



**TETRA TECH**

Jon C. Ludwig  
Director

October 22, 2009

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

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**Re: Transmittal Letter - Proposal to Provide Planning, Development, and Execution of Homeland Security Exercise and Evaluation Program (HSEEP) Compliant Exercises (RFQ BPH10027)**

Dear Ms. Wagner;

Tetra Tech, Inc. (Tetra Tech) is pleased to submit one (1) original and one (1) convenience copy of proposal in response to the Request for Quotation (RFQ), regarding Planning, Development, and Execution of Homeland Security Exercise and Evaluation Program (HSEEP) Compliant Exercises, issued by the State of West Virginia on September, 22, 2009.

Tetra Tech is a publicly traded engineering and consulting firm (NASDAQ: TTEK), specializing in environmental, infrastructure, security, and telecommunications services. Established in 1966, Tetra Tech is headquartered in Pasadena, CA.

Over the years our Charleston, WV office has been providing environmental/water services to various departments of the State of West Virginia. Tetra Tech has recently been awarded the contract to assist the Department of Health and Human Resources in developing source water protection plans for the Beckley, Philippi and Kearneysville Districts. We are also providing support to the Office of Environmental Health Services, Environmental Engineering Division to administer American Recovery and Reinvestment Act (ARRA) projects under the Drinking Water State Revolving Fund. Therefore, we are extremely familiar with the State's operations, environment and security mandates.

To provide the most technically and cost effective HSEEP compliant exercises, we have enlisted the services from our on Security and Protective Services Group (SPSG). As can be seen in this proposal, Tetra Tech SPSG has extensive and relevant HSEEP training experience for a wide variety of federal, state, and local clients. Two of the project descriptions that we provided in the proposal are for the similar New Mexico Department of Health and New Mexico Department of Homeland Security and Emergency Management (NMDHSEM). We are committed to provide you with the most qualified and responsive project team.

Tetra Tech, Inc.  
405 Capitol Street, Suite 608  
Charleston, WV 25301

Tel 304.414.0054 Fax 304.720.2334 [www.tetrattech.com](http://www.tetrattech.com)

## 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."

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### 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.



TETRA TECH

Jon C. Ludwig  
Director

Tetra Tech appreciates the opportunity for submitting this proposal and we look forward to serving the State of West Virginia on this important contract. Please feel free to contact me at (304) 414-0054 or via email ([jon.ludwig@tetratech.com](mailto:jon.ludwig@tetratech.com)) should you have any additional questions.

Respectfully,

Jon C. Ludwig  
Director, Charleston West Virginia Office

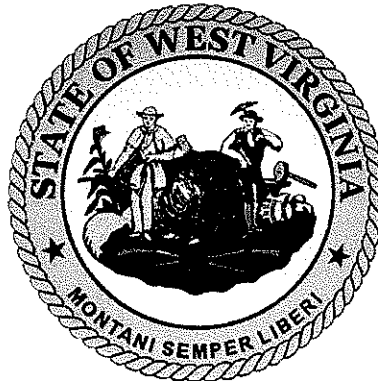
Enclosures

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

**RFQ: BPH10027  
October 22, 2009**

*Prepared for:*

**State of West Virginia  
Department of Health and Human Resources  
Bureau of Public Health  
Center for Threat Preparedness**



*Prepared by:*



**Tetra Tech, Inc.**  
405 Capitol Street, Suite 608  
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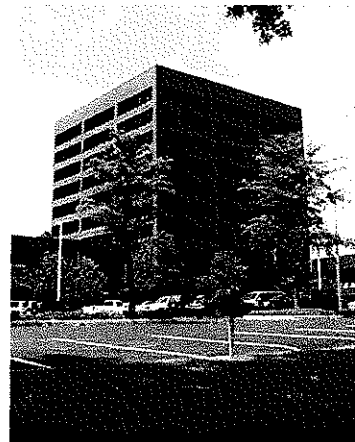


## I. PROPOSER'S QUALIFICATIONS

### Corporate Background

#### I.1 Relevant Technical Capability Enhanced by Practical Knowledge

Tetra Tech has been on the cutting edge of health and safety throughout the U.S., working on projects with national health, safety, and security implications from; bio-terrorism, human health effects, foreign animal disease, bio-agent transport, and many other areas of national need. Tetra Tech has assisted and continues to provide our specialized services to many states and their health, law enforcement, and emergency response agencies. We believe our extensive experience in emergency preparedness and response uniquely qualifies our team to maximize the benefit to DHHR CTP for both conducting the exercises and enhancing capabilities for future responses through this contract. Tetra Tech has reliably performed hundreds of seminars, workshops, drills, and exercises with similar scope for local, state, Federal, and private clients nationwide.



#### I.2 Homeland Security Exercise Services

Tetra Tech has conducted emergency preparedness and response exercises for over ten years. We work closely with each client to design and develop a customized exercise program that meets their specific capabilities and requirements. Our HSEEP compliant exercise services include:

- Review of client and stakeholder's plans and capabilities based upon the Universal Task List and Target Capabilities List;
- Design of appropriate, challenging, and timely injects to accomplish the exercise objectives;
- Develop high-quality HSEEP compliant exercise documents;
- Coordinate the logistics necessary to conduct each exercise including scheduling, planning conferences, exercise location selection, participant registration, administrative support, and hospitality services; Provide a facilitation team composed of public health and emergency management experts to engage all exercise participants;
- Assess the performance of participants, policies, and technical aspects of the exercise play;
- Capturing observations of the exercise and making recommendations for post-exercise improvements via the development of an After Action Report (AAR);
- Develop Improvement Plans (IP) with achievable and measurable actions to eliminate technical deficiencies, lapses in key resources' roles and responsibilities, or tactical/operational implementation; and
- Follow up with the implementation of planning, training, and subsequent exercises to address issues identified in the After Action Report and outlined in the Improvement Plan



### 1.3 Tetra Tech's Security and Protective Services Group

Tetra Tech's Security and Protective Services Group (SPSG) is composed of individuals with demonstrated practical real-world experience in all areas of public safety, emergency management, and public health preparedness. Our staff of seasoned professionals can provide a customized program of services and solutions in each of the following areas:

- Emergency management and response planning;
- Public health preparedness including pandemic planning and exercises addressing Strategic National Stockpile (SNS), dispensing/mass prophylaxis, and hospital preparedness, surge, and alternate care sites;
- Continuity of Operations/Continuity of Government (COOP/COG) planning;
- Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercise design, delivery, facilitation, evaluation, and documentation;
- Development of curriculum and delivery of training in classroom and field environment;
- Incident response operational support;
- Threat, risk, and vulnerability assessments; and
- Development and implementation of mitigation strategies

### 1.4 Why Choose The Tetra Tech SPSG Team?

The Exercise Team assembled for this contract offers DHHR CTP stakeholders several distinct advantages:

- A sound technical approach that clearly demonstrates our knowledge and understanding of public health preparedness initiatives including SNS/mass dispensing plans and operational aspects related to the function of Receipt, Storage, and Staging (RSS) sites, Points of Distribution (POD), and emergency operation centers (EOC);
- The ability to effectively incorporate all aspects of COOP and SNS planning elements and the RAND exercise metrics into the scenario, objectives, exercise plan, and evaluation guides;
- An unmatched technical understanding of the HSEEP process, including exceptionally experienced DHS-trained HSEEP Exercise Designers and Facilitators;
- A well-rounded and organized project team with diverse expertise in all disciplines that comprise emergency management, response, and recovery activities—providing the best possible technical quality at minimal costs while meeting budget restraints of the project; and
- The local presence of a Tetra Tech/CTP liaison.



### SPSG Public Health Advisory Team

The SPSG came together through the convergence of a wide range of world renowned, national award winning, and decorated experts in such fields as; Bio-Safety medicine, Bio-Safety Veterinary medicine,

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Mycology, Emergency Response, Law Enforcement, Aero-Space, Nuclear, Environmental Engineering, specialists in the National Environmental Policy Act, Risk Analysis, Risk Communications, Congressional and Media Relations, Nuclear Safety and Tactical Naval Warfare.

These key personnel afford the SPSG the availability to provide a niche capability in these areas and provide our clients the full capability of the counsel of our experts. For this project in particular, our experts in health and bio-safety will be utilized as the Public Health Advisory Team to insure our process and plans not only meet and exceed your expectations in the technical performance of training and exercise development and delivery, but the technical application of the exercise are supported on a health, infectious disease, medical and biological level as well. In order to insure this value added support, Tetra Tech will utilize the counsel of our expert staff to include, Dr. Karl Johnson, Dr. Thomas Walton, Professor Wiley Schell, and Dr. Samuel Bozzette.

Dr. Karl Johnson is an industry renowned biosafety expert, consulting in the design and use of high-level containment laboratories for medical and animal disease research. He is a technical advisor to the U.S., Canada, and Australia,

Dr. Tom Walton is the past Director, Centers for Epidemiology and Animal Health, US Department of Agriculture, Animal & Plant Health Inspection Service. He serves as a Veterinary Services and Design consultant for Flad & Associates on the National Bio and Agrodefense Facility (NBAF), for Smith-Carter, Inc. on the International Vaccine Centre, Saskatoon, SK, for the University of Texas Medical Branch on the Galveston National Laboratory, and for the NBAF Design Partnership.

