard project management process which promotes successful delivery throughout all phases of the project. Our project managers are trained and experienced in the use of quality project management tools and techniques. This training and experience, combined with sound planning design skills, help ensure that project timelines and rigid quality standards are met.



Mr. Nathan Bacher is proposed as the Project Manager for all of the technical requirements including successful task, deliverable and schedule execution. Mr. Bacher will plan and oversee the project, act as client single point of contact, manage GP resources, manage all day-to-day issues involved in completing the project, and maintain quality control. A comprehensive project schedule and communication plan will be developed for all project activities. Mr. Bacher is supported by a seasoned team of planners, exercise practitioners and facilitators.

The Corporate Sponsor, Mr. Craig A. Seger is a Senior Vice President and Officer of GP. The Corporate Sponsor will assist the Project Manager with “reach back” into GP for resources to support emergent requirements. He is also available to CTP to review and discuss project status. Mr. Seger has the authority to enter into a Contract with the State of West Virginia resulting from this proposal submission. Our standard is to build client relationships by working diligently and cooperatively with our client counterparts to not only keep them apprised of the nature of, and rationale for all exercise development activities, but to collectively plan and problem-solve to identify appropriate solutions to successfully achieve their goals and objects.

As the planning process begins, a variety of information should be considered before moving forward. Information from previous exercises and actual events may be very helpful in choosing goals and objectives. In keeping with the “building block” approach specified in HSEEP, each exercise builds on previous ones. Any known changes or improvements to plans, new requirements or lessons learned should be considered for inclusion when planning future exercises.

The GP Team will design, conduct and evaluate two exercises that will be prepared and delivered in a manner consistent with the methodology described in U.S. Department of Homeland Security’s “Homeland Security Exercise and Evaluation Program,” (HSEEP). GP began designing and conducting exercises using the HSEEP methodology shortly after its release in 2002. Since then, we have conducted more than 150 exercises all over the United States for jurisdictions of all sizes and types using the HSEEP methodology. Our clients have included first responders, hospitals, health departments, industry, military, local, state and federal governments, the airline industry and even the space program.

GP’s approach to planning, designing, developing, conducting, and evaluating an HSEEP compliant exercise is outlined on the following pages. GP utilizes this approach to ensure that proper communication occurs, exercise planning is completed in the most effective and efficient way, and that GP and the State have stakeholder “buy-in” to each of the exercise cycles.

Program Initiation

Upon contract award, GP will develop and submit a work plan that describes the actions and suggested timeline for the tasks. GP recommends that a project kickoff meeting be conducted to establish the milestones, communication methods, and begin the collection of relevant documents for review. This meeting is used to not only formalize the work plan, but also to establish the collaborative relationship necessary for a project of this type. GP will provide an electronic meeting summary within 5 days of the kickoff meeting.

Initial Planning Conference (IPC)

GP utilizes an IPC to gather input from the exercise planning team representing the CTP Program Director and other key stakeholders. GP will work with the Exercise Planning Team (EPT) to develop specific objectives that are Simple, Measureable, Achievable, Realistic, and Task oriented (SMART). Each objective will reference a component of the DHS' Target Capabilities List/Universal Task List (TCL/UTL) and Exercise Evaluation Guides that are directly developed from these references, as prescribed by HSEEP. Further development of the exercises and the AAR/IP will remain consistent with HSEEP methodologies.

GP will work with agency leadership to identify and assure that the exercise scenario is designed to ensure the proper level of intensity to impact the community and State similar to a real catastrophic Public Health event. By using this approach to exercise design, GP can assure that each agency is demonstrating activities based on identified objectives. During the IPC, GP will identify design requirements and conditions (such as assumptions and artificialities); objectives; level of participation; and scenario variables (e.g., location, threat/hazard selection). The exercise planning team will also discuss and decide on exercise location, participants, schedule, duration, and other details required to develop exercise documentation. Planning team members are assigned responsibility for the tasks outlined in the conference.

Prior to each IPC, GP will prepare read-ahead materials for distribution with the conference invitations. The read-ahead packet will include: agenda, Master Responsibility Task List, Participating Agency List, and a proposed Project Management Timeline. GP will also develop a PowerPoint slide deck for use at the IPC to direct conversations and ensure all agenda items are met. GP will be prepared to commit to specific date(s) for subsequent meetings at the conference and would recommend that participants come to the planning meeting prepared to do the same. The planning meeting will involve stakeholders designated by the Program Management contractor and the Region POC.

Following each IPC, GP will develop the exercise scenario and documentation appropriate to the exercise, adding information and resource data. The GP Exercise Lead will coordinate with the Program Director/CTP POC to resolve logistical or organizational issues between planning conferences.

Material Development

For the COOP tabletop, material development will be beginning following the IPC. GP anticipates developing a multi-media presentation in the form of a PowerPoint slide deck and a situation manual (SITMAN). Other materials could include group discussion questions and Participant Feedback Forms.

For the functional dispensing exercise, GP will develop the exercise scenario and Exercise Plan (EXPLAN) and/or other documents appropriate to the exercise, adding information and resource data. Work will also begin on the Evaluation Plan and a preliminary Master Scenario Events List (MSEL).

Deliverables by Exercise Type

Deliverable	Discussion Based	Functional
Work Plan	√	√
Planning Conference Minutes	√	√
SitMan	√	
PowerPoint Presentation	√	
ExPlan		√
EvalPlan		√
MSEL		√
Player Handbook		√
Participant Handouts	√	√
EEGs	√	√
AAR/IP	√	√

Midterm Planning Conference (MPC)

This conference serves as an in-progress review conducted for participating agencies and organizations. The MPC is used to discuss exercise organization and staffing concepts; scenario and timeline development; and scheduling, and administrative requirements.

For the COOP Tabletop, the MPC will be utilized to review the initial draft documentation, view the scenario presentation, and to finalize and FPC dates and locations. Following the conference, revisions will be made to draft documents.

For the Functional Exercise, its primary focus is to review the scenario, draft EXPLAN, and draft Master Scenario Events List (MSEL) for the exercise. Client and stakeholder levels of participation are confirmed and guidance is disseminated to the planning team. This conference also determines the status of administrative and logistics support. The exercise date and the date and location for the FPC are also finalized.

Following the MPC, the draft Controller/Evaluator Handbook (C/E Handbook) and the Exercise Evaluation Plan (EVALPLAN) will be developed and the MSEL will be further refined. Specific Exercise Evaluation Guides (EEGs) from the HSEEP EEG Library are selected and customized to the exercise objectives. Revised documents will be provided at least five days prior to the FPC for review.

Final Planning Conference (FPC)

This conference offers a forum to approve the exercise materials. It offers an opportunity to discuss and finalize exercise facilitation/control, evaluation, staffing, schedules, and logistics/administration. The FPC is also a venue to review and provide final comments on the Situation Manual (for Tabletop) and the exercise Situation Updates (PowerPoint), which were developed following the IPC. As a result of the FPC, the PowerPoint and SITMAN are finalized, and remaining issues that need to be addressed prior to exercise conduct are tasked to appropriate planning team members.

For the Functional Exercise this is a venue to provide final comments on the MSEL, C/E Handbook and the EVALPLAN, which were developed following the MPC. It offers an opportunity to discuss and finalize exercise control, evaluation, staffing, schedules, and logistics/administration. The pre-exercise briefing schedule is also reviewed at this time. As a result of the FPC, the MSEL, EXPLAN and

EVALPLAN are finalized, and remaining issues that need to be addressed prior to exercise conduct are tasked to appropriate planning team members

Following the FPC, and at least two (2) weeks prior to each exercise conduct, GP will provide the CTP POC and/or the Program Director with the final exercise materials

Evaluator Training

GP will provide training to “peer” evaluators to prepare them for exercise conduct. Per RFP, agencies will provide HSEEP trained, or other, “peers” for exercise evaluation. It is paramount that they receive evaluator training to ensure consistency and accuracy throughout exercise review and documentation. GP’s HSEEP compliant evaluator training is designed to give a top-level overview of the exercise to include scenario, venues, players, rules, assumptions, and artificialities. Secondly, GP trains the evaluation team on the use of the Exercise Evaluation Guidelines (EEGs), best practices of exercise evaluation, and examples of task oriented observations

Exercise Conduct – COOP Tabletop Exercise

GP will provide experienced facilitators to support the delivery of the exercise. Depending on the specific needs, additional GP subject matter experts may be utilized to assist with the facilitation of the exercise. GP will provide exercise setup, which includes the pre-staging and dispersal of exercise materials, registration materials, documentation, signage, and other equipment, as appropriate. GP will provide a pre-exercise briefing for all assigned Facilitators. The briefing ensures that all personnel are prepared for their roles.

