



October 20, 2009

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

Dear Ms. Wagner,

The Yale New Haven Center for Emergency Preparedness and Disaster Response (YNH-CEPDR) is pleased to provide the enclosed Quotation in response to the State of West Virginia Request for Quotation Number BPH10027 for Planning, Development and Execution of Homeland Security Exercise and Evaluation Program (HSEEP) Compliant Exercises.

YNH-CEPDR is an organization within the Yale New Haven Health System (YNHHS), a 501 (3) not-for-profit healthcare delivery system comprised of three acute care hospitals, a children's hospital, a psychiatric hospital, an outpatient medical center and ten ambulatory care centers in Connecticut. With 12,000 employees and 3,500 physicians, YNHHS is the largest healthcare delivery organization in Connecticut.

YNH-CEPDR has been designated by the State of Connecticut Department of Public Health as an emergency preparedness *Center of Excellence* and provides drills and exercises support to public and private organizations throughout the nation.

YNH-CEPDR looks forward to working with the State of West Virginia. Please let me know if you require additional information regarding our proposal.

Sincerely,

Christopher M. Cannon, MSN, MPH, MBA, FACHE
National Director
Yale New Haven Center for Emergency Preparedness and Disaster Response
Yale New Haven Health System
Email: christopher.cannon@ynhh.org
Phone: (203) 688-3224
Fax: (203) 688-4618



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
 BPH10027

PAGE
 1

ADDRESS CORRESPONDENCE TO ATTENTION OF
 ROBERTA WAGNER
 304-558-0067

RFQ COPY
TYPE NAME/ADDRESS HERE
 Vendor: Yale New Haven Center for Emergency Preparedness and Disaster Response
 1 Church Street, 5th Floor
 New Haven, CT 06510

SHIP TO
 HEALTH AND HUMAN RESOURCES
 BPH - THREAT PREPAREDNESS
 505 CAPITOL STREET, SUITE 200
 CHARLESTON, WV 25301
 304-558-1218

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
09/22/2009				

BID OPENING DATE: 10/22/2009 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
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PLANNING DEVELOPMENT & EXECUTION OF HOMELAND SECURITY REQUEST FOR QUOTATION TO PROVIDE PLANNING, DEVELOPMENT AND EXECUTION OF HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM (HSEEP) COMPLIANT EXERCISES, PER THE ATTACHED SPECS EXHIBIT 3 LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON AWARD AND EXTENDS UNTIL AUGUST 8, 2009 OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE. UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT. RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE						

RECEIVED
 2009 OCT 21 A 10:09
 PURCHASING DIVISION
 STATE OF WV

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE (203) 688-3224	DATE October 20, 2009
TITLE National Director	FEN 22-2529464	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

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 FOB 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



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 BPH - THREAT PREPAREDNESS
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	(1)	YEAR PERIODS				
<p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICES SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS; SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 05/26/2009</p> <p>INQUIRIES: WRITTEN QUESTIONS SHALL BE ACCEPTED THROUGH CLOSE OF BUSINESS ON 10/6/2009. QUESTIONS MAY BE SENT VIA USPS, FAX, COURIER OR E-MAIL. IN ORDER TO ASSURE NO VENDOR RECEIVES AN UNFAIR ADVANTAGE, NO SUBSTANTIVE QUESTIONS WILL BE ANSWERED ORALLY IF POSSIBLE, E-MAIL QUESTIONS ARE PREFERRED. ADDRESS INQUIRIES TO: ROBERTA WAGNER DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION 2019 WASHINGTON STREET EAST CHARLESTON, WV 25311</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE (203) 688-3224	DATE October 20, 2009
TITLE National Director	FEIN 22-2529464	ADDRESS CHANGES TO BE NOTED ABOVE

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LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>FAX: 304-558-4115 E-MAIL: ROBERTA.A.WAGNER@WV.GOV</p> <p style="text-align: center;">NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p style="text-align: center;">DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>PLEASE NOTE: A CONVENIENCE COPY WOULD BE APPRECIATED.</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER:-----RW/FILE 22-----</p> <p>RFQ NO.:-----BPH10027-----</p> <p>BID OPENING DATE:-----10/22/2009-----</p> <p>BID OPENING TIME:-----1:30 PM-----</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
	(203) 688-3224	October 20, 2009
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
National Director	22-2529464	

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PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: ----- (203) 688-4618 ----- CONTACT PERSON (PLEASE PRINT CLEARLY): Christopher M. Cannon, MSN, MPH, MBA, FACHE -----						
***** THIS IS THE END OF RFQ BPH10027 ***** TOTAL:						\$119,600

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RFQ Addendum for Exercise Contractor

Cost Sheet

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. Objectives must follow the SMART format (simple, measurable, achievable, realistic and task oriented). All components of exercise planning, execution, evaluation and follow up must be completed prior to August 8, 2010.				\$1,360
	Meet with CTP to develop exercise concepts, objectives, scenario and timelines.	N/A	\$1,360	
Deliverable 2 For each exercise, provide exercise controllers, an exercise director and an adequate number of trained staff to perform exercise planning, development and coordination.				N/A (associated costs included in deliverable 3, 4 and 5)
	For each exercise, provide an adequate number of trained staff to perform exercise planning, development and coordination	5		
	For each exercise provide an exercise director	1		
	For CRI/state exercise provide exercise controllers	9		
	For COOP exercise provide exercise controllers	4		
Deliverable 3				\$28,400

<p>For each exercise, conduct a minimum of 3 planning (initial, midpoint and final) conferences, 1 evaluator training, 1 evaluator debrief, and 1 after action planning conference at the CTP location as scheduled as part of the exercise plan developed between the contractor and CTP.</p>	<p>CRI/state exercise conduct initial, midpoint and final conferences, 1 evaluator training, 1 evaluator debrief, and 1 after action planning conference at the CTP location</p>	<p>CRI/State Initial planning meeting</p>	<p>\$1,400</p>	
		CRI/State midpoint planning meeting	\$4,300	
		CRI/State final planning meeting	\$3,600	
		CRI/State evaluator training	\$1,250	
		CRI/State evaluator debriefing	\$750	
		CRI/State AAR planning conference	\$4,450	
	For COOP exercise conduct initial, midpoint and final conferences, 1 evaluator training, 1 evaluator debrief, and 1 after action planning conference at the CTP location	COOP initial planning conference	\$3,450	
		COOP midpoint planning conference	\$3,300	
		COOP final planning conference	\$1,200	
		COOP evaluator training	\$1,250	
		COOP evaluator debriefing	\$550	

		COOP AAR planning conference	\$2,900	
\$15,940				
Deliverable 4	Design, develop, deliver and support 1, one day tabletop exercise of the Bureau's Continuity of Operations plan for approximately 50-75 Bureau employees. Target dates of exercise conduct is no sooner than February 1, 2010 and no later than April 30, 2010.			
	Design, develop, deliver and support 1, one day tabletop exercise of the Bureau's Continuity of Operations plan for approximately 50-75 Bureau employees. Target dates of exercise conduct is no sooner than February 1, 2010 and no later than April 30, 2010.	N/A		
\$51,900				
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 (comprised of Kanawha, Clay, Boone, Putnam, Lincoln, Jefferson and Berkeley counties) in addition to several associated state level operational components that may include incident command functions, risk communications, inventory management, and Receipt, Staging and Storage (RSS) of mass vaccination and prophylaxis from the Strategic National Stockpile. Target dates of exercise conduct is no sooner than April 1, 2010 and no later than June 30, 2010.			
	Design, develop, deliver and support 1, one date functional exercise to simulate dispensing activity within the state's Cities' Readiness Initiative (CRI) jurisdiction (comprised of Kanawha, Clay, Boone, Putnam, Lincoln, Jefferson and Berkeley counties) in	N/A		

	<p>addition to several associated state level operational components that may include incident command functions, risk communications, inventory management, and Receipt, Staging and Storage (RSS) of mass vaccination and prophylaxis from the Strategic National Stockpile. Target dates of exercise conduct is no sooner than April 1, 2010 and no later than June 30, 2010</p>			
				
<p>Deliverable 6</p>	<p>Develop and provide at least 5 electronic and 5 written copies of all finalized HSEEP compliant required exercise documents for each exercise to include: Exercise Evaluation Guides (EEG), Master Scenario Events List (MSEL), situation manuals, and exercise plans tailored to the exercise and to be delivered based on an exercise schedule developed with the CTP.</p>			
	<p>Develop and provide at least 5 electronic and 5 written copies of all finalized HSEEP compliant required exercise documents for each exercise to include: Exercise Evaluation Guides (EEG), Master Scenario Events List (MSEL), situation manuals, and exercise plans tailored to the exercise and to be delivered based on an exercise schedule</p>	<p>5 written and 5 electronic copies of HSEEP compliant COOP exercise documents including Sit Manual, and powerpoint presentation</p>		<p>\$12,250</p>

	developed with the CTP	5 written and 5 electric copies of HSEEP compliant CRI exercise documents including exercise plan, EEG, and MSEL		
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Deliverable 7	A draft After Action Report shall be developed and submitted to CTP within 30 days of the end of each exercise. The final after action report shall be submitted to CTP within 60 days of the end of each exercise.			\$9,750
	A draft After Action Report shall be developed and submitted to CTP within 30 days of the end of each exercise. The final after action report shall be submitted to CTP within 60 days of the end of each exercise.	AAR for CRI exercise	\$6,400	
		AAR for COOP exercise	\$3,350	
<div style="border: 1px solid black; width: 100%; height: 100%; background: repeating-linear-gradient(45deg, transparent, transparent 2px, black 2px, black 4px);"></div>				
Grand Total of Exercise Contract				\$119,600

AWARD OF CONTRACT:

CONTRACT WILL BE AWARDED TO THE VENDOR WITH THE LOWEST OVERALL TOTAL COST, WHICH MEETS ALL REQUESTED SPECIFICATIONS AND REQUIREMENTS.

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:

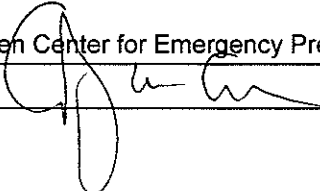
Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, 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: Yale New Haven Center for Emergency Preparedness and Disaster Response

Authorized Signature:  Date: October 20, 2009

State of West Virginia **VENDOR PREFERENCE CERTIFICATE**

Certification and application* is hereby made for Preference in accordance with **West Virginia Code**, §5A-3-37. (Does not apply to construction contracts). **West Virginia Code**, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the **West Virginia Code**. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Resident Vendor Preference, if applicable.