Professor Wiley Schell is the Technical Director and Associate in Research for the Duke Medical Mycology Research Center, Division of Infectious Diseases and International Health, and is very familiar with the biosafety/biocontainment requirements for laboratories conducting biological agent research.

Dr. Samuel Bozzette is a Principal at Interdisciplinary Health Sciences Advisors, Inc. providing technical and strategic guidance and operational assistance in planning, conducting, and messaging investigations on health-related issues. Formerly a Senior Natural Scientist at The RAND Corporation, he conducted robust and broad ranging programs of empirical and model-based research on a number of topics in outcomes, economics, epidemiology, and policy.

### **Organized Project Team and Sound Technical Approach**

Tetra Tech understands that the proposed exercise design, facilitation, and assessment tasks must be completed in a timely and effectual manner while respecting limitations on both the project's schedule and budget. The management approach for these tasks addresses this issue by assigning high-level, highly experienced technical staff to design the exercise scenario and injects, while using lower-level staff to reduce costs where appropriate. Depth of expertise within our organization allows us to provide mixed-level service for the best possible use of resources to complete the project.

Our management team is aware of the complexities and challenges associated with a multi-jurisdiction and multi-agency exercise program. Tetra Tech has developed an approach for this project that integrates all aspects of the West Virginia Department of Health and Human Resources (DHHR) exercise program into an integrated design and execution of the COOP TTX and functional exercise. Our approach incorporates staff with extensive real-world experience conducting emergency exercise events, and an in depth understanding of emergency preparedness, response, and recovery phases. We are confident that this approach will ensure all stakeholders will receive maximize benefit from their participation in this exercise. Tetra Tech's approach capitalizes on our project team's ability and experience to communicate effectively.

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# I. PROPOSER'S QUALIFICATIONS

with representatives from state and local public health agencies. Utilization of our expertise in emergency response and mitigation will provide a practical foundation for recommendation of management practices and recommendations memorialized into a concise, user friendly After Action Report and Improvement Plan (AAR/IP).

## Recent HSEEP Project Experience

Tetra Tech successfully completed a series of tabletop exercises for the New Mexico Department of Health (NMDOH), Bureau of Health Emergency Management. The tabletop exercise program, conducted during 2008, involved the design, delivery, and facilitation of two separate tabletop exercises. The first was the NMDOH Pandemic Continuity of Operations (COOP) exercise to assess the agencies' operational preparedness to implement COOP plans in response to a pandemic event. The second NMDOH tabletop exercise was designed to assess the ability of NMDOH and various state agencies to implement State Telework Policies to support operations during a pandemic event.

In August 2009 Tetra Tech completed a subsequent series of tabletop exercises for the NMDOH that was designed to assess the ability of hospitals across the state to implement Hospital Medical Evacuation plans in response to a catastrophic incident

Additionally, during 2009, Tetra Tech successfully designed, planned, facilitated, and evaluated a three day full-scale Foreign Animal Disease (FAD) exercise for the New Mexico Department of Agriculture. The exercise program was managed in coordination with the New Mexico State University (NMSU) Southwest Border Food Safety and Defense Center and New Mexico Livestock Board.

Table 1-1 illustrates the depth of Tetra Tech's experience and capabilities in the development and delivery of HSEEP compliant exercise programs for government clients

**Table 1-1: Representative Previous and Current Clients**

Representative Homeland Security Clients	
U. S. Department of Health and Human Services National Institutes Of Health	U S. Federal Emergency Management Administration (FEMA)
New Mexico Department of Health	Illinois Emergency Management Agency
United States Coast Guard (Sector Delaware River, Lake Michigan, and Lower Mississippi River)	State of Kansas Department of Health and Environment
Missouri Emergency Management Agency	New Mexico Department of Agriculture/New Mexico Livestock Board
New Mexico Department of Homeland Security and Emergency Management	Santa Clara County, California Public Health Department
Louisiana State University-National Center for Biomedical Research and Training	State of Nebraska Department of Environmental Quality
State of Iowa Department of Public Health	New Haven, Connecticut School District
Iowa Hazardous Materials Task Force	Mid-America Regional Council
State of South Carolina Law Enforcement Division	U S Army Corps of Engineers (USACE)
U.S. General Services Administration (GSA)	U.S. Department of Defense (DoD)



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## 1.5 References

The Tetra Tech SPSPG Team is proud of past performance and we encourage the West Virginia DHHR to contact any or all of the client references included in this proposal regarding our previous performance. We are confident they will provide positive input, allowing for a fair evaluation regarding the quality, timeliness, cost control, and overall performance. Complete project descriptions with references are below.

### New Mexico Department of Agriculture, Full-Scale Foreign Animal Disease Exercise and Training Program



Tetra Tech was selected by the New Mexico Department of Agriculture, Office of Agriculture Biosecurity to provide homeland security exercise design and facilitation services. The project was initiated in October 2008 and culminated with a full-scale exercise that was conducted from May 11 through

14, 2009. The full-scale Foreign Animal Disease (FAD) Exercise was intended to assess the capability of state and non-governmental agencies to respond to and mitigate a wide-spread disease outbreak affecting multiples species.

**Client Contact**  
**New Mexico Department**  
**of Agriculture**

**Name:** Jeff Witte, Director,  
 Office of Agriculture  
 Biosecurity - NMDA

**Telephone:** 575 646 5949

**Email:** jwitte@nmsu.edu

Tetra Tech's emergency management professionals worked in conjunction with the NMSU FAD exercise design team (EDT) composed of over 30 members to design, develop, facilitate, and evaluate the exercise in compliance of the U. S. Department of Homeland Security, Homeland Security Exercise and Evaluation Program (HSEEP) guidelines. This included coordinating planning conferences including the Initial Planning Conference (IPC), Mid-Term Planning Conference (MPC), the Master Scenario Event List (MSEL) conference, and Final Planning Conference (FPC). Tetra Tech developed the documents associated with each of planning conferences such as agendas, sign-in sheets, presentation, and read-ahead materials. The Tetra Tech team produced a series of HSEEP documents that included the Concept and Objectives (C&O) paper, Exercise Plan (EXPLAN), Master Scenario Event List, Player handbooks, Controller/Evaluator (C/E) Guidebooks, Exercise Evaluation Guide (EEG), and After Action Report/Improvement Plan (AAR/IP).

The exercise was conducted at the Playas Training and Research Center campus located in southwest New Mexico. The venue provided a realistic setting in which participants were immersed in near real-world events. The exercise drew over 110 direct participants and 25 controllers, evaluators, and observers. Participants represented 25 different agencies that are responsible for responding to a foreign animal disease outbreak. The exercise objectives and scenario were developed based upon the DHS Target Capabilities (TCL) Respond Mission: Animal Disease Emergency Support. The scenario created the circumstances necessary to assess capabilities through the implementation of plans, procedures, and resources that would be necessary to mitigate the effects of an animal disease emergency.

New Mexico Livestock Board personnel led the response operations. They were supported by other state agencies including New Mexico Department of Homeland Security and Emergency Management,



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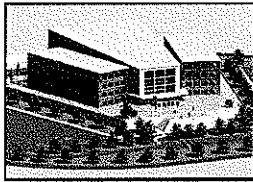
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Department of Health, Cooperative Extension Service. Federal agencies also participated in the exercise with representatives from the DHS, FBI, USDA, and CDC. The New Mexico Agriculture Livestock Response Team (NM-ALIRT) veterinarians participated and served on epidemiological response teams. Tetra Tech completed the full-scale exercise project within the compressed timeframe required by the client and within the proposed budget.

### Threat and Risk Assessment and Environmental Impact Statement for the US Department of Homeland Security, National Bio and Agro-Defense Facility (NBAF)

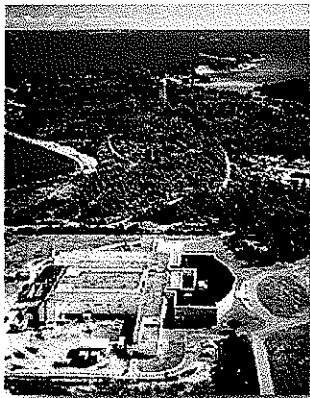


Tetra Tech shared co-responsibility for managing the preparation of the NBAF Draft and Final Environmental Impact Statement (EIS) and full responsibility for the Threat and Risk Assessment (TRA) to evaluate the impacts associated with the proposed action for siting, constructing, and operating the state-of-the-art biosafety facility, National Bio

and Agro-Defense Facility (NBAF), for the Department of Homeland Security at one of six potential sites around the United States.