GP will utilize a roundtable approach to the facilitated caucus (breakout) sessions. This layout requires a podium near the projection screen as the focal point for the tabletop exercise. The anticipated number of participants will determine how many tables will be needed for the conduct, and the number of tables will determine table layout within the conference room. The layout will be oriented to maximize each participant’s view of the Lead Facilitator and projection screen

GP staff will arrive at the exercise venue early on the morning of the scheduled date to ensure that the venue is properly set up and conduct other required last minute business. Facilitation will include delivering the necessary scenario background, injecting critical messages or status reports in accordance with scenario timeline, answering participant questions, making the necessary observations, and taking requisite notes for the completion of the After Action Report. The Facilitators will utilize their experience and facilitation skills to keep participants properly engaged and to ensure that the exercise is a worthwhile process by using person-to-person interaction techniques.

The Facilitators will provide key data to participants and may prompt or initiate certain discussion points to ensure exercise continuity and the successful achievement of exercise objectives. Facilitator and Evaluators will involve each person at the table through discussion and ensure that each agency is prompted to provide input and represent its perspectives for consideration by other stakeholders. All Facilitator and Evaluators will be accountable to the Lead Facilitator. The Lead Facilitator will utilize the SITMAN and PowerPoint to ensure that exercise objectives are met and the limited time is managed effectively.

This exercise will be conducted between February 1st and April 30th 2010.

Exercise Conduct – Two Day Functional Dispensing Exercise

GP will provide experienced controllers to support the delivery of the exercise. Depending on the specific needs, additional GP subject matter experts may be utilized to assist with the control of the exercise, including staffing simulation cells (SIMCELL), if utilized. GP will provide exercise site setup, which includes the pre-staging and dispersal of exercise materials, registration materials, documentation, signage, and other equipment, as appropriate.

GP will provide a pre-exercise Controller briefing for all GP Controllers. The briefing ensures that all personnel are prepared for their roles. The briefing is a pre-exercise overview for controllers and exercise administrative staff. The briefing summarizes the Controller and Evaluator Handbook and focuses on explaining their roles and responsibilities of controllers. This is the time where any changes in the exercise are addressed and final questions are answered. GP staff will arrive at the exercise venues one (1) day prior to or early on the morning of the scheduled start date to ensure that the venues are properly set up and conduct other required last minute business.

Exercise control will be coordinated primarily by three (3) key positions: Lead Controller, Lead Evaluator, and the Safety Controller. Exercise control will include delivering the necessary scenario background, injecting critical messages or status reports in accordance with scenario timeline, answering participant questions, making the necessary observations, and taking requisite notes for the completion of the After Action Report. All Controllers will take direction from the Lead Controller and/or SIMCELL to ensure the MSEL is tracked and the exercise is kept on course and that the limited time is managed effectively. The Controllers will provide key data to participants and may prompt or initiate certain injects (at discretion of Lead Controller) to ensure exercise continuity and the successful achievement of exercise objectives. The Evaluators will utilize EEGs, and their experience, to provide observations and detailed notes of actions taken and tasks completed by participants. All Evaluators will be under the direction of GP's Lead Evaluator to ensure that all exercise objectives are met and captured for AAR purposes. The Safety Controller will be in place to ensure that no unsafe acts occur and if noted he/she will have to the ability to stop play until the site is deemed "safe" again.

This exercise will be conducted between April 1st and June 30th 2010.

Hot Wash

The GP Lead Facilitator and Exercise staff will facilitate the "Hot Wash" immediately following each exercise. The Hot Wash provides an immediate debriefing session between players and members of the exercise team to discuss preliminary observations concerning exercise performance. GP will facilitate the discussion to identify key issues and findings related to the exercise that are used to begin the data analysis required to prepare the Lessons Learned and After Action reports

Evaluator Debriefing

The GP Lead Evaluator will facilitate an Evaluator Debrief within one (1) day following each exercise. The Debrief provides an immediate session between peer evaluators and the Lead Evaluator to finalize exercise write-ups and/or complete EEGs. This process expedites the AAR development and ensures that all evaluator comments are captured completely and accurately; reducing errors and subsequent corrections.

Participant Feedback Forms

GP recommends utilizing Participant Feedback Forms to further add to the value and accuracy of the After Action Report (AAR). This method has been very successful in past exercise programs to capture participant's thoughts, issues, and recommendations that may have been missed or not voiced by players during the "Hot Wash." GP will collect the feedback forms, analyze, and process the data into a summary for inclusion into the AAR as an appendix. This process also allows participants to comment on the exercise itself including: design, scenario, conduct, and performance of the exercise team; providing valuable lessons learned as the exercise program cycle continues.

After Action Report/Improvement Plan (AAR/IP)

The AAR/IP is the key post-exercise document that will be developed by GP. The experienced GP Team has learned that for the after action review process to be successful it is essential to instill an open, no-fault environment with full participation of the stakeholders. The AAR/IP is prepared in collaboration with exercise evaluators, sponsoring agencies, and key participants. The focus of the evaluation for tabletop (discussion-based) exercises is on plans, policies, and inter-agency/inter-jurisdictional relationships. The focus of the evaluation for functional (operations-based) exercises is on assessing performance in preventing, responding to, and/or recovering from a simulated attack. In order to get the maximum benefit from an exercise, planners and evaluators must look at how participants implemented plans and made decisions in response to the simulated incident. This should focus on positive outcomes as well as areas for improvement.

Participating agencies and jurisdictions should view the evaluation results as an opportunity to identify ways to build on strengths and improve capacity. Because planning and conducting an exercise requires a significant commitment of resources, it is important to maximize the benefits gained from the exercise through the evaluation and improvement process. The goal of exercise evaluation is to validate strengths and identify improvement opportunities for the participating organization(s). It is a historical record of findings and is the basis for improving plans, policies, procedures, training, equipment, and overall preparedness of the stakeholders. GP's experienced exercise practitioners analyze and assess the differences between outcomes and expectations, and includes specific recommendations for improvements in development of the AAR/IP.

The IP is the means by which the lessons learned from the exercise are turned into concrete, measurable steps that result in improved response capabilities. When complete, it specifically details what actions will be taken to address each recommendation presented in the AAR, who or what agency or agencies will be responsible for taking the action, and the timeline for completion. Every effort should be made to address recommendations related to performance of critical tasks. Other recommendations should also be addressed, as appropriate. When the availability of resources may not be immediate, short-term and long-term solutions should be discussed. In this fashion, IPs can serve as the basis for future State and local assessments.

An AAR/IP will be prepared following each exercise using the HSEEP AAR template (2007 version, or most recent update if it is changed during the contract period of performance). GP will complete the AAR/IP document in draft form and provide it to CTP no later than 30 days following each exercise. The CTP will have ten (10) business days to provide comments back to GP for changes or inclusions. GP will coordinate with CTP to schedule an After Action Conference (AAC) for Improvement Plan completion. Following the AAC, GP will finalize the AAR/IP and will deliver to CTP no later than 60 days following each exercise.

After Action Conference (AAC)

The AAC serves to bring the decision makers together to assess where improvement is needed, and develop the actions portion of the Improvement Plan, including who is responsible and the desired timeframe for completion, as well as any constraints on implementation of specific actions. The IP should be realistic and should establish priorities for the use of limited resources. GP will provide facilitation and note taking for the AAC, as well as a briefing presentation to guide the discussion. Following the AAC, GP will finalize the AAR/IP and provide it to CTP. GP is also capable of posting materials to the HSEEP Toolkit National Exercise Schedule and Corrective Action Program portal.

GP has experience utilizing the HSEEP Toolkit for scheduling, designing, developing, and evaluating exercises of all types. GP staff has access to secure portals including the HSEEP Toolkit and Corrective Action Program as well as, the Lessons Learned Information Sharing site. Each exercise can be posted to the National Exercise Schedule, if so desired by CTP. GP will then utilize the Toolkit throughout the design phase; especially the EEG Library where the GP Lead Evaluator will customize EEGs for use during each exercise and ensure that the content matches exercise objectives. GP currently uses DHS Exercise Program Management tools and Development Timelines for various exercise programs. These processes ensure that all design targets are met and that the planning team can track progress and complete tasks as they are assigned.