- 1. **Application is made for 2.5% resident vendor preference for the reason checked:**
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or**,
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or**,
 Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; **or**,
- 2. **Application is made for 2.5% resident vendor preference for the reason checked:**
 Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; **or**,
- 3. **Application is made for 2.5% resident vendor preference for the reason checked:**
 Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; **or**,
- 4. **Application is made for 5% resident vendor preference for the reason checked:**
 Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; **or**,
- 5. **Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:**
 Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; **or**,
- 6. **Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:**
 Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder, and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Yale New Haven Center for Emergency

Bidder: Preparedness and Disaster Response

Signed: 

Date: October 20, 2009

Title: National Director

*Check any combination of preference consideration(s) indicated above which you are entitled to receive



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BID OPENING DATE: 10/22/2009 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 1 1. QUESTIONS AND ANSWERS ARE ATTACHED. 2. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID. EXHIBIT 10 REQUISITION NO.: BPH10027 ADDENDUM ACKNOWLEDGEMENT I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC. ADDENDUM NO.'S: NO. 1 <input checked="" type="checkbox"/> NO. 2 NO. 3 NO. 4 NO. 5 I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE (203) 688-3224	DATE October 20, 2009
TITLE National Director	FEIN 22-2529464	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**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



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
 BPH10027

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 2

ADDRESS CORRESPONDENCE TO ATTENTION OF
 ROBERTA WAGNER
 304-558-0067

RFQ COPY

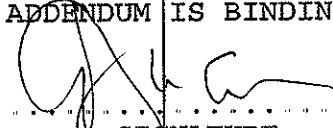
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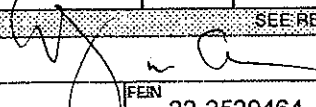
Yale New Haven Center for Emergency
 Preparedness and Disaster Response
 1 Church Street, 5th Floor
 New Haven, CT 06510

HEALTH AND HUMAN RESOURCES
 BPH - THREAT PREPAREDNESS

505 CAPITOL STREET, SUITE 200
 CHARLESTON, WV
 25301 304-558-1218

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
10/09/2009				
BID OPENING DATE: 10/22/2009		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p style="text-align: center;">  SIGNATURE Yale New Haven Center for Emergency Preparedness and Disaster Response . . . COMPANY October 20, 2009 DATE </p> <p>NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE BID.</p> <p>REV. 09/21/2009</p> <p style="text-align: center;">END OF ADDENDUM NO. 1</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS		
SIGNATURE 	TELEPHONE (203) 688-3224	DATE October 20, 2009
TITLE National Director	FERN 22-2529464	ADDRESS CHANGES TO BE NOTED ABOVE

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State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
BPH10027

PAGE
3

ADDRESS CORRESPONDENCE TO ATTENTION OF
ROBERTA WAGNER 304-558-0067

RFQ COPY

TYPE NAME/ADDRESS HERE

Yale New Haven Center for Emergency
 Preparedness and Disaster Response
 1 Church Street, 5th Floor
 New Haven, CT 06510

HEALTH AND HUMAN RESOURCES
 BPH - THREAT PREPAREDNESS

505 CAPITOL STREET, SUITE 200
 CHARLESTON, WV
 25301 304-558-1218

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
10/09/2009				

BID OPENING DATE: 10/22/2009 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		924-35		
PLANNING DEVELOPMENT & EXECUTION OF HOMELAND SECURIT						
***** THIS IS THE END OF RFQ BPH10027 ***** TOTAL:						\$119,600

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SIGNATURE	TELEPHONE (203) 688-3224	DATE October 20, 2009
TITLE National Director	FEIN 22-2529464	ADDRESS CHANGES TO BE NOTED ABOVE

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PROPOSAL FOR:

STATE OF WEST VIRGINIA, DEPARTMENT OF HEALTH AND HUMAN
RESOURCES (DHHR), BUREAU FOR PUBLIC HEALTH (BPH), CENTER
FOR THREAT PREPAREDNESS (CTP)

Original

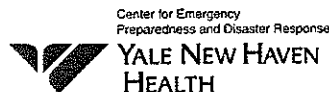
Submitted on October 22, 2009 to:

STATE OF WEST VIRGINIA
DEPARTMENT OF HEALTH AND HUMAN RESOURCES (DHHR)
BUREAU FOR PUBLIC HEALTH (BPH)
CENTER FOR THREAT PREPAREDNESS (CTP)

IN RESPONSE TO:

Request for Quotation Number BPH10027

**Planning, Development and Execution of Homeland Security
Exercise and Evaluation Program (HSEEP) Compliant Exercises**



SUBMITTED BY:

Yale New Haven Center for Emergency Preparedness and Disaster Response
One Church Street, 5th Floor, New Haven, CT 06510
Phone: (203) 688-3224
Fax: (203) 688-4618

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ORGANIZATIONAL BACKGROUND

Yale New Haven Center for Emergency Preparedness and Disaster Response (YNH-CEPDR) was established by Yale New Haven Health System (YNHHS) to prepare hospitals, healthcare and public health organizations to respond to and recover from an emergency/disaster event, public health emergency or a significant operational disruption and to coordinate, develop and implement programs and services to enhance healthcare preparedness. YNH-CEPDR has rapidly evolved its emergency preparedness and business continuity programs and services for implementation at the local, state and national levels and has developed working relationships with healthcare delivery organizations, local and regional public health departments, municipalities, state and federal agencies, professional organizations, faith-based and other non-governmental organizations, private corporations and academic institutions. YNH-CEPDR delivers programs and services including assessments, planning, education and training and drills and exercises in 47 states and US territories across all ten Federal Emergency Management Agency (FEMA) regions.

YNH-CEPDR has been designated by the Centers for Disease Control and Prevention as a Center for Public Health Preparedness (CPHP) - the only non-university, health system-based CPHP in the United States to have earned this recognition. As a participant in the CPHP program, YNH-CEPDR supports the overarching CDC pre-event, event and post-event preparedness goals through the delivery of programs and services and education and training that enhance surge capacity and strengthen all-hazards disaster response capabilities of the healthcare sector. A national leader in public health emergency preparedness and disaster response, YNH-CEPDR has been designated by the State of Connecticut as a Center of Excellence for Bioterrorism Preparedness and Response. In this capacity, the YNH-CEPDR supports the State of Connecticut Department of Public Health (CT DPH) with the achievement of capability-based regional planning that is required by the Department of Health and Human Services (DHHS) Hospital Preparedness Program (HPP).

YNH-CEPDR provides emergency management and business continuity services including planning, assessment, evaluation, training and exercising to ensure that hospitals and healthcare organizations are in compliance with the Federal Department of Homeland Security National Incident Management System (NIMS), the Joint Commission, the Department of Health and Human Services Office of the Assistant Secretary for Preparedness and Response (DHHS/ASPR/CDC) Hospital Preparedness Program and Public Health Preparedness Program, Occupational Safety & Health Administration (OSHA), Centers for Medicare and Medicaid Services (CMS) and National Fire Protection Association (NFPA) standards and recommendations.

YNH-CEPDR is working collaboratively with the United States Northern Command (USNORTHCOM) to identify opportunities for enhancing civilian-military medical response integration through a strategic training assessment and by developing, piloting, implementing, evaluating and disseminating educational programs that meet the identified needs. YNH-CEPDR is also a Pan American Health Organization (PAHO)/World Health Organization (WHO) Collaborating Center for Emergency Preparedness

SCOPE OF WORK

YNH-CEPDR understands the challenges and benefits of integrating exercises, education and training across disciplines, jurisdictions and agencies. YNH-CEPDR will work with project stakeholders as identified by the State of West Virginia, Department of Health and Human Resources (DHHR), Bureau for Public Health (BPH), Center for Threat Preparedness (CTP) to provide all services for the organized and structured planning, development and execution of Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises to ensure the achievement of exercise objectives. The first exercise will be a one-day Tabletop Exercise (TTX) testing the State of West Virginia Bureau for Public Health (BPH) Continuity of Operations Plan, and the second exercise will be a two-day Functional Exercise (FE) that will simulate dispensing activity within West Virginia's Cities' Readiness Initiative (CRI) jurisdiction and associated state level operational components.

Deliverable 1:

YNH-CEPDR will provide overall project management for the exercises while collaborating with CTP leadership throughout the planning, development, execution and evaluation process of each exercise.

A Concept and Objectives (C&O) Meeting will be conducted via teleconference following an executed contract for the TTX and FE and will be facilitated by the YNH-CEPDR Exercise Director. CTP representatives and the YNH-CEPDR Exercise Director are expected to participate in the C&O Meeting. The C&O Meeting is expected to last approximately 2 hours. The YNH-CEPDR Exercise Director will lead the team in the identification of the overall exercise concept, goals, scenarios, timelines and development of rough drafts of exercise objectives for each exercise and the identification of planning team members. Follow-up minutes and documentation will be provided by YNH-CEPDR to designated individuals at CTP for dissemination.

To ensure effective exercise outcomes, YNH-CEPDR will review response plans, opportunities for improvements or lessons learned from previous exercises and additional information provided by the State of West Virginia during the planning process. Federally mandated exercise metrics, protocols, policies and procedures will be adhered to throughout the entire project process. YNH-CEPDR will apply Homeland Security Exercise and Evaluation Program (HSEEP) principles to the exercise planning and design process and will fully integrate the National Incident Management System (NIMS) strategies outlined in Homeland Security Presidential Directive 5 (HSPD-5) to support the consistent approach to emergency preparation and response outlined in HSEEP guidance. To support demonstration of success for each exercise, the development of objectives will be based upon achievement of specific objectives designed with the SMART approach, i.e., Simple, Measurable, Achievable, Realistic and Task-Oriented.

All services for both the TTX and FE, including the After Action Report/Improvement Plan (AAR/IP) and After Action Conference (AAC) for each exercise, will be completed prior to August 8, 2010

Deliverable 2:

YNH-CEPDR is adequately staffed and trained to perform the required services identified in this proposal and has the capability of providing additional personnel resources if required to meet the project's deliverables. For each named professional in this proposal, there are additional YNH-CEPDR personnel who have the experience and educational qualifications to perform the tasks outlined under project deliverables.

YNH-CEPDR will provide a Master Exercise Practitioner (MEP) to serve as the Exercise Director/Lead Controller/Lead Facilitator as well as a HSEEP-trained Lead Evaluator and nine additional HSEEP-trained Controllers for the actual conduct of the FE and three additional facilitators for the TTX.

The Exercise Director will be Michael Mozzer, MEP. Mr. Mozzer is a FEMA/DHS-certified MEP and has extensive experience with developing and managing large-scale exercises. Mr. Mozzer will work closely with designated State of West Virginia stakeholders and also lead the YNH-CEPDR team to develop the exercise plan including timelines, milestones and meeting schedules. Mr. Mozzer will lead the exercise development process and create the exercise documentation that reflects this process. Additional YNH-CEPDR project team members are reflected in the table below. Detailed expertise and experience as well as curriculum vitae for each staff member may be found under the General Requirements section of this proposal.