**Client Contact**  
**US Department of Homeland Security**  
**Name:** L. Eugene Cole II, R.A.,  
 Science & Technology  
 Directorate Federal Law  
 Enforcement Training Center  
**Telephone:** 912.267.2621  
**Email:** eugene.cole@dhs.gov

The NBAF is envisioned to provide the nation with the first integrated agricultural, zoonotic disease, and public health research, development, test and evaluation (RDT&E) facility with the capability to address threats from high consequence zoonotic disease agents, and foreign animal diseases. The anticipated facility will include research and analysis suites capable of operating at Biosafety Level (BSL) 3 and 4 for research of indigenous or exotic pathogens that might cause serious or potentially lethal disease through inhalation-route exposure (i.e., BSL-3) or that pose a high individual risk of life-threatening disease or aerosol transmission, or with pathogens of unknown risk of transmission (i.e., BSL-4). Tetra Tech produced the analyses to determine the consequences of an accidental or malevolent release, environmental justice issues associated with locating the facility at each of the six candidate locations; human health and safety impacts and requirements; as well as infrastructure; socioeconomic; traffic and transportation; and waste management issues associated with the construction and operation of the facility.



One of the primary goals of DHS was to carefully consider the unique security risks (i.e., threats, vulnerabilities, and consequences) of the candidate sites included in the site selection process. Further, DHS sought to avoid the need for threat mitigation strategies to address identified risks that would be overwhelmingly restrictive or cost-prohibitive. The primary goal the TRA conducted by the Tetra Tech team was therefore to aid DHS decision makers in the site selection process by providing a detailed analysis of security risks. Additional analyses and deliberations by DHS decision makers will be needed prior to designing the security system for the NBAF facility now that a proposed site has been selected.





## I. PROPOSER'S QUALIFICATIONS

### New Mexico Department of Health, Bureau of Health Emergency Management COOP Pandemic Influenza and Telework Tabletop Exercise Program



Tetra Tech was selected by the New Mexico Department of Health, Bureau of Health Emergency Management to provide HSEEP classroom training and to design, deliver, and facilitate a series of tabletop exercises. The project was initiated in June of 2008 with the development of a tabletop exercise that was intended to assess the ability of the DOH to implement the State Telework Policy in response to a pandemic influenza event. Concurrently, work began on a second tabletop exercise that was intended to assess the DOH continuity of operations plan (COOP). Tetra Tech worked closely with separate exercise design teams to develop concept and key objectives for each exercise

**Client Contact**  
**New Mexico Department of Health**  
**Name:** Gregory Manz  
**Telephone:** 505.476.8218  
**Email:**  
 Gregory.Manz@state.nm.us

Tetra Tech conducted all HSEEP coordination meetings for each exercise including Concept and Objective (C&O) meeting, Initial, Mid-term, Master Scenario Event List (MSEL), and Final Planning Conferences. Exercise documentation was prepared that included C&O Paper, Exercise Plan, MSEL, Situation Manuals, Exercise Evaluation Guide (EEG), After Action Report (AAR), and Improvement Plan (IP)



The Continuity of Operations Tabletop exercise was conducted on August 26, 2008 and involved DOH personnel and external agencies. The scenario was introduced in three phases that included a localized incident involving a DOH facility, an intra-state mutual aid request in response to a hurricane, and the loss of a large hospital due to a fire. Participants were faced with meeting multiple demands for resources while addressing an internal disruption of services.



The Telework tabletop exercise was conducted on August 28, 2008 involved personnel from various agencies within the Department of Health. The exercise scenario involved the diagnosis of pandemic influenza (H5N1) within New Mexico. Exercise participants addressed issues including alternate work sites, telecommuting, and emotional impact of the event upon the DOH workforce. Relationships with external agencies were also explored. Personnel from the New Mexico Department of Homeland Security and Emergency Management served as evaluators for the exercise.

Tetra Tech designed, developed, and facilitated two tabletop exercises within a span of less than three-months. This was made possible through the dedication of an experienced team. After Action Reports were prepared and submitted to DOH within the required timeframe enabling the agency to meet its obligations under CDC funding guidelines.



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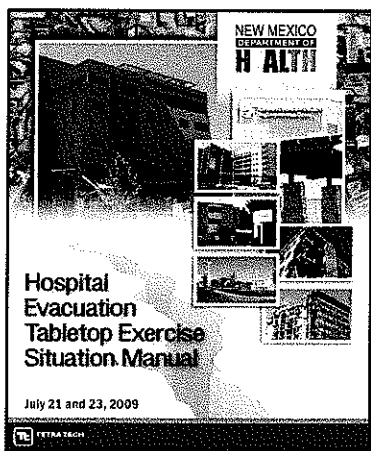
**New Mexico Department of Health Bureau of Health Emergency Management  
Hospital Medical Evacuation Tabletop Exercise Program**

The New Mexico Department of Health, Bureau of Health Emergency Management selected the Tetra Tech Security and Protective Services Group (SPSG) to provide a series of HSEEP compliant exercises to assess hospital evacuation planning efforts statewide. The exercise program featured the design, development, facilitation, and evaluation of two tabletop exercises within a compressed project schedule.

**Client Contact**  
**New Mexico Department of Health**  
**Name:** Gregory Manz  
**Telephone:** 505.476.8218  
**Email:**  
 Gregory.Manz@state.nm.us

Tetra Tech coordinated and facilitated all exercise planning conferences including the Concept and Objective meeting, Initial Planning Conference, Mid-Term Planning Conference, Master Scenario Event List

(MSEL) Conference, and Final Planning Conference. The Tetra Tech exercise team was also responsible for the development of all exercise documentation including the Concept and Objectives Paper, Exercise Plan (EXPLAN), Master Scenario Event List, Situation Manual (SITMAN), Exercise Evaluation Guide (EEG), and the After Action Report/Improvement Plan (AAR/IP)



The first Hospital Medical Evacuation Tabletop exercise was hosted by the New Mexico Hospital Association in Albuquerque, New Mexico on July 21. The second was conducted on July 23, 2009 at the NMDOH Regional office in Roswell, New Mexico. The exercises involved participants from 30 hospitals from across the state, the Santa Fe Office of Emergency Management, the Chaves County Office of Emergency Management, the University of New Mexico Center for Disaster Medicine, Roswell Fire and Police, and the New Mexico Department of Health.

**Threat and Risk Assessment for the National Emerging Infectious Diseases Laboratories (NEIDL) Boston University, United States Army Corps of Engineers, Mobile District**

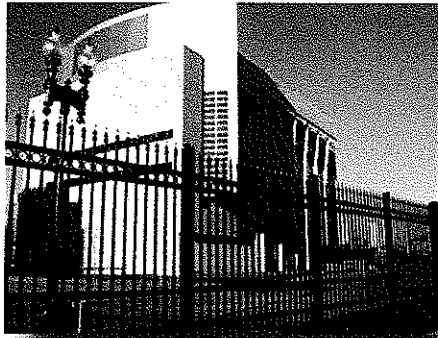
Tetra Tech, Inc. (Tetra Tech), under a contract with the United States Army Corps of Engineers (USACE), Mobile District, supported the National Institutes of Health (NIH) by conducting a Risk Assessment (RA) and Threat Assessment (TA) to supplement a previously completed impact analyses for the siting, constructing, and operating of the National Emerging Infectious Diseases Laboratories (NEIDL) at the Boston University Medical Center in Boston, Massachusetts. The NEIDL was designed and constructed to conduct research on an array of microbial pathogens with differing infectivity, pathogenicity, and transmissibility that require BSL-3 or BSL-4 practices and containment.

**Client Contact**  
**National Institutes of Health (NIH)**  
**Name:** Kelly Fennington, Special Assistant to the Acting Director  
**Telephone:** 301.435.2051  
**Email:** Fenningtonk@od.nih.gov

To date this is the most comprehensive RA conducted for a biosafety facility. The RA activities and approach were specifically designed to address the concerns raised in state and federal court actions. Additionally, the RA approach developed for this project incorporated the recommendations of the NIH-organized Blue-Ribbon Panel which is comprised of independent experts that provide scientific and

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technical advice in response to the comments and concerns voiced by the courts, the local community, the National Research Council, and the public. The risk analysis examined the consequences of an accidental or malevolent pathogen release at three site locations representing urban, suburban, and rural environments. The impact of the facility being located at the three sites was evaluated in response to the Court's concern regarding whether an accidental pathogen release would be materially less catastrophic if the NEIDL were located in a less densely populated area.

A combination of scientific disciplines (e.g., clinical and environmental microbiology, engineering, epidemiology, medicine, risk assessment) formed the basis of the RA. The focus of the RA was to identify and estimate the probability of specific initiating events that result in the loss of pathogen containment, such as the failure of NEIDL protocols and/or engineering controls that could occur over the NEIDL's lifespan. The consequences of the initiating event are then analyzed in terms of public health effects, such as exposure, infection, disease, and epidemic potential through use of a qualitative, and where sufficient data is available quantitative, epidemiologic model.

A Tetra Tech's IA team, consisting of highly trained personnel with the expertise and clearances, evaluated the probability and consequences associated with the most probable malevolent acts from insiders, criminals, to terrorist activities that could culminate in the theft and/or release of a pathogen. The effectiveness of the NEIDL security systems and subsystems were evaluated in conjunction with the identification and detailed analyses of adversaries, vulnerabilities, and threats to the NEIDL structure and inventory in each of the proposed three locations, as well as the response times and capabilities of the entities with jurisdictional authority and responsibility to respond to a malevolent act at each of the sites. The probability and consequences of these acts at each of the proposed three sites were summarized in the main body of the RA and comprehensively evaluated in great detail in the separate security confidential IA Report.