SECTION III – PAST PERFORMANCE & REFERENCES

Demonstrated Experience

GP has designed, conducted and evaluated exercises in 43 states since 2000. GP has over six years of Public Health exercise experience. The GP Team has broad Homeland Security Exercise Evaluation Program (HSEEP) experience having conducted more than 400 HSEEP compliant tabletop, functional, and full-scale exercises at the local, State and Federal level since 2003. A brief description of recent relevant projects is provided below.

Past Performance and Exercise Focus Areas Matrix

Exercise Focus Areas	Past Performance				
	TN HSEP 2004 – 2008	DHS GWOT	MD Pan Flu	North Dakota	TN HPIE
Pandemic Influenza (SNS, RSS, CRI, PODs, etc.)	√		√	√	√
Continuity of Operations	√		√	√	√
Chemical, biological, radiological, nuclear, and explosives (CBRNE) awareness/protocol	√	√			
Command and control	√	√	√	√	√
Interoperability	√	√	√	√	√
Communications	√	√	√	√	√
Information sharing	√	√	√	√	√
Threat recognition/intelligence analysis	√	√	√	√	√
Damage assessment	√	√			
Decontamination	√	√	√	√	√
Prioritization of response	√	√	√	√	√
Private sector collaboration	√	√	√	√	√
Public information	√	√	√	√	√
Recovery	√	√	√	√	√
Resource management, coordination, sharing	√	√	√	√	√

References

Project Title: *Maryland Statewide Pandemic Exercise*

Customer Name: Maryland Department of Health and Mental Hygiene

Dates: March, 2008 – September, 2008

Project Overview: GP was awarded a contract by DHMH to develop, plan/coordinate, conduct, and evaluate a state-wide pandemic influenza preparedness functional, modified-functional type exercise with embedded full-scale components. The two and one half day exercise was followed by one-half day formal nodal and general hot washes (player debriefs). The exercise was open to all Federal, State and local parties and participants included Healthcare Facilities, Emergency Medical Services, Emergency Management Agencies, Local Health Departments, State Agencies, Critical Infrastructure/Private Organizations and Law Enforcement (State and Local).

Project Details: GP was responsible for all aspects of exercise planning, development, conduct and after-action reporting. GP developed a detailed project work plan, provided timely deliverables to DHMH, trained state and local exercise personnel prior to exercise conduct, coordinated the logistics related to conducting a functional exercise with embedded full-scale components, and remained in-line with the official project schedule, which limited exercise development to three months. GP conducted regular teleconferences and in-person planning conferences with key stakeholders from DHMH and other participating agencies. The exercise was driven by the scenario and the Master Scenario Events List (MSEL), both of which were developed by GP. The master integrated MSEL was based upon the measurable objectives for the exercise, and was a compilation of the MSELs for each of the 32 primary exercise nodes.

All aspects of exercise, including development and conduct, were compliant with HSEEP, NIMS and the National Response Framework (NRF), including the corresponding Emergency Support Functions (ESFs). The priority health and medical initiatives that were tested and evaluated via the exercise included health and medical surge capabilities (facilities, personnel, equipment and supplies), interoperable communications, mass fatality response, special needs populations, and personal and community response. Another major function tested was SNS operations which included RSS site setup, processing, material trucking, POD setup and community-wide distribution activities. GP designed the exercise to meet a number of global and nodal objectives, inclusive of all participating exercise sites.

For the exercise conduct, GP provided more than 50 Controller-Evaluators that were used at primary exercise nodes throughout the state. The Controller-Evaluators utilized exercise-specific Exercise Evaluation Guides specific to their assigned venue. GP also conducted regional training sessions for organizations that provided their own Controller-Evaluators during the exercise at secondary nodes. GP developed an after-action report (AAR) for each primary exercise node (32 in all), then compiled the individual reports into a single AAR/IP that also included the AARs from secondary nodes (30 in all). The more than 1,300 page AAR/IP was submitted to DHMH within 30 days of the exercise.

Client Contact: Albert J. Romanosky, MD, PhD, (410) 767-6631, aromanosky@dnhm.state.md.us

Project Title: *State-wide Pandemic Influenza Exercise Program*
Customer Name: State of North Dakota Department of Health
Dates: October 2006 – June 30, 2007

Project Overview: The North Dakota Department of Health (NDDoH) contracted with GP to plan, develop, facilitate and evaluate Pandemic Influenza tabletop exercises for 8 public health regions and 4 tribal jurisdictions statewide.

Project Details: GP reviewed the NDDoH Emergency Operations Plan, Pandemic Response Plans, related procedures, and relevant emergency preparedness training agendas/reports, in order to develop the scenario package for the tabletop exercises. GP also created a custom evaluation tool utilizing the Department of Homeland Security's Target Capabilities List (TCL) and NDDoH expected actions.

The exercise series focused on pandemic influenza and issues pertaining to response and recovery. Objectives of the exercises included: Epidemiological surveillance, public information, lab testing, RSS, SNS, PODs, Isolation & Quarantine, Alternate Care Sites, and Fatality Management.

Additionally, GP facilitated 3 planning meetings with stakeholders to get input for the scenario and to coordinate logistics. GP marketed the exercise program to approximately 1,700 stakeholders and managed all logistics of securing facilities and participant registration. GP conducted the 12 tabletop exercises, eight regional and five Tribal Nations, providing an After Action Report (AAR) for each jurisdiction, as well as, an integrated state-wide AAR/Improvement Plan.

Client Contact: Tim Wiedrich, Section Chief, North Dakota Department of Health, 918 East Divide Avenue, Bismarck, ND 58501 Phone: (701) 328-2270

Project Title: *Statewide Hospital Pandemic Influenza Exercises (HPIE)*

Customer Name: State of Tennessee, Department of Health

Dates: May 2007 – August 2008

Project Overview: The State of Tennessee, Department of Health awarded a contract to GP for the design, coordination, and facilitation of seven hospital-based pandemic influenza exercises. These exercises are hybrid tabletop/functional, taking certain aspects and methodologies of each type. This program is known as the statewide Hospital Influenza Exercise (HPIE) Program. In support of this effort, GP is required to maintain an HPIE Project Work plan, coordinate pre-exercise planning, and design, coordinate-facilitate HPIE exercises. Scenarios were developed to allow acute care hospitals to conceptually and functionally exercise their facilities' pandemic influenza response plans, policies, procedures, and capabilities. Exercises had to meet or exceed the minimum exercise-related requirements published in the 2006 Hospital Accreditation Standards for Emergency Management Drills by the Joint Commission on Accreditation of Healthcare Organizations and the Centers for Disease Control and Prevention's Pandemic Influenza Guidance Supplement to the 2006 Public Health Emergency Preparedness Cooperative Agreement, Phase II.

Project Details: To fulfill the requirements of this contract, GP was required to prepare and maintain an HPIE Project Work Plan for the duration of the project containing an Executive Overview and baseline project schedule to include dates, locations and objectives for all HPIE Program exercises.

GP was also responsible for coordinating pre-exercise planning, which entailed hosting a minimum of three planning and coordination conferences per HPIE exercise, involving key representatives from the State, Hospitals, emergency management agencies, emergency medical services, and law enforcement agencies within each HPIE Regional Area. Planning and coordination conferences included an Initial Planning Conference (IPC), Mid-term Planning Conference (MPC), and Final Planning Conference (FPC) for each exercise. During the exercise process, GP developed evaluator and evaluation plans, participant handbooks, exercise scenario and after action reports.

GP was responsible for exercise logistics including delivering invitations to planning conference/exercise participants and maintaining RSVP lists, supporting both web-based and on-site registration, selecting and securing a facility for each exercise to accommodate up to 150 participants (three to four representatives per worktable) to include wireless internet connectivity with up to 30 connections per venue and a wireless microphone and speakers for wrap-up sessions. GP was also required to provide refreshments at morning and afternoon breaks and a working lunch for up to 150 exercise participants (e.g., players, evaluators, subject matter experts, and observers).

In terms of the seven hybrid exercises, GP was responsible for designing, planning, and coordinating Hospital Influenza Exercises for the following Tennessee Counties: 15 hospitals in the Regional Area of Shelby County; 21 hospitals in the Regional Area of Jackson/West Counties, 27 hospitals in the Regional Area of Nashville/Mid-Cumberland/South Central Counties, 12 hospitals in the Regional Area of Upper Cumberland Counties, 21 hospitals in the Regional Area of Chattanooga/Southeast Counties, 21 hospitals in the Regional Area of Knoxville/East Counties, and 13 hospitals in the Regional Area of Sullivan County/Northeast Counties.