YNH-CEPDR Project Team Members

Project Personnel	Role
James Paturas, EMTP, CEM, CBCP, CHS-IV, FACCP Deputy Director, Clinical Services	<i>Project Sponsor</i>
Eileen Blake, BS, MPH Program Manager, Evaluation and Exercises	<i>Controller/Facilitator</i>
Michael Mozzer, MEP Drills and Exercise Specialist	<i>Exercise Director/ Controller/Facilitator</i>
Jeffrey Schlegelmilch, MPH, MEP Program Manager, Emergency Management Planning Services	<i>Controller/Facilitator</i>
Lynette Lines, BS, MST, MEP Drills and Exercise Specialist	<i>Controller</i>
Noelle Gallant, MA Training and Evaluation Specialist	<i>Controller/Lead Evaluator</i>
Deborah Smith, RN, BSN, CEN Clinical Education Coordinator	<i>Controller</i>

Project Personnel	Role
David Burich, RN, MSN, APRN, EMT, EMSI Clinical Education Coordinator and NDLS Coordinator	<i>Controller</i>
Alyssa Scala, MA, MEP Drills and Exercise Consultant	<i>Controller/Facilitator</i>
Richard Bennet Smith, BS Evaluation Specialist	<i>Controller</i>
Cheryl A Mayeran, MPH, NHA, EMT-B Program Manager, Product and Services Development	<i>Controller</i>
Michael S. Klarman, FSI, EMS-I, CHS III Emergency Management Specialist	<i>Controller</i>

Deliverable 3:

The YNH-CEPDR Exercise Director will develop the exercise planning schedule in coordination with CTP leadership. The schedule will include all planning meetings, exercise dates, times and locations, as well as deadlines for document delivery, review and comment.

The TTX and FE *planning approach* will include an Initial Planning Conference (IPC), a Mid-term Planning Conference (MPC) and a Final Planning Conference (FPC) for each exercise. It will also include one evaluator training, one evaluator debrief and one After Action Conference (AAC) for each exercise.

Initial Planning Conference

The *IPC* for each exercise will be facilitated by the YNH-CEPDR Exercise Director. The YNH-CEPDR Lead Evaluator will participate via teleconference. The IPC is expected to last approximately three hours. CTP and the YNH-CEPDR Exercise Director will introduce the planning team to a basic overview of the exercises and define the scope, roles and responsibilities and planning schedules for each exercise. Activities at each IPC will result in an approved exercise planning schedule (including finalized exercise dates, times and locations), clearly defined exercise capabilities and objectives, scenario concepts, exercise participants, identification of plans and guidelines to be evaluated during each exercise and communication and follow-up guidelines. Follow-up minutes and documentation will be provided by YNH-CEPDR to designated individuals at CTP for review and dissemination.

The IPC for both the TTX and FE will be in-person meetings in Charleston, WV. The FE IPC will be planned for the same timeframe as the TTX MPC.

Mid-term Planning Conference

The *MPC* for each exercise will be facilitated by the YNH-CEPDR Exercise Director. All exercise planning team members, including the YNH-CEPDR Lead Evaluator, will be expected to participate in the MPC. The MPC is expected to last approximately three to four hours. The purpose of this conference is to review and agree upon the draft exercise documents, including the Situation Manual, exercise logistics and development of the scenario and discussion questions. Following each MPC, YNH-CEPDR will work with CTP to finalize and distribute to the planning team members final drafts of exercise-specific developed materials, e.g. Situation Manual (SITMAN) for TTX and Master Scenario Events Lists (MSEL) for FE, and MPC meeting minutes. The MPC for the FE will be a combined MPC/ MSEL Conference. The specific purpose of this meeting will be to review and agree upon the draft exercise documents, including the Exercise Plan (ExPlan), Controller/Evaluator (C/E) Handbook exercise logistics and development of the scenario timeline/MSEL. Following the MPC, YNH-CEPDR will work with CTP to finalize and distribute to the planning team members the final draft ExPlan, C/E Handbook and MPC meeting minutes.

The MPC for both the TTX and FE will be in-person meetings in Charleston, WV.

Final Planning Conference

The *FPC* for each exercise will occur shortly before each exercise. This planning conference will require facilitation by the YNH-CEPDR Exercise Director and participation of the YNH-CEPDR Lead Evaluator and all planning team members. Prior to each FPC, all planning team members will receive final drafts of all exercise and evaluation materials for review and comment. The meeting is anticipated to take approximately three to four hours and will resolve any outstanding issues related to the exercise plan. The FPC will also provide a forum for a final comprehensive review and approval of all the exercise documents. Following the FPC, all planning team members will receive meeting minutes and final exercise logistical information and documents.

The FPC for the TTX will be conducted via teleconference. The FPC for FE will be an in-person meeting in Charleston, WV.

Evaluation Training

An evaluation plan will be developed by YNH-CEPDR for each exercise. Customized Exercise Evaluation Guides (EEGs) using the HSEEP doctrine will be developed to address specific exercise objectives. An evaluator observation section will allow for specific areas of strength and opportunities for improvement to be documented during each exercise.

YNH-CEPDR will develop and deliver a two hour evaluator training for each exercise based upon HSEEP principles. The didactic training will accommodate individuals with diverse levels of expertise and experience

with exercise evaluation. Geographically dispersed students will be reached by delivering the training via WebEx. To prepare evaluators to collect valid, reliable and accurate data during both the TTX and FE, the Evaluator Training will address the following topics:

1. Systematic observation
2. Descriptive reporting
3. Observing three levels of performance analysis (task, activity and capability)
4. Methods of data collection
5. Exercise Evaluation Guides (EEGs) and Evaluator Checklists
6. Participant Debrief Surveys
7. Hotwash
8. Controller/Evaluator Debrief
9. Safety and Security Policies

All evaluators will receive an overview of the data collection instruments. Given that the exercises may have different objectives, there may also be unique evaluator protocols required for specific evaluator assignments. Therefore, those individuals will also receive assignment-specific briefings

Evaluator Training will be delivered the day prior to each exercise in Charleston, WV.

Evaluator Debrief

A one-hour evaluator debrief will be held immediately following the TTX and each day of the two-day FE to discuss the exercise process and identify opportunities for improvement regarding the exercise design and implementation. During this debrief meeting, each evaluator will provide an overview of the functional area which they observed to include strengths and areas for improvement.

After Action Conference

Successful exercises lead to an ongoing program of process improvements that are identified in the AAR and are validated at an AAC that occurs within several weeks of the exercise conclusion and should be attended by planning team members, players and State of West Virginia stakeholders. The YNH-CEPDR Lead Evaluator will facilitate two effective AAC in Charleston, WV, one for the TTX and one for the FE as part of this project's deliverables. Working in collaboration with CTP and the YNH-CEPDR Exercise Director, the YNH-CEPDR Lead Evaluator will develop an agenda for each AAC and design, develop and produce materials that will support the conversion of "opportunities for improvement" from the exercise into concrete and measurable steps that result in improved response capabilities.

Deliverable 4:

A one-day TTX will be planned, developed and executed with exercise play focusing on the West Virginia Bureau for Public Health (BPH) Continuity of Operations Plan (COOP). The TTX will be executed according to the developed objectives, including improving participants' awareness of plans and procedures and will familiarize participants with resources available through the State of West Virginia's public health, public safety and other emergency management partners. The TTX will be designed for up to 75 Bureau employees with target dates of exercise conduct on a mutually agreeable date in the time period between February 1, 2010 and April 30, 2010.

YNH-CEPDR will provide overall project management for the TTX while collaborating with identified State of West Virginia project stakeholders throughout the planning, development, execution and evaluation process of the TTX.

The TTX exercise design and development processes will focus on:

- Evaluating capabilities and tasks
- Achieving performance objectives
- Integrating the scenario and discussion questions
- Preparing exercise documentation
- Identifying a focus for evaluation and improvement planning
- Preparing and finalizing evaluation strategy and tools

Within the framework of HSEEP, NIMS and HSPD-5 guidance, YNH-CEPDR proposes the following approach for the design, development, delivery and support of the TTX :

- **COMMAND (Responsibility for all exercise planning activities):** This activity will be the responsibility of the YNH-CEPDR Exercise Director, Lead Evaluator and the exercise planning team, including designated CTP personnel. The overall exercise plan will include timelines, milestones and meeting schedules.
- **PLANNING (Development/Finalization of exercise documentation):** The development and finalization of the exercise documents for the TTX will be the responsibility of the YNH-CEPDR Exercise Director who will work closely with the designated personnel at CTP. The YNH-CEPDR Exercise Director and the exercise planning team will ensure synchronicity between the exercise objectives and the appropriate metrics and measurement methodology. Upon completion of the TTX, the YNH-CEPDR Lead Evaluator will compile the exercise evaluator notes to develop an After Action Report/Improvement Plan (AAR/IP) for the TTX.

- **LOGISTICS (Services and support):** The YNH-CEPDR Exercise Director and the exercise planning team will ensure that there is adequate personnel to effectively facilitate the TTX. The State of West Virginia will be responsible for additional logistical support, including appropriate exercise location, space, audiovisual equipment and hospitality needs for the TTX
- **ADMINISTRATION / FINANCE (Coordination of schedules and attendance of the planning team, participating agencies and community hosts, as appropriate):** The YNH-CEPDR Exercise Director will work with CTP to assure that the proper entities are participating in the exercise planning, conduct and evaluation as well as to assure that the best interests of the participating organizations are considered and grant deliverables are addressed.

TTX *objectives* will be finalized during the planning and design process for the exercise. The YNH-CEPDR Exercise Director will ensure that all capabilities, tasks and objectives are clearly defined and that measurable metrics to assess performance are created and employed during the evaluation of the exercise. The *exercise scenario* will reflect the objectives that are defined by the exercise planning team and will create context for performance measurement.

The following exercise documentation will be delivered by YNH-CEPDR:

- **Situation Manual (SITMAN)**
- **Exercise Evaluation Guides (EEGs)**
- **Participant Debrief**
- **After Action Report/Improvement Plan (AAR/IP)**
- **Tabletop multimedia presentation and any accompanying enhancements**

A *Players' Hotwash* will be conducted immediately following the TTX led by YNH-CEPDR. This facilitated discussion will be used to identify the strengths and opportunities for improvement that were highlighted by the collective discussions in response to the exercise scenario. Participants will provide their immediate feedback of demonstrated capabilities. Key topics, cross-disciplinary issues and potentially conflicting recommendations will be reviewed. Players will also be requested to comment upon the exercise design and conduct.

Deliverable 5:

A two-day FE will be planned, developed and executed to simulate dispensing activities within the State's Cities' Readiness Initiative (CRI) jurisdiction in addition to several associated state level operational components that may include incident command functions, risk communication, inventory management and Receipt, Staging and Storage (RSS) of mass vaccination and prophylaxis from the Strategic National

Stockpile (SNS). The target dates for exercise conduct for this two-day FE will be planned for two consecutive, mutually agreeable dates in the time period between April 1, 2010 and June 30, 2010.