### Urban Search and Rescue Exercise, New Mexico Task force 1, New Mexico Department of Homeland Security and Emergency Management



Tetra Tech's contract with the State of New Mexico Department of Homeland Security and Emergency Management (NMDHSEM) was to provide administrative and technical support required to conduct a series of exercises and drills to prepare for and mobilize New Mexico Task Force 1 (NM-TF1). NM-TF1 is one of the FEMA's 29 sponsored urban search and rescue teams designed to provide a coordinated response to structural collapses in urban environments. NM-TF1 operates as an Emergency Support Function-9 strike team.

During the first phase of the project, Tetra Tech conducted training sessions for the exercise planning committee and facilitated a series of exercises utilizing the HSEEP process to prepare for the full-scale (FSE).

#### Client Contact New Mexico Department of Homeland Security and Emergency Management (DHSEM)

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## I. PROPOSER'S QUALIFICATIONS

The exercise design committee was composed of representatives from NMDHSEM, Dona Ana County/City of Las Cruces Office of Emergency Management (OEM), Las Cruces Fire Department, and other local and state agencies. The design team was formed to develop a draft scenario, set expectations for the development and conduct of FSE, and develop detailed plans for the project. Tetra Tech developed all exercise documentation in accordance with DHS, HSEEP requirements, including the Exercise Plan, Controller Instructions, Evaluator Handbook, and Exercise Evaluation Guides. Tetra Tech effectively collaborated with FEMA's USAR evaluators to assess the exercise based on the Federal Exercise Evaluation Goals.

A tabletop exercise was conducted at the Dona Ana County Emergency Operation Center to test the local emergency operation plan and determine procedures for requesting state-level resources during the response to an incident. In addition, a communications exercise was conducted at the venue prior to the FSE to evaluate interoperability. To test NM-TF1 policies and procedures, NMDHSEM sponsored an FSE simulating a disaster, the magnitude of which required activation of the FEMA Resource Type I USAR team (i.e., NM-TF1). Response activities were driven by a 4.6-magnitude earthquake and simulated building collapse within an apartment complex. Tetra Tech successfully planned and facilitated the continuous 48-hour FSE conducted in Las Cruces, New Mexico, in September 2007. The work was conducted to fulfill USAR Program Office requirements to conduct a full-scale mobilization and field exercise.

During the FSE, Tetra Tech provided controllers at the State Emergency Operation Center (EOC), Dona Ana County/City of Las Cruces EOC, simulated collapse site, and the off-site Simulation Cell (SIMCELL). A joint information system linked all entities and disseminated critical communications to the media and public. Following all exercises, Tetra Tech developed the After Action Report and Improvement Plans for all completed exercises tasks.







### 2. PROPOSED PROJECT STAFF

Public health is a critical component of the emergency preparedness framework. The current threat posed by H1N1 has focused attention on the availability and distribution of medications to the public. Tetra Tech appreciates the time-critical nature of this important SNS and mass dispensing project. We have selected a team of experienced professionals to serve on the West Virginia Department of Health and Human Resources COOP and SNS Exercise Team. These highly skilled individuals were selected based upon their extensive experience coupled with their ability to execute work efficiently and cost effectively. Tetra Tech has had great success in retaining exceptionally qualified personnel, we understand that should it become necessary (for whatever reason) to change one of these key personnel after award of the contract we will fill these key positions with personnel designated as alternate staff that are qualified and available to assist or replace the individuals designated as key personnel.

Tetra Tech is pleased to be teaming with **Security Walls, LLC** on this important project. Security Walls was founded in 2003 by retired FBI Special Agent Juanita Walls. Based in Knoxville, Tennessee the company is recognized by the U. S. Small Business Administration as an 8-A certified small disadvantaged, minority and woman owned business. Security Walls provides a broad range of services including Strategic Planning; Counter Terrorism Technologies; Identification and Tracking of Weapons of Mass Destruction; Chemical, Biological, and Radiological Threat Assessment; Physical Protection; Environmental Services; and Computer Security. Security Walls provides Training and HSEEP compliant Exercise Design and Development services to clients in both the public and private sectors. Security Walls personnel will utilize their experience and knowledge of public health preparedness and response operations to assist in the development of exercise objectives, the scenario, and injects and will serve as controllers during the COOP and Functional exercises.

Below is a brief biographical sketch for each of the key personnel proposed for this project. Abbreviated resumes for the Tetra Tech participants, as well as for the Security Walls participants are located in Attachment B of this proposal.

**Richard Gaston, CEM, CFCP, Exercise Director/Project Manager** - Mr. Gaston possesses extensive real-world experience with over 26 years of professional experience and certification spanning emergency management, public health preparedness, law enforcement, fire protection, and emergency medical services. Mr. Gaston has attained professional certification in both emergency management and business continuity management. He holds accreditation as a Certified Emergency Manager (CEM) from the International Association of Emergency Managers and as a Certified Functional Continuity Professional (CFCP) from the Disaster Recovery Institute International (DRII). Mr. Gaston's experience includes leading on-scene response and EOC operations significant events including Hurricanes Katrina and Rita. He is an experienced municipal and county emergency manager and served as the first Emergency Response Coordinator for Harris County Public Health and Environmental Services in Houston, Texas. Mr. Gaston was responsible for the development of the initial SNS and mass prophylaxis plan for the 5 million residents of Houston and Harris County.

As a consultant Mr. Gaston has served as the project manager on numerous HSEEP compliant SNS exercise projects for state and local public health clients including the New York State Department of Health, State of Oregon Department of Human Services, Alabama Department of Public Health, Louisiana Department of Health and Hospital, New Mexico Department of Health, Westchester County New York, and Municipality of Anchorage, Alaska. Mr. Gaston most recently managed one of the Nation's largest agriculture foreign animal disease (FAD) full-scale exercise programs for the State of New Mexico Department of Agriculture. He also recently served as the Project Manager and Exercise Director

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responsible for the successful completion of a state-wide hospital medical evacuation exercise program for the New Mexico Department of Health, Bureau of Health Emergency Management.

**Frank Gallegos, Deputy Project Manager** - In the capacity of Deputy Project Manager, Mr. Gallegos will act as the Quality Control Manager. Mr. Gallegos is a Master Instructor, HSEEP qualified; U.S. Navy certified in exercise development and has conducted, developed, coordinated and executed exercises on a multinational level, from full scale naval operations exercises to rural county EMS tabletop response exercises. Mr. Gallegos has trained hundreds of military and civilian law enforcement personnel throughout the United States and serves as Deputy Director for the SPSG.

Mr. Gallegos specializes in managing and directing highly classified protective programs and security projects incorporating comprehensive risk based vulnerability assessment and analysis; physical, electronic, and technical countermeasures audit and evaluation; identification of protection goals and objectives; physical security planning, design and employment; protective force tactical response strategies; development of protective standards, plans, procedures, and training to ensure effective physical security and protection systems for the US Department of Defense, US Army Corps of Engineers/Chemical Weapons Command, US Coast Guard, State governments, and private sector organizations.

**Ellery F. Gray, Ph.D., Exercise Developer/Controller** - Dr. Gray has a distinguished 30 year career in public health that began with the U. S. Public Health Service. He served as the Director of Health and Medical Programs for the Office of Foreign Disaster Assistance. Mr. Gray most recently served as the Director of Emergency Operations for the Florida Department of Health. In that role he was responsible for the statewide delivery of disaster response planning, training, and coordination of emergency response operations. Mr. Gray has extensive experience in the design and implementation of logistics coordination programs and has exercise design.

**Douglas W. LeFebvre, Exercise Developer/Controller** - Mr. LeFebvre brings over 27 years of public health experience to the exercise team. He most recently served as the Plans and Training Manager for the Florida Department of Health Office of Emergency Operations. In that capacity he was responsible for the development of statewide training and exercise programs and trained over 900 public health officials. He managed the statewide program that was responsible for the development of Strategic National Stockpile plans for 34 counties. Mr. LeFebvre previously served as the Area Emergency Manager for the Veterans Health Administration's Emergency Management Strategic Healthcare Group. His area of operations included the states of West Virginia, Tennessee, and Kentucky. Mr. LeFebvre also served as a Joint Regional Medical Planner for the U. S. Army Forces Command.

**Jeffery Phillips, Senior Exercise Controller** - Mr. Jeff Phillips will serve as controller and will support the development of all exercise related documents. He is an experienced emergency manager having directed state-level preparedness, response and recovery programs for the State of New Mexico. Mr. Phillips was responsible for developing and maintaining the State's Emergency Operations Plan, Continuity of Operations Plan, Continuity of Government (COOP/COG), and hazard specific plans. He developed and coordinated functional training and exercises with internal and external partners and stakeholders. Mr. Phillips also directed the State's response activities through the New Mexico Emergency Operations Center (EOC). Developed the standard operating guide and coordinated statewide situational awareness, directed state assistance and mutual aid. Developed and coordinated the State Intrastate Mutual Aid System (IMAS) and was part of the leadership of the national Emergency Management Assistance Compact (EMAC), including as Chair in 2005/2006. He also directed the state's disaster recovery and assistance program as State Coordinating Officer (SCO) for numerous state and federal disasters.