Client Contact: Dr. Kelly Moore, Medical Director, Immunization Program, Tennessee Department of Health; Telephone (615) 741-7247, Email Kelly.moore@state.tn.us

Representative Exercise Experience. The following table provides a summary view of significant exercise projects successfully completed by GP.

Table 1. Summary View of Significant Exercise Projects Successfully Completed by GP.

Agency/Organization Contract Title	Tabletop Exercise	Functional Exercise	Full-Scale Exercise
Tennessee Department of Health Bioterrorism Preparedness Program	6- CBRNE		
Tennessee Office of Homeland Security - Homeland Security Exercise Program	11 – CBRNE 10 – Law Enforcement 2 – Agro-terrorism 1 – Communication 3 - Catastrophic	4 – Catastrophic 1 – CBRNE	10 – CBRNE 2 – Catastrophic
North Dakota Department of Public Health Pandemic Influenza Statewide Exercise Program	12 – Pandemic/SNS		
Maryland Department of Health & Mental Hygiene	1 – Pandemic (Statewide)	1 – Pandemic (Statewide)	1 – Pandemic (Statewide)
Tennessee Department of Health (HPIE)		7 - Pandemic	
State of Massachusetts Public Health Integrated Statewide Exercise Program	8 – Strategic National Stockpile (SNS)	5 - SNS	
Iowa Department of Public Health	6 – Pandemic 6 - CBRNE		
Louisiana Office of Public Health	10 - CBRNE		
Susquehanna, PA Steam Electric Plant PEMA/Bureau of Radiation Protection	3 - CBRNE		
Brevard County Public School District Brevard County Florida	2 – Terrorism 1 – Catastrophic Event	1 - Terrorism	
Tampa UASI	7 – CBRNE 2 – COOP/COG		4 - CBRNE
Pinellas County School System Pinellas County Florida	3– Terrorism 2 – COOP	2 – Terrorism 1 – COOP	1 - Terrorism
Tactical Interoperable Communications Plan (TICP) Full-scale Exercises in 6 States			22 - CBRNE
Automotive Industry Action Group	6 – COOP		
United Space Alliance/ National Aeronautic & Space Administration (NASA)	1 – Catastrophic Event/COOP	2 – Catastrophic Event/COOP	
Department of Homeland Security Direct Exercise Support	1 - Drinking Water Contamination 3 – Catastrophic Event (Hurricane) 3 - CBRNE	1 - CBRNE	11 – CBRNE 22 - TICP

SECTION IV – STAFF QUALIFICATIONS AND RESUMES

Key Personnel Qualifications

Our proposed project team is particularly knowledgeable and experienced with HSEEP doctrine and policy for designing, developing, conducting and evaluating exercises. **GP's proposed key personnel all satisfy the RFP "General Requirements" Sections 1 & 2. Copies of each key staff's certificates are included in Attachment B of this proposal.**

GP is assigning Nathan Bacher as our Project Manager. Mr. Bacher will be responsible for ongoing communications and coordination with CTP, and for assigning appropriate exercise staff for each exercise assigned. Mr. Bacher is supported by a team of highly experienced exercise leads who will be assigned to each exercise to design, develop, conduct and evaluate the exercise from start to finish.

GP is proposing a team of exercise leads that provides a mix of first responder experience that will ensure that the right personnel is assigned for each exercise. Capsule resumes for our key staff follow the brief biographies provided below.


Nathan J. Bacher, NREMT-P will function as the Project Manager. He has eight years in Emergency Management Planning, Preparedness, Training, Exercises, and Operations. He served as the Lead Controller/Evaluator for the State of Maryland Statewide Pandemic Influenza Exercise conducted during June, 2008. Mr. Bacher is well versed in HSEEP standards and guidelines. He has developed, facilitated, and/or evaluated over 100 tabletop, functional, and full-scale exercises with GP and served on many exercises as the lead controller. His focus is with Public Health clients and Pandemic Influenza initiatives. He has also developed training in School Crisis Management and Continuity of Operations Planning.


Jason D. Esper will function as an Exercise Lead. He has a B.S. degree in Communications and 14 years in Emergency Management Planning, Preparedness, Training, Exercises, and Operations. He served for two years as head planner for Butler County (PA), part of the Pittsburgh Urban Area Security Initiative (UASI). For GP, he was the Project Manager for the State of Maryland Statewide Pandemic Influenza Exercise conducted during June, 2008. He participates in numerous emergency management programs that include: planning, exercises, training, staff augmentation, and school crisis management programs. He has provided staff support, development, lead facilitation, and evaluation for over 80 tabletop, functional, and full-scale exercises to date for a variety of governmental and private clients.


Nicholas Gatlin will function as an Exercise Lead. He is responsible for all aspects of planning, development, conduct, and evaluation of both discussion-based (tabletop) and performance-based (full-scale) exercises in support of the multi-year Tennessee Homeland Security Exercise Program. This project is conducted under HSEEP guidance with an emphasis on NIMS compliance. It also involves extensive participation with public health and hospital authorities. He is a DHS approved Direct Support Exercise Team member. Mr. Gatlin coordinates the facilitation and design of training and exercise programs as well as the development of all hazards emergency plans, first responder standard operating procedures, and terrorism response plans.


Ed Ward, MEP will function as an Exercise Lead. He is a certified Master Exercise Practitioner (MEP) from FEMA and has more than 15 years of experience in Emergency Management Planning, Preparedness, Training, Exercises, and Operations. As an Emergency Management and Homeland Security Planner, he coordinates the facilitation/design of training and exercise programs, as well as the development of all hazards emergency plans, standard operating procedures and terrorism response plans, and provides counterterrorism training and incident command system training. He has extensive experience in working with local, State and Federal agencies, and has contributed to several successful projects in each.

Capsule Resumes

	<p>Nathan J. Bacher, NREMT-P Project Manager</p>
<p>Overview</p>	<p>Mr. Bacher is responsible for the development and implementation of emergency preparedness and response, training, and exercises including tabletop, functional, and full-scale exercises. Mr. Bacher's focus for the past several years has been Public Health clients and Pandemic Influenza initiatives. All exercises strictly follow the guidelines set forth by the HSEEP, including situation manuals, exercise plans, after action reports, and improvement plans/corrective action plans. He has developed, facilitated, and/or evaluated over 100 tabletop, functional, and full-scale exercises with GP and has served many as the lead designer and/or controller. He has created exercise templates for client use to institutionalize the process for years to come. He has designed and implemented multiple trainings in the fields of emergency management, crisis response, and NIMS/ICS. He has developed training in School Crisis Management and Continuity of Operations Planning. He has gained strong communication, computer software, administrative, project management, community planning and meeting coordination skills through the conduct of these planning, training, and exercise projects and programs. He has a strong understanding of HSEEP and current federal/DHS WMD programs, policies, procedures, and grant initiatives.</p>
<p>Education and Certifications</p>	<ul style="list-style-type: none"> • Emergency Medical Technician Paramedic, Butler County Community College, 1996 (NREMT-P) • Certified EMS Educator - NAEMSE
<p>Exercise Highlights</p>	<ul style="list-style-type: none"> • Statewide Iowa Department of Public Health [TTXs] - Lead • 2008 State of Maryland DHMH Statewide Pandemic Exercise; Lead Planner, Controller and Evaluator • Statewide North Dakota Department of Health [TTXs] – Project Manager • Massachusetts Integrated Statewide Exercise Program [TTXs, FEs] • Tennessee Hospital Pandemic Influenza Exercise Series • Statewide Tennessee Office of Homeland Security and Department of Health [SLS, TTXs, FEs, FSEs] • Okeechobee County, FL Department of Public Health [TTX] • DHS Tactical Interoperable Communications Plan Initiative for Tampa; Pittsburgh; Miami; Connecticut; Providence, RI; and Minneapolis/St. Paul [FSEs] • Tampa Bay, FL Urban Area Security Initiative [SLS, TTXs, FEs, FSEs] • Tri-County UASI (Omaha) [TTX, SLW] • Brevard County, FL School District [TTXs, Fes, FSE] • Pinellas County, FL School District [TTXs, Fes, FSEs] • Automotive Industry Action Group [COOP TTXs]
<p>Community Planning Highlights</p>	<p>Mr. Bacher assisted in the upgrade of Emergency Operations Plans for the following clients, including planning for the special needs population:</p> <ul style="list-style-type: none"> • Okeechobee County, FL • Glades County, FL (COOP) • City of Clearwater, FL • Spartanburg, SC School District • Tampa Bay, FL Urban Area Security Initiative • United Space Alliance (COOP) • Pinellas County, FL School District (EOP & COOP) • Lee County, FL Emergency Management (COOP)
<p>Experience Summary</p>	<ul style="list-style-type: none"> • 8 years Emergency Management Planning/Preparedness/Training/Exercises/Operations • 13 years Emergency Medical Services (EMT, Paramedic and Supervisor) • 13 years Fire Service/Incident Command