To ensure the success of the FE, YNH-CEPDR will collaborate with CTP throughout the process of planning, designing, conducting and evaluating the outcomes of the exercise. YNH-CEPDR will work with CTP to identify the exercise planning team members for the exercise who will represent the counties of Kanawha, Clay, Boone, Putnam, Lincoln, Jefferson and Berkeley and other state level exercise players. Within the framework of HSEEP, NIMS and HSPD-5 guidance, YNH-CEPDR proposes the following approach for the design, development, delivery and support of the two-day FE:

- **COMMAND (Responsibility for all exercise planning activities):** This activity will be the responsibility of the YNH-CEPDR Exercise Director, Lead Evaluator and the exercise planning team, including designated CTP personnel. The overall exercise plan will include timelines, milestones and meeting schedules. The YNH-CEPDR Exercise Director will lead the exercise development process and ultimately the exercise documentation that reflects this process including the ExPlan and C/E Handbook for the exercise. In addition, YNH-CEPDR will provide subject matter experts in the areas of public health, emergency management and community response to guide both the development and evaluation of the exercise.
- **PLANNING (Development/Finalization of exercise documentation):** The development and finalization of the exercise documents for the FE will be the responsibility of the YNH-CEPDR Exercise Director who will work closely with the designated personnel at CTP. The YNH-CEPDR Exercise Director and the exercise planning team will ensure synchronicity between the exercise objectives and the appropriate metrics and measurement methodology. Upon completion of the FE, the YNH-CEPDR Lead Evaluator will compile the exercise evaluator notes to develop an AAR/IP for the FE.
- **LOGISTICS (Services and support):** The YNH-CEPDR will provide nine HSEEP-trained controllers, including the Exercise Director, to effectively conduct the FE at nine sites. The State of West Virginia will be responsible for additional logistical support, including appropriate exercise locations, space, audiovisual equipment and hospitality needs for each site of the FE.
- **ADMINISTRATION / FINANCE (Coordination of schedules and attendance of the planning team, participating agencies and community hosts, as appropriate):** The YNH-CEPDR Exercise Director will work with CTP to assure that the proper entities are participating in the exercise planning, conduct and evaluation as well as to assure that the best interests of the participating organizations are considered and grant deliverables are addressed.

The following exercise documentation will be delivered by YNH-CEPDR:

- **ExPlan**
- **C/E Handbook**
- **Master Scenario Events List (MSEL)**
- **Exercise Evaluation Guides (EEGs)**
- **Participant Debrief**
- **After Action Report/Improvement Plan (AAR/IP)**
- **Multimedia presentation and any accompanying enhancements**

The exercise MSEL will contain a chronological listing of the events that drive exercise play. The MSEL will provide injects to be delivered by exercise controllers. YNH-CEPDR on-site controllers at each exercise location will be responsible for the delivery of all injects. Each inject will clearly define the controller responsible for delivering the inject, the intended recipient of the inject and the expected player action. Additionally, each inject will be tied to an associated capability, task or objective of the exercise.

A *Players' Hotwash* will be conducted immediately following each day of the two-day FE led by YNH-CEPDR. These facilitated discussions will be used to identify the strengths and opportunities for improvement that were highlighted by the collective activities in response to the exercise scenario. Participants will provide their immediate feedback of demonstrated capabilities. Key topics, cross-disciplinary issues and potentially conflicting recommendations will be reviewed. Players will also be requested to comment upon the exercise design and conduct via a participant debrief survey.

Deliverable 6:

YNH-CEPDR will provide all services for the development and delivery of all finalized HSEEP-compliant required exercise documents for both the TTX and FE. The following documents will be provided to CTP, five electronic and five printed and bound copies of each:

Tabletop Exercise:

- Situation Manual (SITMAN)
- Exercise Evaluation Guides (EEGs)
- After Action Report/Improvement Plan (AAR/IP)

Functional Exercise:

- Exercise Plan
- C/E Handbook
- Master Scenario Events List (MSEL)



- Exercise Evaluation Guides (EEGs)
- After Action Report/Improvement Plan (AAR/IP)

All documents created for each exercise will be submitted to CTP exercise leadership for review, feedback and approval before printing final exercise documentation. Final copies of all exercise documents will be delivered to CTP no less than seven business days prior to exercise start.

Deliverable 7:

Findings from each exercise hotwash and evaluator debrief, and exercise participant debrief forms, will be incorporated into an After Action Report and Improvement Plan (AAR/IP) for the TTX and the two-day FE. A draft AAR/IP for each exercise will be forwarded to individuals designated by CTP for review and feedback related to AAR/IP content within 30 days of each exercise. A final AAR/IP for each exercise will be submitted to CTP within 60 days of each exercise.

GENERAL REQUIREMENTS

YNH-CEPDR has considerable experience in planning, facilitating and evaluating exercises of all complexities. YNH-CEPDR designs, develops, conducts and evaluates exercises based on realistic scenarios that test a variety of plans, including emergency management plans, standard operating procedures and required regulatory standards and accreditation guidelines. All YNH-CEPDR exercises are consistent with HSEEP, and its exercise staff have been trained in HSEEP methodology and practices. YNH-CEPDR assists its clients with identifying appropriate community, regional and state organizations to participate in exercises that test inter-agency and cross-jurisdictional communication and coordination. YNH-CEPDR has experience with all types of exercises including drills, tabletop, functional and full-scale exercises. Exercise services include scenario design and development, exercise facilitation, evaluation and AAR/IP development.

All technical staff assigned to this project are trained in Exercise Design (NIMS IS 139) and HSEEP requirements as well as NIMS standards and ICS requirements. Details of each key technical staff member's expertise and experience is detailed in the below table. Copies of Certificates of Completion are attached to this proposal to document expertise for each staff member. Additional details for each staff member, including detailed resumes is available upon request.

YNH-CEPDR Project Team Expertise and Experience

Project Personnel	Role	Expertise/Experience
James Paturas, EMTP, CEM, CBCP, CHS-IV, FACCP	<i>Project Sponsor</i>	<ul style="list-style-type: none"> Serves on the FEMA National Advisory Council, Department of Homeland Security Information Network Advisory Council Serves on the DHS Homeland Security Information Network Advisory Council and is a Certified Emergency Manager Commissioner with the International Association of Emergency Managers (IAEM) Serves on the Joint Advisory Working Group for Research and Development in protection of the Healthcare and Public Health Sector for the Critical Infrastructure Protection (CIP) program for the Department of Health and Human Services (HHS), Office of the Assistant Secretary for Preparedness and Response (ASPR)
Eileen Blake, BS, MPH	<i>Controller/Facilitator</i>	<ul style="list-style-type: none"> YNH CEPDR Program Manager, Exercise and Evaluation HSEEP Train the Trainer certified (2006) Completed IS 100, 200, 700 and 800 as well as IS 139 and IS 120 Project Leader NYC DOHMH BEM Exercise Program 2006 through present, including a number of POD, SNS, CRI and RSS exercises as well as two real world response evaluations of POD events Participated as evaluator in CT DPH SNS exercise April 2006 Experience as controller and evaluator at a number of CEPDR sponsored and supported exercises including tabletops, drills and functional exercises

Project Personnel	Role	Expertise/Experience
Michael Mozzer, MEP	<i>Exercise Director/Lead Controller/Facilitator</i>	<ul style="list-style-type: none"> • DHS/FEMA certified Master Exercise Practitioner • Completed IS 120, 130A, 139, ICS 100, 200, 300, 400, IS 700, 800 • Facilitated more than 30 TTXs and Workshops • Served as Lead Controller/Controller for numerous Full-Scale and Functional Exercises, including several testing SNS/POD operations • Spent three years as Assistant SNS Coordinator for Massachusetts Department of Public Health; completed CDC/SNS Preparedness Course • Staffed and evaluated real-world POD operations and other public health emergency responses
Jeffrey Schlegelmilch, MPH, MEP	<i>Controller/Facilitator</i>	<ul style="list-style-type: none"> • Served as a POD Planning Team member for the Boston Public Health Commission in multiple capacities • Overseen exercises for numerous state and local jurisdiction on SNS and POD Operations, including the implementation of the RAND Metrics • Participated in a RAND sponsored workgroup that led to the development of the SNS/POD metrics • Staffed and evaluated real-world POD operations for multiple jurisdictions. • DHS/FEMA certified Master Exercise Practitioner • Certified to a 200 level in ICS
Lynette Lines, BS, MST, MEP Drills and Exercise Specialist	<i>Controller</i>	<ul style="list-style-type: none"> • DHS/FEMA certified Master Exercise Practitioner with extensive experience with developing and managing large-scale exercises for hospitals, health delivery organizations and health systems, as well as other private and public sector partners • Certified Course Instructor for Homeland Security Exercise and Evaluation Program (HSEEP) Mobile Training Course
Noelle Gallant, MA	<i>Controller</i>	<ul style="list-style-type: none"> • Certified HSEEP Train the Trainer • Completed IS 100, 120, 139, 200 • Served as Lead Evaluator for multiple workshops, seminars, tabletop, functional and full scale exercises
Deborah Smith, RN, BSN, CEN	<i>Controller</i>	<ul style="list-style-type: none"> • Completed training in IS 120, IS 139 and HSEEP • Participated in multiple exercises at hospital/local, state and federal levels, including joint civilian/military exercises. Exercise topics included, but not limited to forward movement of patients, PODs, pandemic planning, pandemic screening, SNS receipt, mass casualty, and chem/rad/bio response. • Completed incident command and NIMS training including: IS-100, IS-200, IS-300, IS-400, IS-700, and IS-800. In addition, actively utilizes incident command during real life disaster deployments and trainings. • Serves on the statewide point of dispensing workgroup which provides guidance on preparedness and response activities for PODs including activities associated with the SNS.
David Burich, RN, MSN, APRN, EMT, EMSI	<i>Controller</i>	<ul style="list-style-type: none"> • Completed the IS-120 and IS-139 courses and been involved in the development and execution of numerous tabletop and functional exercises and served as the role of evaluator • Completed IS courses including 100, 200, 300, 400, 700, and 800 Very aware of the requirements for ICS at various levels of local, regional and federal levels.



Project Personnel	Role	Expertise/Experience
		<ul style="list-style-type: none"> Helped to construct courses designed to teach ICS to other healthcare and governmental professionals. Have been the instructor for numerous ICS courses for healthcare professionals from CHCs, ACHs, LTCFs and other types of health care providers. Belong to and have responded with CT-1 DMAT which functions under the ICS format. Currently a member of a statewide taskforce developing guidelines and tools for use in the set-up and functioning of PODs. The process will be using the Rand metrics as part of the overall evaluation.
Alyssa Scala, MA, MEP	<i>Controller/ Facilitator</i>	<ul style="list-style-type: none"> Certified in exercise design and facilitation through IS 139, IS 300, IS 400, IS 700 and HSEEP Training DHS/FEMA certified Master Exercise Practitioner Designed, conducted and evaluated over 30 exercises while with the NYC Department of Health and Mental Hygiene. Exercises focused on areas of planning to include, Mass Prophylaxis, Anti-viral Distribution, Mass Isolation and Quarantine, SNS RSS, Radiation Emergency Operations Plan, and Hurricane Preparedness. Exercise types included, workshops, tabletops, functional and full scale Designed and conducted the functional exercise for Washington DC Health Department that focused on RSS warehouse coordination with hospitals. Assisted in the design of a functional exercise to test incident command/emergency operations functions in military response at Whiteman Air Force Base in Missouri. Designed and conducted a full scale exercise for the Providence Rhode Island Metropolitan Medical Response System to test regional coordination initiatives under their mass casualty/mass care plan as it related to a train derailment.
Richard Bennet Smith, BS	<i>Controller</i>	<ul style="list-style-type: none"> Certified in exercise design and facilitation through IS 120, IS 139 and HSEEP Training Completed IS 100, 200, 700 and 800 courses Extensive training in ICS and NIMS through the fire service as well as through a Bachelor's of Science degree in Fire Science Administration. Participated in civilian and military planning efforts for the Vigilant Guard Exercises.
Cheryl A Mayeran, MPH, NHA, EMT-B	<i>Controller</i>	<ul style="list-style-type: none"> Managed the pandemic influenza preparedness and response planning funded by CDC, Division of State and Local Readiness for a southern state Serves as liaison to Connecticut's local public health departments in preparing and responding to public health emergencies. Provides technical support on how to respond to CDC preparedness requirements.
Michael S. Klarman, FSI, EMS-I, CHS III	<i>Controller</i>	<ul style="list-style-type: none"> Certified as a Homeland Security Specialist III, Fire Service Instructor and Emergency Medical Service Instructor. Completed IS-100, IS-200, IS-700, IS-800A & IS-808 training. Completed Exercise Design (IS-139) and HSEEP training. Completed Pandemic Influenza Preparation & Planning Training (DHS-ODP) as well as Emergency Response to Domestic

Project Personnel	Role	Expertise/Experience
		Biological Incidents (L S U) <ul style="list-style-type: none"> • Participated in SNS Statewide (CT) Exercise. • Completed Strategic National Stockpile (SNS) training at the Centers for Disease Control and Prevention • Retired Training Officer and Deputy Fire Chief /Operations • Former Emergency Planning Coordinator for a district public health agency • Retired adjunct faculty of the Connecticut State Fire Academy charged with training emergency responders in NIMS, ICS and Unified Command.