**Joseph G. Wood, Jr., CHMM, PE, Senior Exercise Controller** - Mr. Wood will function as a senior exercise controller for this exercise. He has functioned as the project manager and security risk management process team lead for numerous risk assessments of publically and privately owned facilities, and government-owned critical infrastructure throughout the United States. Mr. Wood is classified as a "Train the Trainer" in several risk and vulnerability assessment methodologies and he has developed and trained multiple clients in several project-specific methodologies. He has coordinated large strategic risk management projects involving multiple states, county and maniple jurisdictions. Mr. Wood has used and understands several DHS assessment data evaluation tools. His analytical approach to identifying and evaluating threats and vulnerabilities allows him to contribute and guide the analysis and mitigation development process in a rigorous, structured, and defensible manner.

**Rick Umberger, Exercise Controller.** Mr. Umberger, a 20 year veteran retired from the Las Vegas Police Department. He has provided intelligence support and interface with federal, state, and local intelligence agencies to assist Tetra Tech in Threat Assessments. Mr. Umber has previously served an exercise controller for a series of tabletop exercises for the New Mexico Department of Health, Bureau of Health Emergency Management. For this project Mr. Umberger will serve as controller for both the COOP tabletop and functional exercise.

**Mike Schafer, Exercise Controller.** Mr. Schafer is currently under the employ of the Las Vegas Police Department. He is a retired anti-terrorism/force protection agent with the U.S. Navy. Mr. Schafer was on site evaluator (at the Emergency Operations Center) for full scale exercise conducted at Marine Corp Base in 29 Palms California in July 2008 and also an evaluator for full scale exercise at Navy Submarine Base, Kings Bay, Georgia. He evaluated policy, procedures, and writing a detailed report that was to be submitted by Navy Facilities Engineering Service Command. Mr. Schafer was also responsible for exercise and control measures set forth for full scale exercise conducted by Tetra Tech for the New Mexico State Department of Agriculture. For this project Mr. Schafer will serve as controller for both the COOP tabletop and functional exercise.

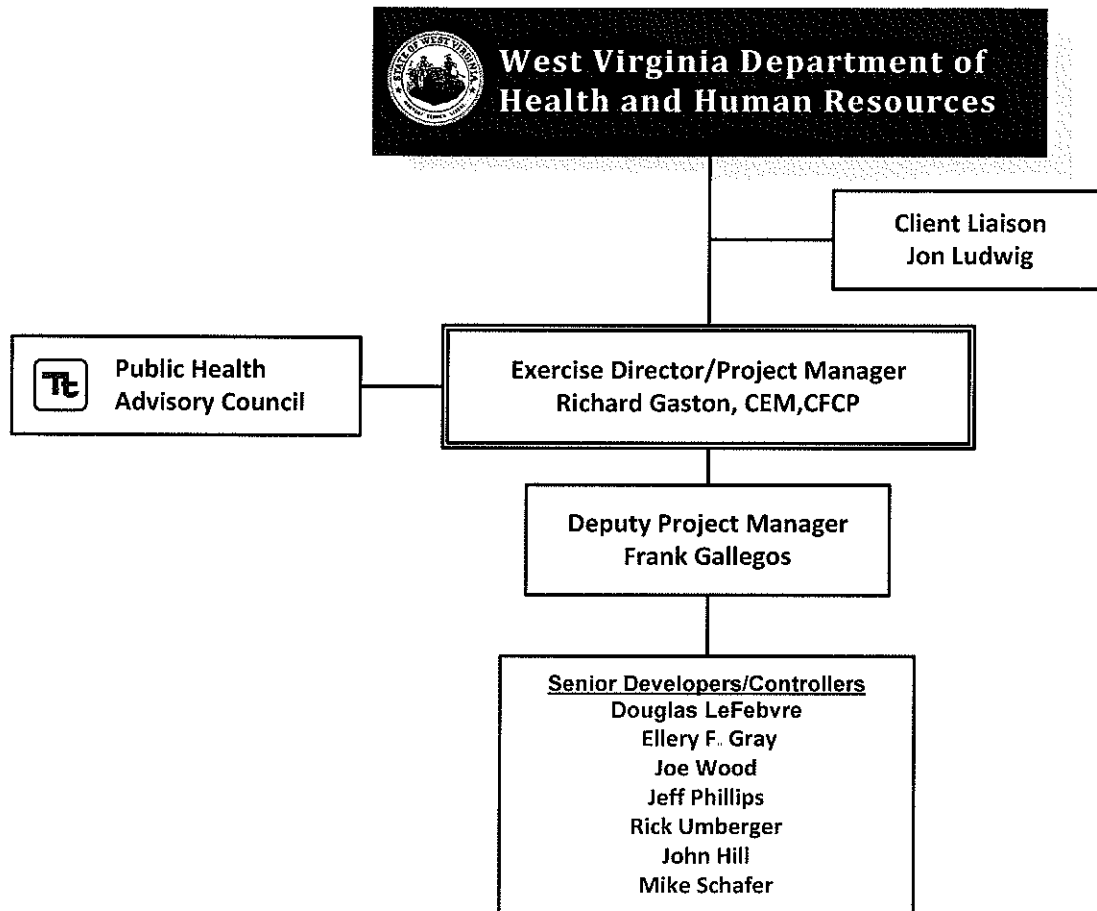
**John Hill, Exercise Controller.** Mr. Hill will serve as controller for both the COOP tabletop and functional exercise for this project. He has performed security and vulnerability assessments for infectious agents at Ft. Detrich, Ft. Detrich, Maryland. Mr. Hill has also performed Threat Assessments for NIH. He has acted as team lead for 8 AFSCP (Air Force Space Command) Installations and 6 ACC (Air Combat Command) Installations.

The SPSG will also utilize additional personnel from our Charleston, WV and Arlington, VA offices to serve on the exercise team. Our support team members will serve as Controllers during the COOP Tabletop and Functional exercises. Our proposed project team is represented in Figure 2.1: Project Organization Chart. Biographical information and copies of HSEEP and NIMS certificates for key team members may be found in Appendix B of this proposal.





Figure 2.1: Project Organizational Chart

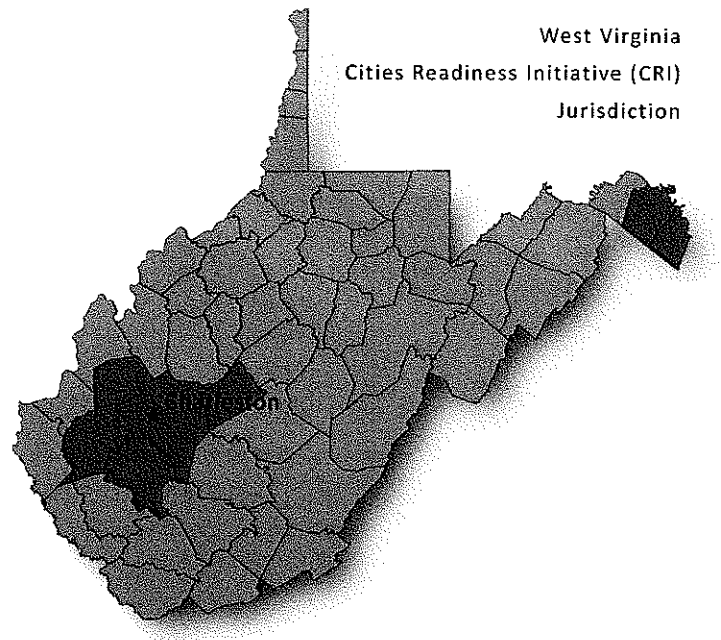




## 3. TECHNICAL APPROACH

### 3.1 Project Understanding

Tetra Tech understands that the West Virginia Department of Health and Human Resources, Bureau of Public Health, Center for Threat Preparedness (CTP) intends to initiate an ambitious exercise program involving the West Virginia Cities Readiness Initiative (CRI) jurisdictions. The Charleston CRI is composed of five (5) counties including Kanawha, Clay, Boone, Putnam, and Lincoln. Jefferson and Berkeley counties are included in the Washington-Arlington-Alexandria CRI/Metropolitan Statistical Area (MSA). The West Virginia CRI jurisdictions are home to approximately 457,600 residents representing twenty-five percent (25%) of West Virginia's population.



The Department of Health and Human Resources is seeking a qualified contractor who is capable of designing, developing, facilitating, and documenting a Continuity of Operations (COOP) tabletop (TTX) exercise and a two-day Strategic National Stockpile (SNS) and mass prophylaxis functional exercise. It is anticipated that the tabletop exercise will be conducted no later than April 30, 2010. The functional exercise will involve concurrent activities at nine (9) locations and will be conducted no later than June 30, 2010. The project will conclude by August 8, 2010 with the delivery of the final After Action Report/Improvement Plan.

### 3.2 Exercise Methodology and CDC/RAND Exercise Metrics

The Tetra Tech Project Manager and Exercise Director will work under and in close cooperation with the designated DHHR exercise program manager or their designee. Tetra Tech will utilize the Homeland Security Exercise and Evaluation Program (HSEEP) methodology to guide the design, development, delivery, facilitation, and evaluation of this multifaceted exercise program. The use of the HSEEP promotes the standardization of exercises nationwide while insuring compliance with Federal funding requirements such as those mandated by the CDC Assistant Secretary for Preparedness and Response (ASPR) Public Health Emergency Preparedness (PHEP) cooperative agreements. Tetra Tech has utilized the HSEEP methodology to develop and conduct numerous HSEEP exercise programs for public health clients.