	<p>Jason D. Esper</p>		
<p>Overview</p>	<p>Mr Esper participates in numerous emergency management programs that include: planning, exercises, training, staff augmentation, and school crisis management programs. He has developed and prepared a variety of operational and contingency plans in response to identified natural and technological hazards He formulates plans, training, and exercise programs that involve weapons of mass destruction, civil defense, communications, emergency response, WMD and directed hazard mitigation. He supports the development and execution of emergency preparedness and response exercises, including tabletop, functional and full-scale with after action reports with improvement plans/corrective action plans He has provided staff support, development, lead facilitation, and evaluation for over 80 tabletops, functional, and full-scale exercises to date for a variety of governmental and private clients.</p>		
<p>Education and Certifications</p>	<ul style="list-style-type: none"> • B S , Communications, Indiana University of Pennsylvania, 1993 		
<p>Exercise Highlights</p>	<ul style="list-style-type: none"> • Project lead for FEMA Regional Hurricane Preparedness Senior Leaders Seminar (SLS) in Honolulu, HI [SLS] • Project Manager for the 2008 State of Maryland DHMH Statewide Pandemic Exercise • Statewide North Dakota Department of Health [TTXs] • Statewide Iowa Department of Health [TTX] • Patient Overflow Tabletop Exercise for the Mid-Atlantic Association of Community Health Centers (MACHC) [TTX] • Statewide Tennessee Office of Homeland Security and Department of Health [SLS, TTXs, FEs, FSEs] • Massachusetts Integrated Statewide Exercise Program [TTXs, FEs] • DHS Tactical Interoperable Communications Plan Initiative for Tampa, FL; Pittsburgh, PA; Miami, FL; and Minneapolis/St Paul, MN [FSEs] • City of San Francisco and Major League Baseball [FSE] • Pinellas County, FL School District [TTX, FE, FSE] 		
<p>Community Planning Highlights</p>	<p>Mr. Esper led the upgrade of Emergency Operations Plans for the following clients, including planning for the special needs population:</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • New Orleans, LA • Hardee County, FL • Okeechobee County, FL • Highlands County, FL • Glades County, FL • City of Clearwater, FL </td> <td style="vertical-align: top; padding-left: 20px;"> <ul style="list-style-type: none"> • Hendry County, FL • Tampa Bay, FL Urban Area Security Initiative • Tennessee Office of Homeland Security • United Space Alliance • Pinellas County, FL School District </td> </tr> </table>	<ul style="list-style-type: none"> • New Orleans, LA • Hardee County, FL • Okeechobee County, FL • Highlands County, FL • Glades County, FL • City of Clearwater, FL 	<ul style="list-style-type: none"> • Hendry County, FL • Tampa Bay, FL Urban Area Security Initiative • Tennessee Office of Homeland Security • United Space Alliance • Pinellas County, FL School District
<ul style="list-style-type: none"> • New Orleans, LA • Hardee County, FL • Okeechobee County, FL • Highlands County, FL • Glades County, FL • City of Clearwater, FL 	<ul style="list-style-type: none"> • Hendry County, FL • Tampa Bay, FL Urban Area Security Initiative • Tennessee Office of Homeland Security • United Space Alliance • Pinellas County, FL School District 		
<p>Experience Summary</p>	<ul style="list-style-type: none"> • 15 years Emergency Management Planning/Preparedness/Training/Exercises/Operations • Two years as head planner for Butler County, part of the Pittsburgh UASI • 15 years Fire Service/Incident Command • Four years Director of Emergency Services PIO for the American Red Cross 		

	<p>Nicholas Gatlin</p>
<p>Overview</p>	<p>Mr. Gatlin manages all technical aspects of exercise planning, design, delivery, evaluation and after action reporting/improvement planning for eleven homeland security exercises. These exercises vary in scope and scale from Tabletops to Functional and Full-scale, and are coordinated with the Tennessee Department of Safety/Office of Homeland Security, Tennessee Department of Health and the Tennessee Emergency Management Agency. He managed all technical aspects for the Tennessee Department of Health's HPIE program. Served on DHS Exercise Support Team for two initiatives. First, development and support of Terrorism Prevention Exercise Program (TPEP), and support the Tactical Interoperability Communications Plan (TICP) validation effort. Responsible for exercise design, coordination of resources and production of related documentation for any jurisdiction requesting direct support for exercises conducted under the Homeland Security Exercise and Evaluation Program (HSEEP) as administered by DHS.</p> <p>Mr. Gatlin has extensive participation with public health and hospital authorities. Also included West Tennessee "TNCA107," an FSE involving a scenario of all 95 counties' response to a significant earthquake along the New Madrid Fault, conducted in conjunction with the "SONS '07" Coast Guard/EPA exercise.</p>
<p>Education and Certifications</p>	<ul style="list-style-type: none"> • Licensed Emergency Medical Technician IV; Tennessee Department of Health • Certified Hazardous Waste Operator • Qualified Homeland Security Exercise and Evaluation Program; U.S. DHS- Office of Grants and Training (Since 2006) • Certified Fire Department Instructor I; Tennessee Board of Regents (Since 1990) • Certified APCO Telecommunicator Instructor; Associated Public-Safety Communications Officers (Since 1989) • Certified Firefighter II • Certified Hazardous Materials Technician
<p>Exercise Highlights</p>	<ul style="list-style-type: none"> • Project lead for Statewide Tennessee Office of Homeland Security and Department of Health multi-year exercise program • Project lead for TN HPIE Pandemic exercise program • SIMCELL Lead for the 2008 State of Maryland DHMH Statewide Pandemic Exercise • Patient Overflow Tabletop Exercise for the Mid-Atlantic Association of Community Health Centers (MACHC) [TTX] • Massachusetts Integrated Statewide Exercise Program [TTXs, FEs] • DHS Tactical Interoperable Communications Plan Initiative for Nashville, TN; Providence, RI; and Tampa, FL [FSEs] • Pinellas County, FL School District [TTX, FE, FSE] • Tri-County UASI (Omaha) [TTX & SLW]
<p>Experience Summary</p>	<ul style="list-style-type: none"> • 22 years Emergency Medical Services and Fire Service – City of Nashville and Williamson Co, TN • 20+ years conducting First Responder and Emergency Management Training and Exercises • 5 years Emergency Management Williamson County

	<p>Ed Ward, MEP</p>
<p>Overview</p>	<p>Ed Ward is a certified Master Exercise Practitioner (MEP) from FEMA and has more than 15 years of experience in Emergency Management Planning, Preparedness, Training, Exercises, and Operations. As an Emergency Management and Homeland Security Planner, he coordinates the facilitation and design of training and exercise programs, as well as the development of all hazards emergency plans, first responder standard operating procedures and terrorism response plans, and provides counterterrorism training, incident command system training, and other types of first responder training. He has extensive experience in working with peers, local, State and Federal agencies, and has contributed to several successful projects in each. He also has extensive knowledge and experience in professional standards for responders in all disciplines and is thoroughly familiar with current and recent Federal education, guidance, standards and grant programs. Mr. Ward is an experienced responder and supervisor, and is currently responsible for the management of training development, quality assurance and instructor development programs for DPEIAP.</p>
<p>Education and Certifications</p>	<ul style="list-style-type: none"> • Certified Hazardous Materials Practitioner (CHMP); Institute of Hazardous Materials Management. • Registered Emergency Medical Technician - Basic; National Registry of Emergency Medical Technicians (NREMT) / State of Arkansas Department of Health • Certified Master Exercise Practitioner (MEP); FEMA 2008
<p>Exercise Highlights</p>	<ul style="list-style-type: none"> • Planner, Controller, and Evaluator for the 2008 State of Maryland DHMH Statewide Pandemic Exercise • Facilitator, Controller, Evaluator for the Massachusetts Integrated Statewide Exercise Program in 2004-2006 [TTXs, FEs] • Designer, Developer, Facilitator, Controller and Evaluator for numerous Direct Support for the DHS HSEEP Exercise Program in 2005-2008 • Lead Controller and Designer for the DHS Tactical Interoperable Communications Plan [TICP] Initiative for Tampa, FL; Pittsburgh, PA; Miami, FL; and Twin Cities, MN in 2006 [FSEs] • Domestic Preparedness Equipment Technical Assistance Program (DPEIAP). [TTXs]
<p>Experience Summary</p>	<ul style="list-style-type: none"> • 15 years experience in Emergency Management, Planning, Training and Exercises. • 10 years Fire Service/Incident Command

Additional Personnel

GP also has a pool of HSEEP trained personnel available to support exercises as controllers, facilitators, and evaluators. A few biographies are provided below.