YNH-CEPDR exercises incorporate key public health and medical surge functions and capabilities, addressing competencies which are common across disciplines (e.g., incident command, risk communication, common definitions, psychological first aid) as defined by national groups and organizations. Incorporation of these competencies builds consistent levels of basic all-hazards competency effectively across a significant portion of the public health and healthcare delivery workforce and has an immediate beneficial effect on the healthcare community's preparedness as a whole. YNH-CEPDR personnel participating in the project have experience analyzing competencies established by these external organizations and identifying and/or incorporating them in existing YNH-CEPDR courses and exercises.

Due to its extensive and diverse capabilities and capacity which include three Master Exercise Practitioners (MEPs), a number of subject matter experts in exercises, public health emergency preparedness, hospital emergency preparedness and emergency management as well as skilled professionals in the functional areas of education and training and evaluation, YNH-CEPDR has the capability to provide additional resources if additional resources are needed to meet the project deliverables and associated timelines.

The following table demonstrates YNH-CEPDR's experience in HSEEP-compliant design, execution and evaluation, experience developing and leading public health exercises and experience in working with Strategic National Stockpile (SNS) related initiatives.

YNH-CEPDR Demonstrated Experience

Client	Project	Project Year	Demonstrated Experience
New York City Department of Health and Mental Hygiene (NYC DOHMH)	YNH-CEPDR has been providing after action reports (AARs) for DOHMH real world events through its Rapid Response Evaluation Team for several years. In these reports, findings are translated into corrective actions based on internal planning priorities as well as national priorities as described in the Department of Homeland Security Target Capabilities List. YNHCEPDR has also been facilitating numerous exercises for the agency during the same	2007 2008 2009	HSEEP Compliance for design, execution and evaluation

Client	Project	Project Year	Demonstrated Experience
	<p>time period</p> <p><u>Sole-Source Exercise Support</u> YNH-CEPDR provides <i>sole-source</i> exercise program support to assist the New York City Department of Health and Mental Hygiene with meeting 2008 and 2009 CDC Public Health Emergency Preparedness (PHEP) Cooperative Agreement compliance requirements. YNH-CEPDR services included design, development, execution, facilitation, evaluation and After Action Reporting for a series of Workshops, Seminars, Drills, Functional and Full Scale Exercises. Exercise scenarios used utilized to test capability and capacity included: Point of Distribution (POD) dispensing, POD Command and Control, Receive, Stage and Store (RSS) (citywide supply chain operations) Cities Readiness Initiative (CRI) Communications, Pandemic Countermeasure Allocation Distribution Protocols / Mass Prophylaxis, Epidemiology Field Surveillance, Transfer of Operations for Laboratory response, School Closure and Continuity of Education Planning, Mass Quarantine and Mental Health Continuity of Operations Planning.</p> <p><u>Real World Event Evaluations</u> YNH-CEPDR prepared the After Action Report (AAR) on the July 18, 2007 steam pipe explosion in mid-town Manhattan, NY, categorized as a five-alarm event requiring corresponding response, eventually involving more than 500 New York City police officers and firefighters. To comply with CDC imposed time constraints, the first-draft AAR was submitted within 60 days of the real-life event and included a review of implementation of emergency response plans during the steam explosion incident, analysis of all relevant data, identification of operational strengths during the response to the steam explosion incident and opportunities for improvement in plans, policies and procedures for any future events. YNH-CEPDR was considered the only entity in which staff encompassed the required skills, including Master Exercise Practitioners (MEP).</p> <p>YNH-CEPDR provided exercise planning, development and evaluation for two CRI regional exercises for the NYC DOHMH. YNH-CEPDR collaborated NYC DOHMH Bureau of Emergency Management, the NYC DOHMH Bureau of Communications, the New York State Department of Health, the New Jersey Department of Health and all of the counties that participated in the CRI workshop. The goal of the workshop was to develop an understanding of regional policies and protocols which address the complexities of cross-jurisdictional communication during a mass prophylaxis incident and to promote the need to unify regional partnerships in communication response. Workshop planning began in October 2007 and the workshop was conducted in January 2008. Two subsequent full scale exercises of the communications plan were developed, controlled and evaluated by YNH-CEPDR in March of 2008 and January 2009. Additionally YNH-CEPDR provided exercise design, conduct and evaluation services for a regional Mass Quarantine exercise held in March</p>		<p>Public Health Exercises</p> <p>SNS</p> <p>CRI</p>

Client	Project	Project Year	Demonstrated Experience
	<p>2008. Participants in the Mass Quarantine exercise included NYC and NY State Departments of Health, the American Red Cross of Greater New York the Centers for Disease Control and Prevention and the Port Authority of New Jersey.</p> <p>YNH-CEPDR provided exercise planning, development, conduct and evaluation for a POD Dispensing Full-Scale Exercise (FSE) for NYC DOHMH in August 2009. YNH-CEPDR collaborated with the NYC DOHMH Bureau of Emergency Management, NYC Department of Education, NYC Office of Emergency Management and other key stakeholders in planning and executing a comprehensive FSE that tested the set-up and operations of a POD. Following NYC DOHMH's planning under its CRI deliverables to provide antiviral prophylaxis to 100% of its population within 48 hours of the decision to do so, YNH-CEPDR guided the planning process that intended to test the activation of five POD locations throughout the city, set up the PODs and operate the PODs for a two- to three-hour period. At one of the POD locations, the CDC time-study metrics, developed by the Rand Corporation, would be collected and analyzed. Due to NYC DOHMH's on-going response to the H1N1 (SO) influenza outbreak, planning was scaled back so that the POD FSE was conducted at one location. Time-study data was collected and analyzed as planned. The POD processed more than 800 clients in approximately 90 minutes and time-study data was collected on 112 clients. YNH-CEPDR developed a comprehensive process and data collection tools to efficiently and effectively collect the time-study data without interfering with exercise play. Additionally, YNH-CEPDR developed systems for extensive qualitative and quantitative analyses of the collected data.</p> <p>NYC DOHMH Bureau of Emergency Management has continued to contract with YNH-CEPDR for exercise services. Additionally the NYC DOHMH Healthcare Emergency Preparedness Program has engaged YNH-CEPDR to conduct assessment and recommendations for planning for evacuation and shelter-in-place of fifteen healthcare facilities in NYC.</p>		
<p>State of Connecticut Department of Public Health (CT DPH)</p>	<p><u>Connecticut Strategic National Stockpile (SNS) POD Exercise</u> In April 2006, YNH-CEPDR staff supported the Connecticut Strategic National Stockpile (SNS) POD Exercise in which seven local health department/district points of distribution (PODs) and four acute care hospitals participated</p> <ul style="list-style-type: none"> - Participated in a statewide, seven-day weapons of mass destruction exercise co-sponsored by the State of Connecticut Departments of Public Health and Emergency Management and Homeland Security with assistance from the US Department of Health and Human Services, the Centers for Disease Control and Prevention and the US Department of Homeland Security Office of Grants and Training and participation by 300 governmental and non-governmental agencies and departments. - Tested the state's plans and procedures to receive, distribute and 	<p>2006 2007 2008 2009</p>	<p>HSEEP Compliance for design, execution and evaluation</p> <p>SNS</p>

Client	Project	Project Year	Demonstrated Experience
	<p>dispense SNS supplies in response to a statewide bioterrorism incident. YNH-CEPDR staff assisted in the planning, implementation and evaluation of the exercise, including development of an evaluation tool and preparation of after action reports.</p> <p><u>Pandemic Influenza Tabletop Exercise</u> In November 2007 Connecticut's Department of Emergency Management and Homeland Security Region II ESF-8 Work Group conducted a pandemic influenza Tabletop Exercise (TTX). The exercise was developed and conducted in cooperation with representatives from the Region II Acute Care Hospitals, local departments of health, The Connecticut Department of Public Health and the YNH-CEPDR.</p> <p>The objective of the exercise was to assist participating agencies and organizations in further developing their respective Mass Fatality Management (MFM) plans. As a result, participants were asked to help formulate opportunities for further plan development rather than focus on areas for improvement. The exercise's evaluators were also asked to keep this in mind when providing their critique of the TTX. The outcome of this exercise is an Action Plan that participating organizations can use in developing their MFM plans.</p> <p><u>NIMS Requirements Implementation</u> YNH-CEPDR assisted hospitals and healthcare systems in Connecticut Department of Emergency Management and Homeland Security (CT DEMHS) Planning Regions with compliance with all of the required 17 NIMS implementation activities and encouraged other healthcare delivery organizations to implement NIMS.</p> <ul style="list-style-type: none"> - Provided NIMS compliant education courses through a CT specific portal to our learning management system, to all hospitals and healthcare delivery organizations within CT - Provided 1 instructor-led session for the Incident Command Systems for Healthcare with NIMS (EM140 w/ NIMS) course in each CT DEMHS planning region - Incorporated NIMS compliance elements, as required, into all planning templates - Incorporated NIMS into drill and exercises, encouraged healthcare organizations to engage with external partners and assisted them and the CT DPH with incorporating corrective actions from exercises into local and regional plans <p><u>Multiple Projects</u> YNH-CEPDR is also currently conducting exercises for CT DPH, including a series of regional tabletop exercises to assess Mass Fatality Management and a separate series of regional tabletop exercises to evaluate and assess evacuation planning. Both engagements include the development of After Action Reports/Improvement Plans and conduction After Action Conferences.</p>		<p>Public Health Exercises</p>

Three references from recent exercise engagements completed by YNH-CEPDR are provided here.