The Centers for Disease Control and Prevention, Division of Strategic National Stockpile (DSNS) has adopted the RAND exercise performance metrics as the framework upon which SNS and dispensing exercise will be developed and evaluated. SNS Exercises should assess the ability of public health and supporting agencies to activate the SNS plans including the activation and operation of emergency operation centers (EOC), Receipt Staging, and Storage (RSS) site(s), and Points of Distribution (POD) and personnel necessary to support operations at all sites. The exercise metrics are designed to assess the following functional capabilities:





- Staff call down (including paid personnel and volunteers);
  - Objectives
    - Calling completion time
    - Acknowledgement completion time
    - Contact rate
- Site activation (EOC, RSS, PODs);
  - Objectives
    - Calling completion time
    - Contact rate
    - Availability rate
- Facility set up (RSS and PODs);
  - Objectives
    - Setup time
    - Completion of jurisdiction checklist
- Pick-list generation;
  - Objectives
    - Assessment of needs
    - Time required to generate list
- Operation of dispensing sites
  - Objectives
    - Total throughput per hour
    - Mean individual flow rate
    - Dispensing accuracy
    - Addressing individuals with special needs

Actual incidents rarely develop or occur as anticipated in planning documents. Health departments should be able to demonstrate the capability to implement existing plans and adapt those plans in response to changing situations. Tetra Tech will develop the scenarios and injects for each exercise to test the assumptions and procedures contained in existing plans in order to encourage participants to adapt and change strategy or tactics in response to simulated situations.

### 3.3 Project Tasks and Deliverables

#### Task I: Concept & Objectives (C&O) Meeting

Success of the exercise project is dependent upon clear and open communication between the Tetra Tech exercise project team and representatives of the DHHR CTP. Tetra Tech recognizes that much strategic exercise planning has occurred and prior SNS exercises have been conducted within the CRI region. The exercise project will begin with the Concept & Objectives meeting. The C&O meeting is intended to





accomplish the following: 1) identify members of the CTP COOP and SNS exercise design team (EDT); 2) discuss and define concepts and scenarios for both the tabletop and functional exercise; 3) define the exercise program objectives; 4) define the exercise project schedule; 5) discuss the level of participation of county health departments and support agencies; and 6) establish dates of the tabletop, functional exercises, and future planning conferences. Tetra Tech will develop a separate C&O paper for both the COOP tabletop and two-day functional exercise. The C&O papers will clearly define the goal, overall concept and scenario, and key objectives of each exercise. The C&O paper will also define the roles and responsibilities of Tetra Tech, CTP personnel, and the other agencies involved in the development of each exercise.

#### **Task 1 - Deliverables**

The following deliverables pertain to each Kick-Off and C&O meeting:

1. Coordinate with CTP to schedule the date and location for the C&O meeting;
2. Identify participants and distribute invitations via email and phone calls;
3. Draft the meeting agenda;
4. Draft and provide attendee roster and sign-in sheets;
5. Develop appropriate read-ahead materials packet appropriate for each meeting;
6. Develop presentations, forms, reports, and other support materials as needed;
7. Record meeting minutes and draft reports to document key decisions and EDT activities;
8. Develop exercise objectives utilizing the SMART method (*simple, measurable, achievable, realistic, and task oriented*); and
9. Draft and submit a Concepts and Objectives Paper within seven (7) working days after completion of the Kick-Off and IPC meeting;

#### **Task 2: Exercise Planning Conferences**

The HSEEP methodology includes a prescribed series of planning conferences that are utilized to develop the exercise schedule, scenarios, objectives, documents, and define logistical considerations. A total of six (6) planning conferences will be conducted for each exercise including 2- Initial Planning Conferences (IPC), 2- Mid-Term Planning/Master Scenario Event List Conference (MPC/MSEL), and 2- Final Planning Conferences (FPC). In an effort to reduce project costs and decrease the impact on CTP personnel schedules, we recommend conducting certain planning conferences for each exercise on the same day. (i.e. conducting the functional exercise IPC on the same date as the COOP tabletop MPC/MSEL conference). The following section describes the planning conferences, and associated deliverables, that will be conducted for both the COOP tabletop and the two-day functional exercises.

#### **Initial Planning Conference (IPC)**

The Initial Planning Conference is intended to build upon the C&O meeting. The IPC will provide the EDT with the forum to comment and expand upon the C&O Paper. The IPC will provide the basis for the development of the Exercise Plan. During the IPC the EDT will refine the exercise scope, identify the scenario, agree upon key objectives, identify the participants, determine the exercise location and duration, and clarify logistical considerations. The key outcome of the IPC will be the Exercise Plan (EXPLAN).

#### **IPC Deliverables**

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The following deliverables pertain to the COOP tabletop and functional exercise IPC:

1. Draft and submit IPC meeting materials to CTP staff for review and approval two (2) weeks prior to the conference date.
2. Draft conference agenda;
3. Draft and provide attendee roster and sign-in sheet;
4. Develop and distribute approved read-ahead materials packet appropriate for each meeting;
5. Develop presentations, forms, reports, and other support materials as needed;
6. Record conference minutes and draft reports to document key decisions and EDT activities; and
7. Submit IPC summary report, minutes, and attendee sign-in sheets to CTP staff within seven (7) days of the completion of the MPC/MSEL
8. Develop and submit the draft Exercise Plan (EXPLAN) to CTP staff within fifteen (15) days of completion of the IPC

#### **Mid-Term Planning and Master Scenario Event List (MPC/MSEL) Conference**

Tetra Tech recommends combining the Mid-Term Planning and Master Scenario Event List conferences for each exercise into a single planning conference. Combining the two meetings will reduce project cost while offering added convenience to the CTP EDT members. The exercise design phase continues with the Mid-Term Planning Conference. The MPC is an important benchmark in the exercise design process. The MPC will be used to finalize the Exercise Plan, Communications Plan, and Exercise schedule. The Master Scenario Event List (MSEL) is a crucial exercise document that is critical to the success of both exercises. The MSEL contains the detailed scripted activities that drive the exercise development and play. Tetra Tech will facilitate the MPC/MSEL Conferences, which will provide a forum for the EDT and key exercise participants to finalize the exercise objectives. Specific data injects will then be crafted based upon capabilities and tasks necessary to elicit a response based upon the objectives to be assessed. The exercise sites will be finalized and the participant list confirmed during the MPC/MSEL conference.

#### **MPC/MSEL Conference Deliverables**

The following deliverables pertain to the MPC/MSEL Conference task:

1. Submit MPC/MSEL meeting materials to CTP staff for review and approval two (2) weeks prior to the conference date
2. Maintain Exercise Design Team participant roster;
3. Draft conference agenda;
4. Draft and provide attendee roster and sign-in sheets;
5. Draft and send invitations two-weeks prior to the Conference and reminders via electronic mail;
6. Develop and distribute approved read-ahead materials packet appropriate for each meeting; and
7. Develop presentations, forms, reports, and other support materials as needed.
8. Record meeting minutes and draft reports to document key decisions and EDT activities;
9. Maintain copies of attendee sign-in sheets; and







10. Submit MPC/MSEL conference summary report, minutes, and attendee sign-in sheets to CTP staff within seven (7) days of the completion of the MPC/MSEL conference.

#### **Final Planning Conference (FPC)**

The exercise design phase largely concludes with the Final Planning Conference. During the FPC the EDT will finalize the content of the MSEL, review and approve the final draft versions of the exercise documents including the Situation Manual (SITMAN), Controller/Evaluator Handbooks, Control Staff Instructions (CONSIN), MSEL, Exercise Evaluator Guide (EEG), Communications Plan, and Safety Plan. The EDT will also identify the Simulation Cell (SIMCELL) staffing needs, and finalize logistical requirements.

#### **FPC Deliverables**

The following deliverables pertain to the FPC task:

1. Submit FPC materials to PTC for review and approval two (2) weeks prior to the conference date;
2. Submit final draft versions of MSEL and EEG;
3. Develop and maintain conference support materials;
4. Maintain Exercise Design Team participant roster;
5. Draft conference agenda;
6. Draft and provide attendee roster and sign-in sheets;
7. Draft and send invitations two-weeks prior to the Conference and reminders via electronic mail;
8. Develop and distribute approved read-ahead materials two (2) weeks prior to the conference;
9. Develop presentations, forms, reports, and other support materials as needed;
10. Record meeting minutes and draft reports to document key decisions and EDT activities;
11. Maintain copies of attendee sign-in sheets; and
12. Submit Conference summary report, minutes, and attendee sign-in sheets to CTP within seven (7) days of the completion of the FPC.