Ron Joyner possesses more than 25 years of experience as a hospital administrator, educator and business manager. As a Fellow in the American College of Healthcare Executives, Mr. Joyner is widely known and respected among hospital management professionals in Tennessee. In addition to his extensive executive experience in the management of community hospitals, his program oversight has included infection control and emergency pre-hospital medical services (EMS). He has firsthand experience with the application of Joint Commission Emergency Management standards. He recently coordinated with Joint Commission for formal approval of the TDH Hospital Pandemic Influenza Exercise (HPIE) program under our current contract with the State of Tennessee. As an educator, Mr. Joyner has delivered courses in healthcare ethics, economics, organization, and long-term care for the University of Phoenix. Mr. Joyner provides emergency preparedness exercise support to exercise design, development, conduct and after action reporting for tabletop, functional and full-scale exercises. He has served in Incident Command for the facilities he has worked in during emergency incidents.

Shannon L. Snellings, Ph.D., MEP is a certified Master Exercise Practitioner (MEP) from FEMA, and has a B.S. degree in Chemistry and a Ph.D. in Analytical Chemistry with an emphasis on hazardous material detection. She has eight years in Emergency Management Planning, Preparedness, Training, Exercises, and Operations. She supports emergency management planning, training, exercise and chemical agent destruction programs. She is responsible for developing and executing training sessions and ongoing training programs, for emergency management planning, altered standards of care, and exercise controller/evaluator training. She is also responsible for planning, managing and executing tabletop, functional and full-scale exercises on bioterrorism, chemical terrorism and public health preparedness. She manages the design and conduct of exercises using applicable exercise and grant guidance, including that from the DHS HSEEP Program.

Jody W. Carter, MS, CEM is a Certified Emergency Manager and Paramedic. He has a MS in Emergency Management and is an Emergency Management specialist. Mr. Carter has supported training and exercise programs across the country, including the Tennessee exercise programs and the Maryland Statewide Exercise. He has more than seven years of responder experience and extensive disaster management experience.

Jacquelyn L. Shupe is certified by the Department of Homeland Security to teach the HSEEP Mobile Training Course. She has ten years experience in Emergency Management, Planning, Training and Exercises. She has been responsible for developing exercise documentation for and facilitating exercises for City, County and State jurisdictions, along with the private sector. She has extensive experience in conducting gap analyses of emergency management plans, policies and procedures, then producing complex corrective action plans that are used to revise and update plans, thus improving the response capability of the responder community. She also served as a controller and evaluation for numerous exercises for the Tennessee Comprehensive Homeland Security Exercise Program and the Direct Support Exercise Program with DHS.

SECTION V - COST OF SERVICES

GP is pleased to submit this cost proposal to CTP. Pricing is quoted on a Firm Fixed Price basis, and is based on the information provided in "RFQ Addendum for Exercise Contractor." The core assumptions used in developing these estimates is listed in the RFP: Scope of Work, General Requirements, and CTP Agency Contribution to Contract Deliverables Sections (pages 5-7).

CTP will be invoiced in arrears and each invoice will include a progress report detailing work completed and any indentified deliverables. GP understands that payment will be made upon approval of acceptable progress or deliverables as documented in report. GP will submit a progress report and invoice monthly until final deliverable is accepted. Listed below are the proposed Firm Fixed Price and a breakdown of that cost per exercise

Deliverable	Activity	Sub-Activity	Activity Cost	Total Cost for Deliverable
Deliverable 1: Meet with CTP Leadership to jointly develop overall concept, objectives, scenario, and timeline for exercises				\$1,921.03
Deliverable 2: For each exercise provide exercise controllers, and exercise director, and an adequate number of trained staff to perform exercise planning, development, and coordination (Exercise Design)				\$27,669.09
	For each exercise provide an adequate number of trained staff to perform exercise planning, development, and coordination activities	4 Staff	\$27,669.09	
	For each exercise provide an exercise director	1 Staff	<i>N/A – Cost provided under Deliverables 4 & 5</i>	
	For CRI/State exercise provide exercise controllers	12 Additional Staff	<i>N/A – Cost for this Activity is provided under Deliverable 5</i>	
	For COOP exercise provide exercise controllers	5 Additional Staff	<i>N/A – Cost for this Activity is provided under Deliverable 4</i>	
Deliverable 3: For each exercise, conduct a minimum of three planning conferences (initial, midpoint, and final), 1 evaluator training, 1 evaluator debrief, and 1 after-action planning conference.				\$38,574.33
	For CRI/State exercise conduct initial, midpoint, and final planning conferences, 1 evaluator training, 1 evaluator debrief, and 1 after-action planning conference.	CRI/State Initial Planning	\$4,273.88	

		Midpoint Planning	\$4,273.87	
		Final Planning	\$4,273.87	
		Evaluator Training (<i>no travel cost associated – conducted day prior to exercise</i>)	\$1,095.84	
		Evaluator Debrief (<i>no travel cost associated – conducted following exercise</i>)	\$1,095.84	
		AAR Planning Conference	\$4,273.87	
	For COOP exercise conduct initial, midpoint, and final planning conferences, 1 evaluator training, 1 evaluator debrief, and 1 after-action planning conference.	COOP Initial Planning	\$4,273.87	
		Midpoint Planning	\$4,273.87	
		Final Planning	\$4,273.87	
		Evaluator Training (<i>no travel cost associated – conducted day prior to exercise</i>)	\$1,095.84	
		Evaluator Debrief (<i>no travel cost associated – conducted following exercise</i>)	\$1,095.84	
		AAR Planning Conference	\$4,273.87	
Deliverable 4: Design, develop, deliver, and support 1, one day tabletop exercise of the Bureau’s COOP for approximately 50-75 employees. (Conduct)				\$13,804.38
Deliverable 5: Design, develop, deliver, and support 1, two day functional exercise to simulate dispensing activity within the State’s Cities’ Readiness Initiative (CRI) jurisdiction. (Conduct)				\$35,142.52
Deliverable 6: Develop and provide at least 5 electronic and 5 written copies of all HSEEP compliant required exercise documents for each exercise				\$492.52
		5 written and 5 electronic copies of HSEEP compliant COOP exercise documents	\$246.26	
		5 written and 5 electronic copies of HSEEP compliant CRI exercise documents	\$246.26	

Deliverable 7: Develop draft AAR for each exercise within 30 days and final AAR within 60 days of each exercise conduct			\$14,017.60
	AAR for CRI exercise	\$7,008.80	
	AAR for COOP exercise	\$7,008.80	
Grand Total for Exercise Contract			\$131,621.47

Why GP?