Company: New York City Department of Health and Mental Hygiene (NYC DOHMH)
Address: 125 Worth Street, Room 300, New York, NY 10013
Contact: Thomas Mauro, Director of Exercises and Training
Phone: 212.788.9307 **Email:** tmauro1@health.nyc.gov
Project Name: Sole-Source Exercise Support

Project Timeframe: October 2007 – Current

Project Description: Described in above table (YNH-CEPDR Demonstrated Experience)

Company: State of Connecticut Department of Public Health (CT DPH)
Address: 410 Capital Avenue, Hartford, CT 06134
Contact: Mary Duley, RN, MA
Phone: (860) 509-7152 **Email:** Mary.Duley@ct.gov
Project Name: Multiple Projects

Project Timeframe: 2006 – Current

Project Description: Described in above table (YNH-CEPDR Demonstrated Experience)

Company: Patriot Services
Address: 341 N. Pontiac Train, Walled Lake, MI 43890
Contact: Scott Hiipakka
Phone: 248.436.8420 **Email:** shiipakka@patriot-services.com
Project Name: District One Regional Medical Response Coalition
Project Timeframe: May – August 2008

Project Description: NYH-CEPDR provided development and evaluation support to Patriot Services as a sub-contractor for two District One Regional Medical Response Coalition (D1RMRC)

Tabletop Exercises (TTXs) in July and August 2008. The purpose of the two TTXs was to discuss coordination capabilities of the counties within the D1RMRC as well as the region in response to a Mass Fatality Event. Participants included county and local public health, emergency management, emergency response, hospitals and other local and regional partners. NYH-CEPDR provided assistance with the development of exercise materials, e.g., scenario and discussion questions, exercise evaluation guides and provided on-site evaluation for the two TTXs. Following the exercises, all evaluation materials were prepared and sent to Patriot for inclusion in the After Action Report (AAR).

Appendix 1 – Certificates of Completion

Emergency Management Institute



FEMA


This Certificate of Achievement is to acknowledge that

EILEEN A. BLAKE

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 13th Day of April, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

0.3 CEU

FEMA Form 16-31, October 05

Emergency Management Institute



FEMA

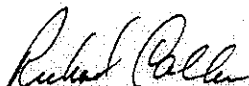
This Certificate of Achievement is to acknowledge that

EILEEN A. BLAKE

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 April, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

0.3 CEU

FEMA Form 16-31, October 05

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

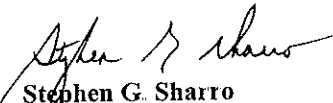
EILEEN A. BLAKE

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

IS-00700

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

Issued this 16th Day of June, 2005


Stephen G. Sharro
Director, Training Division

03 CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

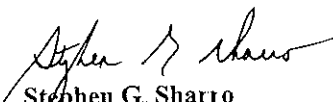
EILEEN A. BLAKE

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

IS-00800

National Response Plan (NRP), an Introduction

Issued this 20th Day of June, 2005


Stephen G. Sharro
Director, Training Division

03 CEU

Emergency Management Institute



FEMIA

This Certificate of Achievement is to acknowledge that

DAVID M BURICH

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 15th Day of November, 2007

A handwritten signature in black ink, appearing to read "Cortez Lawrence".

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Certificate of Completion

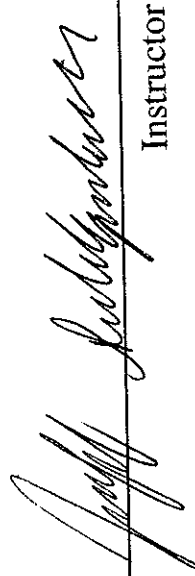
is hereby granted to:

David Burich

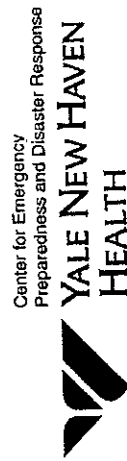
To certify completion of the Homeland Security Exercise and Evaluation
Program (HSEEP) Evaluator Training for Subject Matter Experts

3/10/08

Date



Instructor



Emergency Management Institute



FEMIA

This Certificate of Achievement is to acknowledge that

DAVID M BURICH

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 15th Day of November, 2007



Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

David Burich - Independent Study Course Information

From: "INDEPENDENT STUDY" <INDEPENDENT.Study@dhs.gov>
To: <david.burich@ynhh.org>
Date: 5/15/2006 5:15 PM
Subject: Independent Study Course Information

Dear David Burich:

Congratulations! You have successfully passed the Independent Study Course "IS-00100" entitled "Introduction to the Incident Command System, (ICS 100)".

Due to the thousands of people completing independent study courses, we estimate it will take approximately ten business days to issue your completion certificate. Please retain a copy of this email as proof of your completion until your certificate is received. We appreciate your patience.

Independent Study Program Office
Emergency Management Institute
National Emergency Training Center
16825 S. Seton Ave
Emmitsburg, MD 21727

On the Web: www.training.fema.gov/cmiweb/is
Phone: (301) 447-1200
FAX: (301) 447-1201

Independent Study Course Information

Page 1 of 1

David Burich - Independent Study Course Information

From: "INDEPENDENT STUDY" <INDEPENDENT.Study@dhs.gov>
To: <david.burich@ynhh.org>
Date: 5/15/2006 5:15 PM
Subject: Independent Study Course Information

Dear David Burich:

Congratulations! You have successfully passed the Independent Study Course "IS-00200" entitled "ICS for Single Resources and Initial Action Incidents".

Due to the thousands of people completing independent study courses, we estimate it will take approximately ten business days to issue your completion certificate. Please retain a copy of this email as proof of your completion until your certificate is received. We appreciate your patience.

Independent Study Program Office
Emergency Management Institute
National Emergency Training Center
16825 S. Seton Ave
Emmitsburg, MD 21727

On the Web: www.training.fema.gov/cmiweb/is
Phone: (301) 447-1200
FAX: (301) 447-1201

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
DAVID M. BURICH

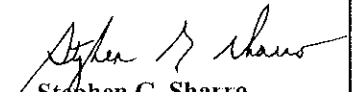
has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of the independent study course:

IS-00700

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

Issued this 15th Day of June, 2005

03 CEU


Stephen G. Sharro
Director, Training Division

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
DAVID M. BURICH

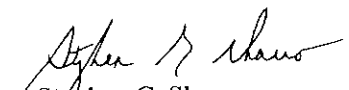
has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of the independent study course:

IS-00800

National Response Plan (NRP), an Introduction

Issued this 15th Day of June 2005

03 CEU


Stephen G. Sharro
Director, Training Division



Homeland Security

Certificate of Achievement

In recognition of your successful completion of the HSEEP Training Course,
This certificate is awarded to

Noelle Gallant

this 29th day of March, 2007

A handwritten signature in black ink that reads "James R. Kish".

James R. Kish
Director, Exercise and Training Division
Department of Homeland Security



Homeland Security

Certificate of Achievement

In recognition of your successful completion of the HSEEP Train-the-Trainer Training Course,
This certificate is awarded to

Noelle Gallant

this 30th day of March, 2007

A handwritten signature in black ink that reads "James R. Kish".

James R. Kish
Director, Exercise and Training Division
Department of Homeland Security

DEPARTMENT OF
EMERGENCY MANAGEMENT
AND HOMELAND SECURITY

Award of Excellence

Mike Klarman



*Has successfully completed the course
Homeland Security Exercise and Evaluation
Program (HSEEP)*

March 21, 2008

Bruce A. Lockwood

Bruce Lockwood, Instructor



Emergency Management Institute



FEMIA

This Certificate of Achievement is to acknowledge that
MICHAEL S KLARMAN
has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of the independent study course:

IS-00120.A
An Introduction to Exercises

Issued this 18th Day of April, 2008

A handwritten signature in black ink, appearing to read "Cortez Lawrence".

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

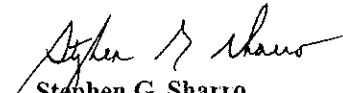
This Certificate of Achievement is to acknowledge that

MICHAEL S. KLARMAN

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 18th Day of August, 2005


Stephen G. Sharro
Director, Training Division

0.3 CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

MICHAEL S. KLARMAN

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 14th Day of January, 2006


Stephen G. Sharro
Superintendent, Emergency Management Institute

0.3 CEU

FEMA Form 16-31, October 05

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

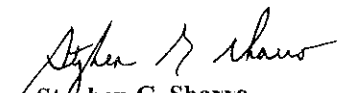
MICHAEL S. KLARMAN

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 07th Day of April, 2005


Stephen G. Sharro
Director, Training Division

0.3 CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
MICHAEL S KLARMAN
has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of the independent study course:

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

Issued this 9th Day of October, 2007

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute



Homeland Security

Certificate of Achievement

In recognition of your successful completion of the HSEEP Train-the-Trainer Training Course,
This certificate is awarded to

Lynette Lines

this 30th day of March, 2007

A handwritten signature in black ink that reads "James R. Kish".

James R. Kish
Director, Exercise and Training Division
Department of Homeland Security

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

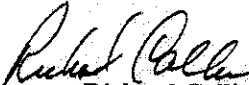
LYNETTE M. LINES

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 21st Day of February, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

0.3 CEU

FEMA Form 16-31, October 05

DETACH THIS STUB

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

LYNETTE M. LINES

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

IS-00200.FW

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

Issued this 21st Day of February, 2006

A handwritten signature in cursive script that reads "Richard Callis".

Richard Callis

Acting Superintendent

Emergency Management Institute

03 CEU

FEMA Form 16-31, October 05

DETACH THIS STUB

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that


LYNETTE M. LINES

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 21st Day of February, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

03 CEU

FEMA Form 16-31, October 05

DETACH THIS STUB

Successful Completion(s)

IS-00100 Introduction to the Incident Command System
IS-00200 FW Basic Incident Command System,
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

LYNETTE M. LINES

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 19th Day of April, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

03 CEU

FEMA Form 16-31, October 05

DETACH THIS STUB

Emergency Management Institute



FEMMA

This Certificate of Achievement is to acknowledge that

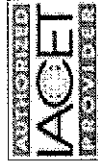
CHERYL A MAYERAN

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 19th Day of October, 2009



1.5 IACET CEUs

A handwritten signature in cursive script, appearing to read "Cortez Lawrence".

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

DEPARTMENT OF
EMERGENCY MANAGEMENT
AND HOMELAND SECURITY

Award of Excellence

Cheryl Mayeran



*Has successfully completed the course
Homeland Security Exercise and Evaluation
Program (HSEEP)*

March 29, 2008

Bruce Lockwood

Bruce Lockwood, Instructor



Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
CHERYL MAYERAN
has reaffirmed a dedication to serve in times of crisis through continued
professional development and completion of the independent study course:

IS-00120.A
An Introduction to Exercises

Issued this 25th Day of April, 2008

A handwritten signature in black ink, appearing to read "Cortez Lawrence".