#### **Task 3: Continuity of Operations Tabletop Exercise**

The Continuity of Operation Tabletop Exercise will take place between February 1, 2010 and April 30, 2010. The six (6) hour exercise will include up to seventy five (75) participants and will be conducted at a site provided by DHHR CTP. Tetra Tech will develop the appropriate HSEEP exercise documents (described below) and provide an exercise control team composed of emergency preparedness professionals experienced in exercise facilitation, control, evaluation, and documentation. Based upon the complexity of the exercise scenario, we propose staffing the following exercise control team positions; Lead Exercise Facilitator, Assistant Facilitator, and two controllers. The facilitator will guide the participants through the scenario using a situation manuals and presentation materials. A hot wash and controller/evaluator debrief will be conducted at the conclusion of the tabletop exercise.

#### **Task 3 - Deliverables**

The following deliverables pertain to the COOP Tabletop Exercise task:

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- 1 Prepare and distribute invitations via email four-weeks and two-weeks prior to the exercise;
- 2 Prepare and submit for review by the CTP staff two-weeks prior to the exercise; the Situation Manual, Exercise Evaluator Guide, evaluation forms, sign-in sheets, and participant evaluation forms;
- 3 Develop and submit the exercise briefing PowerPoint presentation for review two-weeks prior to the tabletop exercise;
- 4 Provide an Exercise Director/Lead Facilitator and an adequate number of control team members to conduct the tabletop exercise;
- 5 Setup the designated site in preparation for the exercise activities;
- 6 Conduct Evaluator training prior to the exercise;
- 7 Facilitate the tabletop exercise;
- 8 Conduct a facilitated Hot Wash and Controller/Evaluator debrief at the conclusion of the tabletop exercise;
- 9 Record and document comments presented during the Hot wash and Controller/Evaluator debriefings; and
- 10 Provide the completed participant evaluation forms and sign-in sheets to the CTP within seven (7) days of the conclusion of the exercise.

#### **Task 4: Two-Day Functional Exercise**

The final phase of the DHHR exercise program will be the delivery of a functional exercise that will occur between April 1, 2010 and June 30, 2010. The functional exercise will be conducted over a two-day period and involve concurrent activities at nine (9) sites across the seven (7) CRI counties. The functional exercise will be designed to assess the ability of the participating health departments to accomplish the tasks necessary to implement SNS inventory management and dispensing procedures in conformance with the CDC/RAND exercise metrics.

#### **Task 4 – Deliverables**

The following deliverables pertain to the Functional Exercise task:

1. Prepare and submit for review by the CTP staff two-weeks prior to the exercise; Controller Handbook/Control Staff Instructions, Exercise Evaluator Guide, evaluation forms, sign-in sheets, the communication and safety plan, and participant evaluation forms.
2. Tetra Tech will provide an Exercise Control Team composed of an Exercise Director and nine (9) Controllers. The Team will provide the framework necessary to coordinate exercise activities at each of the nine (9) exercise sites.
3. Conduct a facilitated Hot Wash and Controller/Evaluator debrief at the conclusion of the functional exercise. Exercise participants and controller/evaluator from distributed sites in each count may participate by conference call or video conferencing if available.
4. Record and document comments presented during the Hot wash and Controller/Evaluator debriefings; and
5. Provide the completed participant evaluation forms and sign-in sheets to the CTP within seven (7) days of the conclusion of the exercise.





#### Task 5: After Action Report/Improvement Plan (AAR/IP)

A player Hot Wash and Controller/Evaluator (C/E) debriefing will be conducted at the conclusion of each exercise that are intended to capture observations, recommendations, and corrective action measures related to exercise performance based upon the exercise objectives. Tetra Tech will prepare and submit an individual draft AAR/IP for the COOP tabletop and functional exercises within thirty (30) days of the conclusion of each exercise. The DHHR CTP will review the draft AAR/IP within ten (10) days of submission. A comment resolution teleconference will be conducted at the end of the ten day review period to facilitate changes and revisions to the draft AAR/IP. The final version of the AA/IP delivered to DHHR within 60 (60) days of conclusion of each exercise play.

#### Task 5 - Deliverables

The following deliverables pertain to the AAR/IP task:

1. Prepare and deliver at minimum five (5) electronic and five (5) printed copies of the preliminary draft versions of each After Action Report/ Improvement Plan within 30 days;
2. Participate by teleconference in AAR/IP draft comment resolution meeting; and
3. Prepare and deliver at minimum five (5) electronic and five (5) printed copies of the final versions of the After Action Report and Improvement Plan within sixty (60) days of conclusion of each exercise

#### 3.4 Exercise Program Schedule

The schedule described in the RFQ indicates that the Tabletop exercise shall be conducted no later than April 30, 2010. The Functional exercise shall be conducted n later than June 30, 2010. All project deliverables must be finalized prior to August 8, 2010. We have developed a proposed project schedule based upon the award of contract prior to December 1, 2009. In an effort to conserve project budget and enhance convenience for the DHHR staff, we recommend conducting planning conferences for the Tabletop and Functional exercise on the same or adjacent dates. Planning conference activities will not be combined into a single meeting. Figure 3 1: Proposed Project Schedule represents the key benchmarks and relationships between concurrent tasks





Table 3.1: Proposed Project schedule

West Virginia Department of Health and Human Resources (DHHR) COOP and SNS Exercise Program	Dec 2009			Jan 2010				Feb 2010				Mar 2010				Apr 2010				May 2010				Jun 2010				Jul 2010						
	12/6	12/13	12/20	12/27	1/3	1/10	1/17	1/24	1/31	2/7	2/14	2/21	2/28	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9	5/16	5/23	5/30	6/6	6/13	6/20	6/27	7/4	7/11	7/18	7/25
1 Concept & Objectives Meeting																																		
2 TTX Initial Planning Conferences	-----																																	
3 TTX Mid-Term/MSEL Conferences	-----																																	
4 TTX Final Planning Conferences	-----																																	
5 FE Initial Planning Conference	-----																																	
6 FE MPC/MSEL Conference	-----																																	
7 FE Final Planning Conference	-----																																	
8 COOP Tabletop Exercise	-----																																	
9 Tabletop Exercise AAR/FP	-----																																	
10 Two-Day Functional Exercise	-----																																	
11 Functional Exercise AAR/FP	-----																																	

TTX = Tabletop Exercise FE = Functional Exercise

### 3.5 Assumptions

Tetra Tech has based this technical proposal and cost proposal upon the following assumptions:

1. Project related meetings and planning conferences will take place at locations provided by DHHR CTP at no cost to the Tetra Tech
2. DHHR CTP and local health departments will coordinate and provide trained evaluators for the COOP tabletop and SNS Functional exercises. In the event training is required, Tetra Tech is able to provide such training, with minimal extra expense.
3. DHHR CTP and local health departments will be responsible for costs associated with the duplication or reproduction of exercise documents.
4. DHHR CTP will provide secure sites for the exercises at no additional cost to Tetra Tech.
5. DHHR CTP and local health departments will be responsible for the costs associated with expenditures for refreshments and meals (hospitality services) at the exercise sites
6. Scheduling of COOP and Functional exercise planning conferences will be coordinated to occur on the same dates reduce travel related expenses





4. COST PROPOSAL

The Tetra Team has carefully reviewed the scope of services as they were described by the RFQ prepared by DHHR. We have developed the tasks and associated costs that we feel are reasonable and necessary to complete the proposed project within the abbreviated timeframe. Tetra Tech's cost for the proposed services is a fixed price of \$196,664.43. This proposal is valid for 90 days from the bid opening date of October 22, 2009. Our proposal is based upon the assumption that the duration of the project work activity will commence on or about December 1, 2009 and terminate on August 8, 2010. The table below outlines the overall subtotal pricing per defined deliverable and the overall project total.

Project Deliverables	Estimated Budget
Deliverable 1: Concept & Objectives Meeting	\$8,243.97
Deliverable 2: Exercise planning, development, and coordination	\$8,501.20
Deliverable 3: Planning conferences	\$40,715.31
Deliverable 4: Design, develop, deliver, and support a tabletop exercise	\$25,548.96
Deliverable 5: Design, develop, deliver, and support a functional exercise	\$79,617.57
Deliverable 6: Develop and deliver finalized HSEEP exercise document	\$19,159.08
Deliverable 7: After Action Report	\$11,878.34
<b>Total Cost</b>	<b>\$196,664.43</b>



**APPENDIX A: REQUIRED FORMS**



West Virginia Department Of Health and Human Resources

Proposal to Provide HSEEP Compliant Exercise Services

**CONFIDENTIAL**

*Information on this page is subject to the proprietary notice on page i of this proposal*



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

VENDOR

RFQ COPY  
 TYPE NAME/ADDRESS HERE

Tetra Tech, Inc  
 Jon Ludwig  
 405 Capitol Street  
 Suite 608  
 Charleston, WV 25301

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
0001	1	JB		924-35		
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						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS.