- *Since 1995 GP has conducted more than 500 exercises to tens of thousands of first responders across the nation.*
- *In 2007, GP facilitated 53 exercises, including tabletop, functional and full-scale exercises.*
- *Since 2005, GP has provided exercise support to the U.S. Department of Homeland Security's Exercise and Evaluation Division.*
- *GP has the on-staff personnel to support large exercise, including three MEPs and five DHS Exercise Leads.*

ATTACHMENT A – PURCHASING AFFIDAVIT

RFQ No BPH10027¹⁷

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

VENDOR OWING A DEBT TO THE STATE:

West Virginia Code §5A-3-10a provides that: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate

PUBLIC IMPROVEMENT CONTRACTS & DRUG-FREE WORKPLACE ACT:

If this is a solicitation for a public improvement construction contract, the vendor, by its signature below, affirms that it has a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the *West Virginia Code*. The vendor must make said affirmation with its bid submission. Further, public improvement construction contract may not be awarded to a vendor who does not have a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the *West Virginia Code* and who has not submitted that plan to the appropriate contracting authority in timely fashion. For a vendor who is a subcontractor, compliance with Section 5, Article 1D, Chapter 21 of the *West Virginia Code* may take place before their work on the public improvement is begun

ANTITRUST:

In submitting a bid to any agency for the state of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the state of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the state of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the state of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership or person or entity submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

LICENSING:

Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities

CONFIDENTIALITY:

The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>

Under penalty of law for false swearing (*West Virginia Code* §61-5-3), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated

Vendor's Name: General Physics Corporation

Authorized Signature: Craig A. Seger Date: 10/20/09

Purchasing Affidavit (Revised 01/01/09)

Craig A. Seger
S. Va. President

ATTACHMENT B – KEY STAFF CERTIFICATIONS

Nathan Bacher

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

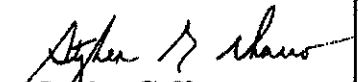
NATHAN J. BACHER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00100
Introduction to the Incident Command System,
(ICS 100)**

Issued this 15th Day of August, 2005

0.3 CEU


Stephen G. Sharro
Director, Training Division

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

NATHAN J. BACHER

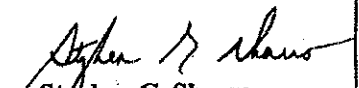
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00200

**Incident Command System, Basic
I-200 for Federal Disaster Workers**

Issued this 15th Day of August, 2005

0.3 CEU


Stephen G. Sharro
Director, Training Division

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

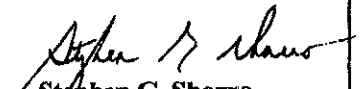
NATHAN J. BACHER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-700

**National Incident Management System
(NIMS) an Introduction**

Issued this 13th Day of April, 2005


Stephen G. Sharro
Director, Training Division

03 CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

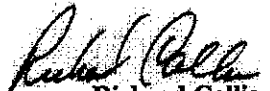
NATHAN J. BACHER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

IS-00800

National Response Plan (NRP), an Introduction

Issued this 27th Day of February, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

0.3 CEU

FEMA Form 16-31, October 05



SCHOOL OF PUBLIC HEALTH
UNIVERSITY AT ALBANY, State University of New York

This certifies that

Nathan Bacher

has successfully completed

**Preparedness & Community Response
to Pandemics**

With a passing score on the final Course Examination

6 hours in generic continuing education credits

Completed on: 9/20/2006

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that


NATHAN J BACHER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00139
Exercise Design

Issued this 18th Day of December, 2006

1.5 CEUs


Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

NATHAN J BACHER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

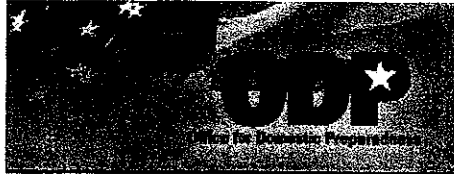
IS-00130

Exercise Evaluation and Improvement Planning

Issued this 28th Day of October, 2008

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

0.5 CEU



**THE HOMELAND SECURITY
EXERCISE AND EVALUATION PROGRAM**

Certificate of Completion

*Homeland Security Exercise and Evaluation Program (HSEEP)
Exercise Evaluation*

Presented to

Nathan J. Bacher

Completed

Manatee County Civic Center

February 28 - March 1, 2005



Bill Lygan
Instructor

Jason Esper

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

JASON D. ESPER

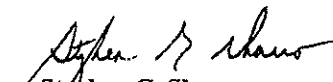
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-700

**National Incident Management System
(NIMS) an Introduction**

Issued this 13th Day of April, 2005

03 CEU


Stephen G. Sharro
Director, Training Division

Emergency Management Institute



FEMA


This Certificate of Achievement is to acknowledge that

JASON D ESPER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00139
Exercise Design

Issued this 18th Day of December, 2006


Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

1.5 CEUs

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

JASON D ESPER

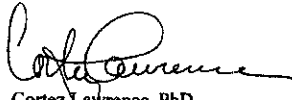
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00120

An Orientation to Community Disaster Exercises

Issued this 18th Day of December, 2006

1.0 CEU


Cortez Lawrence, PhD
Superintendent
Emergency Management Institute



**THE HOMELAND SECURITY
EXERCISE AND EVALUATION PROGRAM**

Certificate of Completion

*Homeland Security Exercise and Evaluation Program (HSEEP)
Exercise Evaluation*

Presented to

Jason Esper

Completed

Manatee County Civic Center

February 28 - March 1, 2005




Instructor

Nicholas Gatlin

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

NICHOLAS L GATLIN

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00100
Introduction to the Incident Command System,
(ICS 100)

Issued this 5th Day of December, 2006

Cortez Lawrence PhD
Superintendent
Emergency Management Institute

03 CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

NICHOLAS L. GATLIN

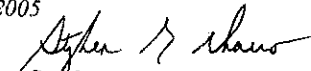
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

IS-00200

**ICS for Single Resources and
Initial Action Incidents**

Issued this 22nd Day of November, 2005

03 CEU


Stephen G. Sharro

Superintendent, Emergency Management Institute

FEMA Form 16-31, October 05

EMERGENCY MANAGEMENT INSTITUTE
Certificate of Achievement

This Certificate of Achievement is to acknowledge that

NICHOLAS L. GATLIN

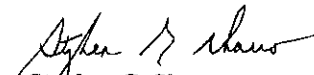
Has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-700

**National Incident Management System
(NIMS) an Introduction**

Issued this 03rd Day of August, 2004

0.3 CEU


Stephen G. Sharro
Director, Training Division



UNITED STATES FIRE ADMINISTRATION

Student Record: WARD, EDWARD *-**-5715**

Successful Completion(s)

IS-00001	Emergency Program Manager
IS-00002	Emergency Preparedness, USA
IS-00003	Radiological Emergency Management
IS-00005	An Introduction to Hazardous Materials
IS-00100	Introduction to the Incident Command System
IS-00195	Basic Incident Command System
IS-00200	ICS for Single Resources and
IS-00230	Principles of Emergency Management
IS-00235	Emergency Planning
IS-00700	National Incident Management System
IS-00800	National Response Plan (NRP), an Introduction

All available courses can be found on the Independent Study website at <http://training.fema.gov/EMIWeb/IS/>

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
EDWARD F. WARD

has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of this course:

IS-00200

**ICS for Single Resources and
Initial Action Incidents**

Issued this 07th Day of April, 2006

0.3 CEU


Richard Callis
Acting Superintendent
Emergency Management Institute

FEMA Form 16-31, October 05

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

NICHOLAS L. GATLIN


has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

IS-00702

NIMS Public Information Systems

Issued this 10th Day of August, 2006

03 CEU


Richard Callis
Acting Superintendent
Emergency Management Institute

FEMA Form 16-31, October 05



EMERGENCY MANAGEMENT INSTITUTE
Certificate of Achievement


This Certificate of Achievement is to acknowledge that

NICHOLAS L. GATLIN

Has reaffirmed a dedication to serve in times of crisis through continued professional development
and completion of the independent study course:

IS-139
Exercise Design

Issued this 11th Day of July, 2003
1.5 CEU's


Stephen G. Sharro
Director, Training Division





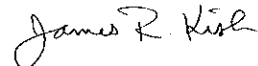
Homeland Security

Certificate of Achievement

For exceptional performance in the position of
Director, Office of Security, U.S. Department of Homeland Security

Nicholas Cirfina

Director, Office of Security


James R. Kish
Director, Office of Security

Edward Ward

STUDENT RECORD: WARD, EDWARD
Successful Completion(s)

IS-00001	Emergency Program Manager
IS-00002	Emergency Preparedness, USA
IS-00003	Radiological Emergency Management
IS-00005	An Introduction to Hazardous Materials
IS-00100	Introduction to the Incident Command System
IS-00139	Exercise Design
IS-00195	Basic Incident Command System
IS-00200	ICS for Single Resources and
IS-00230	Principles of Emergency Management
IS-00235	Emergency Planning
IS-00240	Leadership & Influence
IS-00241	Decision Making & Problem Solving
IS-00242	Effective Communication
IS-00244	Developing and Managing Volunteers
IS-00700	National Incident Management System
IS-00800	National Response Plan (NRP), an Introduction

All available courses can be found on the Independent Study website at <http://training.fema.gov/EMITWeb/IS/>