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Successful Completion(s)

IS-00100 Introduction to the Incident Command System
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

CHERYL A. MAYERAN

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 09th Day of August, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

0.3 CEU

FEMA Form 16-31, October 05

DETACH THIS STUD

Successful Completion(s)

IS-00100 Introduction to the Incident Command System
IS-00200 ICS for Single Resources and
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


CHERYL A. MAYERAN

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 15th Day of August, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

0.3 CEU

Successful Completion(s)

IS-700 National Incident Management System
IS-800 National Response Plan (NRP) an Introduction

*****Other Available Courses*****

IS-001	Emergency Program Manager	IS-242	Effective Communication
IS-002	Emergency Preparedness, USA	IS-244	Developing and Managing Volunteers
IS-003	Radiological Emergency Management	IS-253	Coordinating Environmental & Historic
IS-005	Hazardous Materials - A Citizen's Orientation	IS-271	Anticipating Hazardous Weather & Community Risk
IS-007	A Citizen's Guide to Disaster Assistance	IS-275	Role of the Emergency Operations Center
IS-008	Building for the Earthquakes of Tomorrow	IS-279	Retrofitting Flood Prone Residential Structures
IS-010	Animals in Disaster: Awareness and Preparedness	IS-288	Role of Voluntary Agencies in Emergency Mgmt
IS-011	Animals in Disaster: Community Planning	IS-292	Disaster Basics
IS-015	Special Events Continuity Planning	IS-301	Radiological Emergency Response
IS-022	Are You Ready?	IS-317	Introduction to Community Emergency Response Team
IS-055	Household Hazardous Materials	IS-324	Community Hurricane Preparedness
IS-100	Introduction to the Incident Command System	IS-331	Introduction to Radiological Emergency
IS-111	Livestock in Disaster	IS-340	Hazardous Materials Prevention
IS-120	An Orientation to Community Disaster Exercises	IS-346	Hazardous Materials for Medical Personnel
IS-139	Exercise Design	IS-362	Multi-Hazard Emergency Planning for Schools
IS-195	Basic Incident Command System	IS-386	Introduction to Residential Coastal Construction
IS-200	Incident Command System, Basic	IS-393	Introduction to Mitigation
IS-208	State Disaster Management	IS-394	Mitigation for Homeowners
IS-230	Principles of Emergency Management	IS-513	The Professional in Emergency Management
IS-235	Emergency Planning	IS-600	Special Considerations for FEMA PA Projects
IS-240	Leadership & Influence	IS-630	Introduction to the Public Assistance Process
IS-241	Decision Making & Problem Solving	IS-631	Public Assistance Operation I

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

CHERYL A. MAYERAN

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 11th Day of March, 2005

Stephen G. Sharro
Stephen G. Sharro
Director, Training Division

03 CEU

Student Record: MAYERAN, CHERYL *-**-7356**

Successful Completion(s)

- IS-700 National Incident Management System
- IS-800 National Response Plan (NRP) an Introduction

*****Other Available Courses*****

- | | | | |
|--------|--|--------|---|
| IS-001 | Emergency Program Manager | IS-242 | Effective Communication |
| IS-002 | Emergency Preparedness, USA | IS-244 | Developing and Managing Volunteers |
| IS-003 | Radiological Emergency Management | IS-253 | Coordinating Environmental & Historic |
| IS-005 | Hazardous Materials - A Citizen's Orientation | IS-271 | Anticipating Hazardous Weather & Community Risk |
| IS-007 | A Citizen's Guide to Disaster Assistance | IS-275 | Role of the Emergency Operations Center |
| IS-008 | Building for the Earthquakes of Tomorrow | IS-279 | Retrofitting Flood Prone Residential Structures |
| IS-010 | Animals in Disaster Awareness and Preparedness | IS-288 | Role of Voluntary Agencies in Emergency Mgmt |
| IS-011 | Animals in Disaster Community Planning | IS-292 | Disaster Basics |
| IS-015 | Special Events Continuity Planning | IS-301 | Radiological Emergency Response |
| IS-022 | Are You Ready? | IS-317 | Introduction to Community Emergency Response Team |
| IS-055 | Household Hazardous Materials | IS-324 | Community Hurricane Preparedness |
| IS-100 | Introduction to the Incident Command System | IS-331 | Introduction to Radiological Emergency |
| IS-111 | Livestock in Disaster | IS-340 | Hazardous Materials Prevention |
| IS-120 | An Orientation to Community Disaster Exercises | IS-346 | Hazardous Materials for Medical Personnel |
| IS-139 | Exercise Design | IS-362 | Multi-Hazard Emergency Planning for Schools |
| IS-195 | Basic Incident Command System | IS-386 | Introduction to Residential Coastal Construction |
| IS-200 | Incident Command System, Basic | IS-393 | Introduction to Mitigation |
| IS-208 | State Disaster Management | IS-394 | Mitigation for Homeowners |
| IS-230 | Principles of Emergency Management | IS-513 | The Professional in Emergency Management |
| IS-235 | Emergency Planning | IS-600 | Special Considerations for FEMA PA Projects |
| IS-240 | Leadership & Influence | IS-630 | Introduction to the Public Assistance Process |
| IS-241 | Decision Making & Problem Solving | IS-631 | Public Assistance Operation I |

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

CHERYL A. MAYERAN

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

**IS-800
National Response Plan (NRP), an Introduction**

Issued this 10th Day of March, 2005

Stephen G. Sharro
Stephen G. Sharro
Director, Training Division

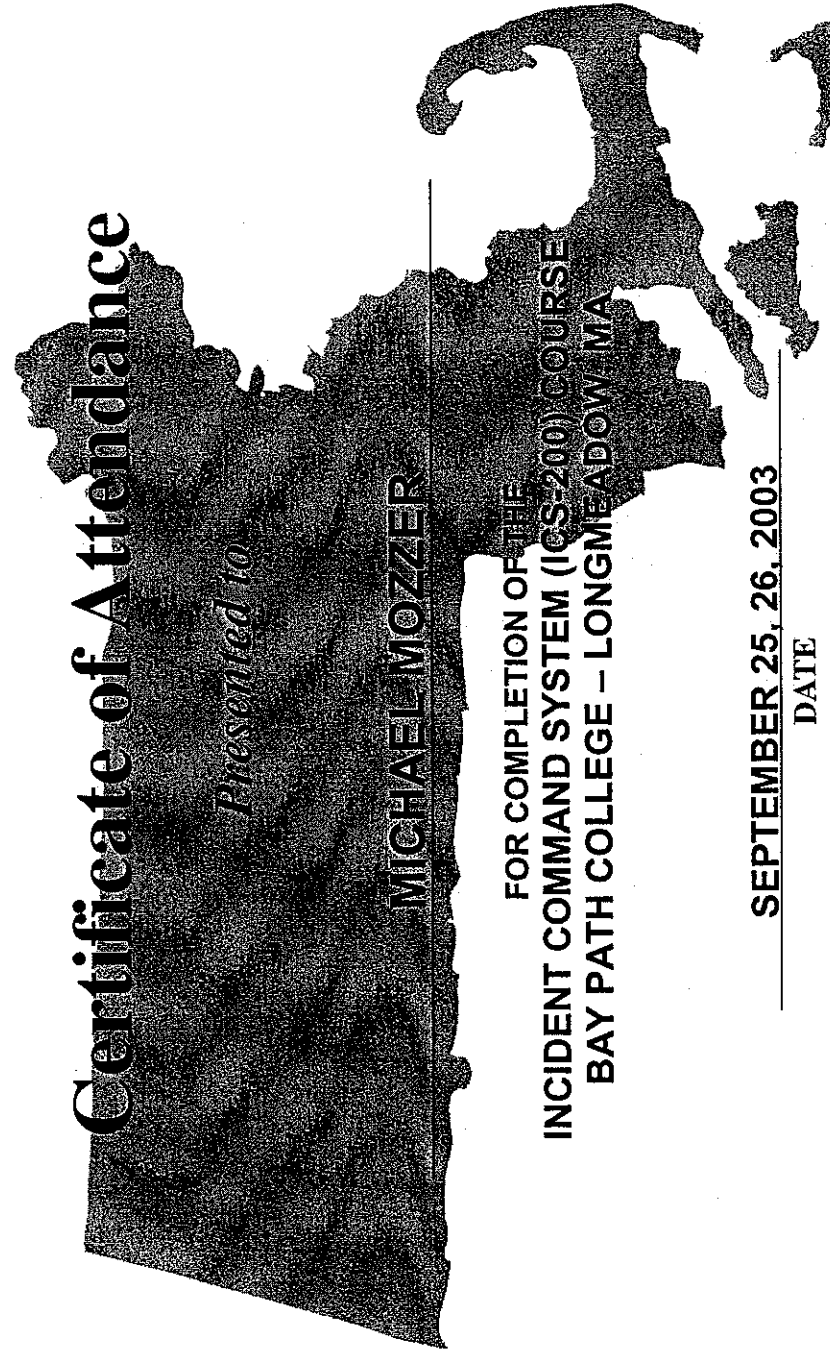
03 CEU

DETACH THIS STUB

ICS-200 course included ICS-100



Massachusetts Emergency Management Agency



Certificate of Attendance

Presented to

MICHAEL MOZZER

FOR COMPLETION OF THE
INCIDENT COMMAND SYSTEM (ICS-200) COURSE
BAY PATH COLLEGE - LONGMEADOW, MA

SEPTEMBER 25, 26, 2003
DATE

Juan A. Roche
DIRECTOR OF TRAINING

Stephen J. Donohue
STATE DIRECTOR, MEMA

EMERGENCY MANAGEMENT INSTITUTE

Certificate of Achievement

This Certificate of Achievement is to acknowledge that

MICHAEL L MOZZER

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

**Department of Homeland Security IS-700
National Incident Management System
(NIMS) - Introduction**

Issued this 26th Day of October, 2004

0.3 CEU



Stephen G. Sharro
Stephen G. Sharro
Director, Training Division

UNITED STATES FIRE ADMINISTRATION

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that


MICHAEL J. MOZZER

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 31st Day of August, 2006


Richard Callis
Acting Superintendent
Emergency Management Institute

0.3 CEU

FEMA Form 16-31, October 05



Massachusetts Emergency Management Agency

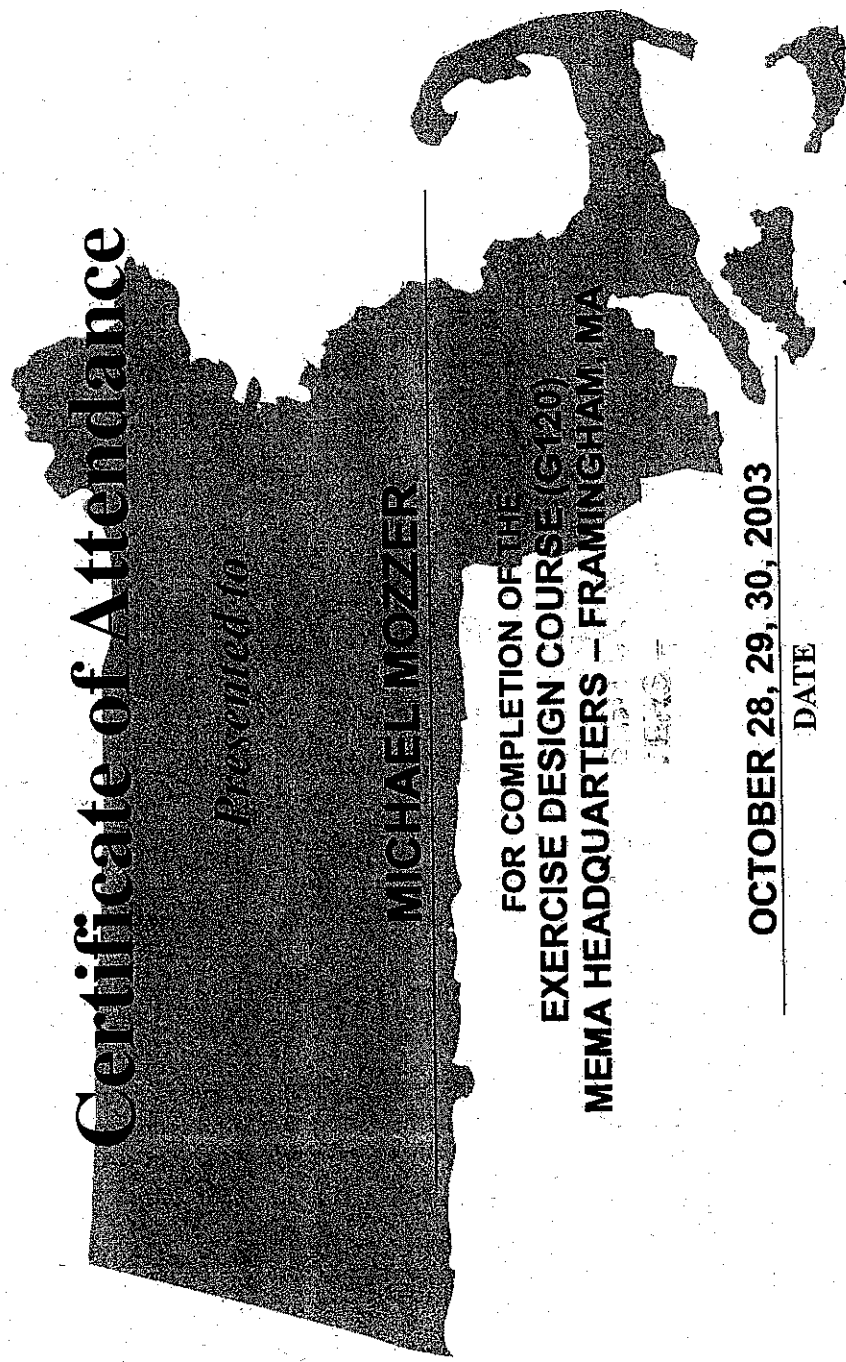


Certificate of Attendance

Presented to

MICHAEL MOZER

FOR COMPLETION OF THE
EXERCISE DESIGN COURSE (G120)
MEMA HEADQUARTERS - FRAMINGHAM, MA



OCTOBER 28, 29, 30, 2003

DATE

Gregory Roche
DIRECTOR OF TRAINING

Stephen J. Mitchell
STATE DIRECTOR, MEMA

Emergency Management Institute



FEMIA

This is to certify that
Alyssa D Scala
successfully completed

EXERCISE DEVELOPMENT COURSE

Issued this 31st day of August, 2007

Deputy Superintendent
Emergency Management Institute

Superintendent
Emergency Management Institute

Center for Domestic Preparedness



Homeland Security

This is to certify that

Alyssa D. Scala

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

Emergency Management Institute's ICS-300
Intermediate ICS for Expanding Incidents

(1.9 Continuing Education Units)



at Brooklyn, New York

March 12-14, 2007

A handwritten signature in black ink, appearing to read "F. Marion Cain III".

F. Marion Cain III, Director
Center for Domestic Preparedness

National Emergency Training Center



FEMA

Certificate of Achievement

Alyssa D. Scala

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 30, 2007

Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This is to certify that

Alyssa D Scala

successfully completed
**EXERCISE PROGRAM MANAGEMENT AND CONTROL
SIMULATION**

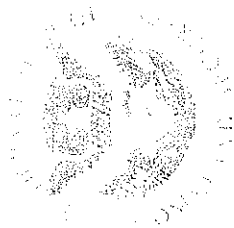
2.5 CEU

Issued this 8th day of June, 2007

Deputy Superintendent
Emergency Management Institute

Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

ALYSSA SCALA

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 10th Day of October, 2006

Richard Callis, Acting Superintendent

1.5 CEUs

Emergency Management Institute




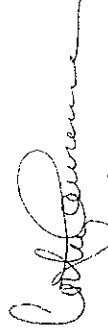
FEMA

This is to certify that
Alyssa D Scala
successfully completed

EXERCISE DESIGN & EVALUATION

Issued this 9th day of February, 2007


Deputy Superintendent
Emergency Management Institute


Superintendent
Emergency Management Institute

Center for Domestic Preparedness



Homeland Security

This is to certify that

Alyssa D. Scala

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

Emergency Management Institute's ICS-400
Advanced ICS Command and General Staff-Complex Incidents

(1.4 Continuing Education Units)

at Brooklyn, New York

April 4-5, 2007



Handwritten signature of F. Marion Can III.

F. Marion Can III, Director
Center for Domestic Preparedness

Certificate No. 132116



New Jersey
Department of Community Affairs
Division of Fire Safety



This Certificate is Awarded to

ALYSSA D. SCALA

for the completion of the course

NATIONAL INCIDENT MGT SYSTEM IS700 UPDATE TTT

on

JANUARY 14, 2005



CEU Credit: 0.50 Technical

Certification No. 158701

EMERGENCY MANAGEMENT INSTITUTE
Certificate of Achievement

This Certificate of Achievement is to acknowledge that

JEFFREY A. SCHLEGELMILCH

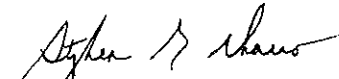
Has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-100

**Introduction to the Incident Command System,
I-100 for Federal Disaster Workers**

Issued this 27th Day of July, 2004

0.3 CEU


Stephen G. Sharro
Director, Training Division



UNITED STATES FIRE ADMINISTRATION

EMERGENCY MANAGEMENT INSTITUTE
Certificate of Achievement

This Certificate of Achievement is to acknowledge that

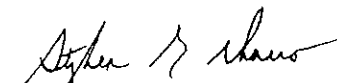
JEFFREY A. SCHLEGELMILCH

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

**Department of Homeland Security IS-200
Incident Command System, Basic
I-200 for Federal Disaster Workers**

Issued this 17th Day of October, 2004

0.3 CEU


Stephen G. Sharro
Director, Training Division



UNITED STATES FIRE ADMINISTRATION

EMERGENCY MANAGEMENT INSTITUTE

Certificate of Achievement

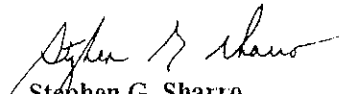
This Certificate of Achievement is to acknowledge that

JEFF A. SCHLEGELMILCH

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 08th Day of July, 2004
03-CEU


Stephen G. Sharro
Director Training Division

UNITED STATES FIRE ADMINISTRATION

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

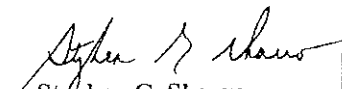
JEFFREY A. SCHLEGELMILCH

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

**IS-800
National Response Plan (NRP), an Introduction**

Issued this 08th Day of March, 2005

03 CEU


Stephen G. Sharro
Director Training Division

Smith, Deb

From: INDEPENDENT STUDY [INDEPENDENT.Study@dhs.gov]
Sent: Monday, June 13, 2005 1:35 PM
To: 'dsmith@wwbh.org'
Subject: Independent Study Course Information

Dear Deborah Smith:

Congratulations! You have successfully passed the Independent Study Course "IS-139" entitled "Exercise Design".

Due to the thousands of people completing independent study courses, we estimate it will take approximately eight weeks to issue your completion certificate. Please retain a copy of this email as proof of your completion until your certificate is received. We appreciate your patience.

Independent Study Program Office
Emergency Management Institute
National Emergency Training Center
16825 S. Seton Ave
Emmitsburg, MD 21727

On the Web: www.training.fema.gov/emiweb/is
Phone: (301) 447-1200
FAX: (301) 447-1201

Certificate of Completion

is hereby granted to:

Deborah Smith

To certify completion of the Homeland Security Exercise and Evaluation
Program (HSEEP) Evaluator Training for Subject Matter Experts

12/10/07

Date

Michael J. M. J.

Instructor



Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
DEBORAH L SMITH
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 9th Day of December, 2007

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that
DEBORAH L SMITH
has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

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

Issued this 10th Day of February, 2009

A handwritten signature in black ink, appearing to read "Cortez Lawrence".

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Smith, Deb

From: INDEPENDENT STUDY [independent.study@dhs.gov]
Sent: Thursday, July 27, 2006 6:27 PM
To: Smith, Deb
Subject: Independent Study Course Information

Dear Deborah Smith:

Congratulations! You have successfully passed the Independent Study Course "IS-00200" entitled "ICS for Single Resources and Initial Action Incidents".

Due to the thousands of people completing independent study courses, we estimate it will take approximately ten business days to issue your completion certificate. Please retain a copy of this email as proof of your completion until your certificate is received. We appreciate your patience.

Independent Study Program Office
Emergency Management Institute
National Emergency Training Center
16825 S. Seton Ave
Emmitsburg, MD 21727

On the Web: www.training.fema.gov/emiweb/is
Phone: (301) 447-1200
FAX: (301) 447-1201

7/28/2006

Deborah Smith

From: INDEPENDENT STUDY [independent.study@dhs.gov]
Sent: Monday, September 04, 2006 9:46 AM
To: smith660@adelphia.net
Subject: Independent Study Course Information for Course: IS-00800 A

Dear DEBORAH SMITH:

Congratulations! You have successfully passed the Independent Study Course "IS-00800 A" entitled "National Response Plan (NRP), an Introduction".

Due to the thousands of people completing independent study courses, we estimate it will take approximately three weeks to issue your completion certificate. Please retain a copy of this email as proof of your completion until your certificate is received. We appreciate your patience.

Independent Study Program Office
Emergency Management Institute
National Emergency Training Center
16825 S. Seton Ave
Emmitsburg, MD 21727

On the Web: www.training.fema.gov/emiweb/is
Phone: (301) 447-1200
FAX: (301) 447-1201

Emergency Management Institute



FEMIA

This Certificate of Achievement is to acknowledge that

RICHARD B SMITH

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 3rd Day of November, 2008

A handwritten signature in cursive script, appearing to read "Cortez Lawrence".

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute

Certificate of Completion

is hereby granted to:

Richard Smith

To certify completion of the Homeland Security Exercise and Evaluation
Program (HSEEP) Evaluator Training for Subject Matter Experts

11/7/08

Date



Instructor



Emergency Management Institute



FEMIA

This Certificate of Achievement is to acknowledge that

RICHARD B SMITH

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

IS-00120.A

An Introduction to Exercises

Issued this 30th Day of October, 2008

Cortez Lawrence, PhD
Superintendent
Emergency Management Institute