Emergency Management Institute



FEMA


This Certificate of Achievement is to acknowledge that

EDWARD F. WARD

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

IS-00139
Exercise Design

Issued this 28th Day of April, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

1.5 CEUs

FEMA Form 16-31, October 05

DETACH THIS S

Ident Record: WARD, EDWARD *-**-5715**
Successful Completion(s)

- I-00001 Emergency Program Manager
- I-00002 Emergency Preparedness, USA
- I-00003 Radiological Emergency Management
- I-00005 An Introduction to Hazardous Materials
- I-00100 Introduction to the Incident Command System,
- I-00195 Basic Incident Command System
- I-00200 ICS for Single Resources and
- I-00230 Principles of Emergency Management
- I-00235 Emergency Planning
- I-00700 National Incident Management System
- I-00800 National Response Plan (NRP): an Introduction

All available courses can be found on the Independent Study website at <http://training.fema.gov/EMIWeb/IS/>

Emergency Management Institute



FEMA


This Certificate of Achievement is to acknowledge that
EDWARD F. WARD

has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of this course:

IS-00700

**National Incident Management System
(NIMS) an Introduction**

Issued this 07th Day of April, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

03 CEU

FEMA Form 16-31, October 05

DETACH THIS STUB

Student Record: WARD, EDWARD *-**-5715**
Successful Completion(s)

IS-00001	Emergency Program Manager
IS-00002	Emergency Preparedness, USA
IS-00003	Radiological Emergency Management
IS-00005	An Introduction to Hazardous Materials
IS-00100	Introduction to the Incident Command System
IS-00195	Basic Incident Command System
IS-00200	ICS for Single Resources and
IS-00230	Principles of Emergency Management
IS-00235	Emergency Planning
IS-00700	National Incident Management System
IS-00800	National Response Plan (NRP): an Introduction

All available courses can be found on the Independent Study website at <http://training.fema.gov/EMIWeb/IS/>

Emergency Management Institute



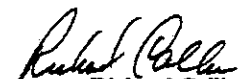
FEMA

This Certificate of Achievement is to acknowledge that
EDWARD F. WARD

has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of this course:

IS-00100
Introduction to the Incident Command System,
(ICS 100)

Issued this 07th Day of April, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

03 CEU

FEMA Form 16-31, October 05

Student Record: WARD, EDWARD *-**-5715**

Successful Completion(s)

IS-00001	Emergency Program Manager
IS-00002	Emergency Preparedness, USA
IS-00003	Radiological Emergency Management
IS-00005	An Introduction to Hazardous Materials
IS-00100	Introduction to the Incident Command System
IS-00195	Basic Incident Command System
IS-00200	ICS for Single Resources and
IS-00230	Principles of Emergency Management
IS-00135	Emergency Planning
IS-00700	National Incident Management System
IS-00800	National Response Plan (NRP), an Introduction

All available courses can be found on the Independent Study website at <http://training.fema.gov/EMWeb/IS/>

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
EDWARD F. WARD

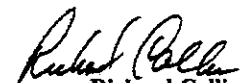
has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of this course:

IS-00200

**ICS for Single Resources and
Initial Action Incidents**

Issued this 07th Day of April, 2006

0.3 CEU


Richard Callis
Acting Superintendent
Emergency Management Institute

FEMA Form 16-31, October 05

Student Record: WARD, EDWARD *-**-5715**
Successful Completion(s)

IS-00001	Emergency Program Manager
IS-00002	Emergency Preparedness, USA
IS-00003	Radiological Emergency Management
IS-00005	An Introduction to Hazardous Materials
IS-00100	Introduction to the Incident Command System
IS-00195	Basic Incident Command System
IS-00200	ICS for Single Resources and
IS-00230	Principles of Emergency Management
IS-00235	Emergency Planning
IS-00700	National Incident Management System
IS-00800	National Response Plan (NRP), an Introduction

All available courses can be found on the Independent Study website at <http://training.fema.gov/EMIWeb/IS/>

Emergency Management Institute




FEMA

This Certificate of Achievement is to acknowledge that
EDWARD F. WARD

has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of this course:
IS-00800
National Response Plan (NRP), an Introduction

Issued this 07th Day of April, 2006

03 CEU


Richard Callis
Acting Superintendent
Emergency Management Institute

FEMA Form 16-31, October 05

DETACH THIS STUB

National Emergency Training Center



FEMA

Certificate of Achievement

Edward F. Ward

**has successfully fulfilled all course activities and requirements for the
Master Exercise Practitioner Program and is hereby recognized by
the Emergency Management Institute as a**

Master Exercise Practitioner

August 29, 2008



**Superintendent
Emergency Management Institute**

Shannon Snellings



Certificate of Completion

This is to certify that

Shannon Snellings

*has fulfilled the requirements of the Homeland Security Exercise and Evaluation Program
and is hereby awarded this certificate of completion for*

**HSEEP Training Course
(24 hours)**

December 10, 2008



U.S. Department of Homeland Security (DHS)
HSEEP Training Course

Jacquelyn Shupe

Jacquelyn Shupe
Instructor

National Emergency Training Center



FEMA

8 hrs ✓

Certificate of Achievement

Shannon L. Snellings, Ph.D.

**has successfully fulfilled all course activities and requirements for the
Master Exercise Practitioner Program and is hereby recognized by
the Emergency Management Institute as a**

Master Exercise Practitioner

August 31, 2006


Acting Superintendent
Emergency Management Institute

Student Record: SNELLINGS, SHANNON *-**-0243**
Successful Completion(s)

IS-00100	Introduction to the Incident Command System.
IS-00120	An Orientation to Community Disaster Exercises
IS-00139	Exercise Design

All available courses can be found on the Independent Study website at <http://training.fema.gov/EMTWeb/IS/>

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

SHANNON L. SNELLINGS

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

IS-00100
Introduction to the Incident Command System,
(ICS 100)

Issued this 05th Day of November, 2005


Stephen G. Sharro

Superintendent, Emergency Management Institute
FEMA Form 16-31, October 05

0.3 CEU

DETACH THIS STUB

Student Record: SNELLINGS, SHANNON **A0243**

Successful Completion(s)

IS-00100	Introduction to the Incident Command System.
IS-00120	An Orientation to Community Disaster Exercises
IS-00139	Exercise Design
IS-00200	ICS for Single Resources and
IS-00700	National Incident Management System
IS-00703	NIMS Resource Management
IS-00806.A	National Response Plan (NRP), an Introduction



All available courses can be found on the Independent Study website at <http://training.fema.gov/EMIWeb/IS/>.

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

SHANNON L. SNELLINGS

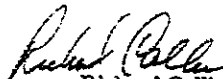
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of this course:

IS-00200

**ICS for Single Resources and
Initial Action Incidents**

Issued this 20th Day of August, 2006

03 CEU


Richard Callis
Acting Superintendent
Emergency Management Institute

FEMA Form 16-31 October 05

DETACH THIS STUD

Student Record: SNELLINGS, SHANNON *IS-00700*
Successful Completion(s)

IS-00100	Introduction to the Incident Command System
IS-00120	An Orientation to Community Disaster Exercises
IS-00139	Exercise Design
IS-00200	ICS for Single Resources and
IS-00700	National Incident Management System
IS-00703	NIMS Resource Management
IS-00800.A	National Response Plan (NRP) an Introduction

All available courses can be found on the Independent Study website at <http://training.dhs.gov/EMTWeb/IS/>

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
SHANNON L. SNELLINGS

has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of this course:

IS-00700
National Incident Management System
(NIMS) an Introduction

Issued this 20th Day of August, 2006

03 CEU


Richard Callis
Acting Superintendent
Emergency Management Institute

DETACH THIS STUB

Student Record: SNELLINGS, SHANNON *****0243

Successful Completion(s)

IS-00100	Introduction to the Incident Command System
IS-00120	An Orientation to Community Disaster Exercises
IS-00139	Exercise Design
IS-00200	ICS for Single Resources and
IS-00700	National Incident Management System
IS-00703	NIMS Resource Management
IS-00800.A	National Response Plan (NRP), an Introduction

All available courses can be found on the Independent Study website at <http://training.fema.gov/EMIWeb/IS/>

Emergency Management Institute



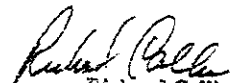
FEMA

This Certificate of Achievement is to acknowledge that
SHANNON L. SNELLINGS

has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of this course:

IS-00800.A
National Response Plan (NRP), an Introduction

Issued this 20th Day of August, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

00 CEU

DETACH THIS STUD