SIGNATURE: *[Signature]* TELEPHONE: (304) 414-0054 DATE: 10/22/09

TITLE: DIRECTOR FPKI 954148514 ADDRESS CHANGES TO BE NOTED ABOVE

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



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
2

ADDRESS CORRESPONDENCE TO ATTENTION OF
ROBERTA WAGNER
804-558-0067

RFQ COPY  
 TYPE NAME/ADDRESS HERE  
 Tetra Tech, Inc  
 Jon Ludwig  
 405 Capitol Street  
 Suite 608  
 Charleston, WV 25301

HEALTH AND HUMAN RESOURCES  
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 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
(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 (304) 414-0054	DATE 10/22/09
TITLE DIRECTOR	FERN 85-4148514	ADDRESS CHANGES TO BE NOTED ABOVE

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





State of West Virginia  
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 Purchasing Division  
 2019 Washington Street East  
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**BPH10027**

PAGE  
**3**

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

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Tetra Tech, Inc  
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 405 Capitol Street  
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09/22/2009				

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

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

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE (304) 414-0054	DATE 10/22/2009
TITLE DIRECTOR	FBN 95-4148514	ADDRESS CHANGES TO BE NOTED ABOVE

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



State of West Virginia  
 Department of Administration  
 Purchasing Division  
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 Jon Ludwig  
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09/22/2009				

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

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: (512) 338-1331 ----- CONTACT PERSON (PLEASE PRINT CLEARLY): Richard Gaston ----- ***** THIS IS THE END OF RFQ BPH10027 ***** TOTAL: <u>\$193,664.43</u>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: (304) 414-0054 DATE: 10/22/09  
 TITLE: DIRECTOR FRS# 95-4148514 ADDRESS CHANGES TO BE NOTED ABOVE

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

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.

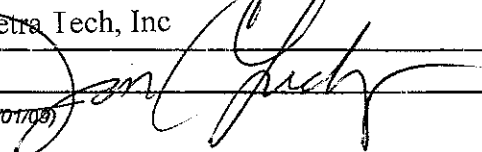
**LICENSING:**

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: Tetra Tech, Inc  
 Authorized Signature:  Date: 10/22/2009  
 Purchasing Affidavit (Revised 01/01/08)

**RFQ Addendum for Exercise Contractor – Cost Sheet**

<b>Deliverable</b>	<b>Activity</b>	<b>Sub Activity</b>	<b>Activity Cost</b>	<b>Total Cost for Deliverable</b>
<b>Deliverable 1</b>	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.			\$8,243.97
	Meet with CTP to develop exercise concept, objectives, scenarios, and timelines	N/A		
<b>Deliverable 2</b>				
<b>Deliverable 2</b>	For each exercise, provide exercise controllers, and exercise director and an adequate number of trained staff to perform exercise planning, development, and coordination			\$8,501.20
	For each exercise, provide an adequate number of trained staff to perform exercise planning, development, and coordination	9		
	Provide an Exercise Director for each exercise	1		
	For CRI/state exercise provide exercise controllers	9		
	For COOP tabletop exercise provide exercise controllers	9		
<b>Deliverable 3</b>				
<b>Deliverable 3</b>	For each exercise, conduct a minimum of three (3) planning conferences (initial, mid-term, and final), conduct one (1) evaluator training, one (1) evaluator debrief, and one (1) after action conference at the CTP location as scheduled as part of the plan developed between the contractor and CTP.			\$40,715.31
	CRI state exercises conduct initial, mid-term, and final planning conferences, 1	CRI/State Initial Conference	Initial Planning	

	evaluator training, 1 evaluator debrief, and 1 after action conference at the CTP location				
		CRI/State Planning Conference	Mid-Term Conference		
		CRI/State Final Planning Conference			
		CRI/State Training	Evaluator		
		CRI/State Debrief	Evaluator		
		CRI/State AAR Conference			
	For COOP exercise conduct initial, mid-term, and final planning conferences, 1 evaluator training, 1 evaluator debrief, and 1 after action conference at the CTP location				
		COOP Initial Conference	Initial Planning Conference		
		COOP Mid-Term Planning Conference			
		COOP Final Conference	Final Planning Conference		
		COOP Evaluator Training			
		COOP Evaluator Debrief			
		COOP AAR Conference			
<b>Deliverable 4</b>					
Design, develop, deliver, and support one (1) one-day tabletop exercise (TTX) of the Bureau's Continuity of Operation Plan for approximately 50 to 75 Bureau employees. Target dates of exercise to be conducted is no sooner than February 1, 2010 and no later than April 30, 2010.					\$25,548.96

	<p>Design, develop, and support one (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.</p>	<p>N/A</p>		
<p><b>Deliverable 5</b></p>				
<p>Design, develop, deliver, and support one (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 (SNS). Target dates of the exercise conduct is no sooner than April 1, 2010 and no later than June 30, 2010.</p>				<p>\$79,617.57</p>
<p>Design, develop, deliver, and support one (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</p>				

	management, and Receipt, Staging, and Storage (RSS) of mass vaccination and prophylaxis from the Strategic National Stockpile (SNS). Target dates of the exercise conduct is no sooner than April 1, 2010 and no later than June 30, 2010.			
<b>Deliverable 6</b>				
Develop and provide at least five (5) electronic and five (5) written copies of all finalized HSEEP compliant required exercise documents for each exercise to include: Exercise Evaluation Guides (EEG), Master Scenario Event List (MSEL), Situation Manuals (SITMAN), and Exercise Plans (EXPLAN) tailored to the exercise and to be delivered base on an exercise schedule developed with the CTP.				
	Develop and provide at least five (5) electronic and five (5) written copies of all finalized HSEEP compliant required exercise documents for each exercise to include: Exercise Evaluation Guides (EEG), Master Scenario Event List (MSEL), Situation Manuals (SITMAN), and Exercise Plans (EXPLAN) tailored to the exercise and to be delivered base on an exercise schedule developed with the CTP.	Five (5) written (printed) and five (5) electronic copies of HSEEP compliant Coop exercise documents including Situation Manuals (SITMAN) and PowerPoint presentation		
		Five (5) written (printed) and five (5) electronic copies of HSEEP compliant		
<b>\$19,159.08</b>				

		CRI exercise documents including exercise plan, EEG, and MSEL		
<b>Deliverable 7</b>				
A draft After Action Report (AAR) shall be developed and submitted to CTP within 30 days of the end of each exercise. The final AAR shall be submitted to CTP within 60 days of the end of each exercise.				
	A draft After Action Report (AAR) shall be developed and submitted to CTP within 30 days of the end of each exercise. The final AAR shall be submitted to CTP within 60 days of the end of each exercise.	AAR fro CRI exercise		\$11,878.34
		AAR for COOP exercise		
<b>Grand Total of Exercise Contract</b>				<b>\$196,664.43</b>





State of West Virginia  
 Department of Administration  
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### Request for Quotation

RFQ NUMBER:  
**BPH10027**

PAGE:  
**1**

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

RFQ COPY  
 TYPE NAME/ADDRESS HERE

PROPERTY PURCHASER

Tetra Tech, Inc  
 Jon Ludwig  
 405 Capitol Street  
 Suite 608  
 Charleston, WV 25301

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
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>ADDENDUM NO. 1</p> <p>1. QUESTIONS AND ANSWERS ARE ATTACHED.</p> <p>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.</p> <p>EXHIBIT 10</p> <p>REQUISITION NO.: BPH10027</p> <p>ADDENDUM ACKNOWLEDGEMENT</p> <p>I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.</p> <p>ADDENDUM NO.'S:</p> <p>NO. 1 <input checked="" type="checkbox"/> .....</p> <p>NO. 2 .....</p> <p>NO. 3 .....</p> <p>NO. 4 .....</p> <p>NO. 5 .....</p> <p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE (304) 414-0054	DATE 10/22/09
TITLE DIRECTOR	FEIN 05-4148514	ADDRESS CHANGES TO BE NOTED ABOVE

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



State of West Virginia  
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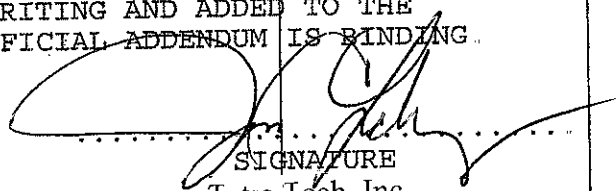
VENDOR

Tetra Tech, Inc  
 Jon Ludwig  
 405 Capitol Street  
 Suite 608  
 Charleston, WV 25301

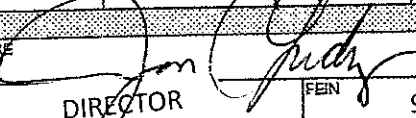
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10/09/2009				
BID OPENING DATE: 10/22/2009		BID OPENING TIME 01:30PM		

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            Tetra Tech, Inc            COMPANY            10/22/09            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: (304) 414-0054 DATE: 10/22/09

TITLE: DIRECTOR FEIN: 95-4148514 ADDRESS CHANGES TO BE NOTED ABOVE

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



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0001	1	JB		924-35		
PLANNING DEVELOPMENT & EXECUTION OF HOMELAND SECURIT						
***** THIS IS THE END OF RFQ BPH10027 ***** TOTAL:						<u>\$193,664.43</u>

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE (304) 414-0054	DATE 10/22/09
TITLE DIRECTOR	FEIN 95-4148514	ADDRESS CHANGES TO BE NOTED ABOVE

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**APPENDIX B: KEY PROJECT TEAM RESUMES**



West Virginia Department Of Health and Human Resources

Proposal to Provide HSEEP Compliant Exercise Services

**CONFIDENTIAL**

*Information on this page is subject to the proprietary notice on page i of this proposal*

**RICHARD P. GASTON, CEM, CFCP**  
**EXERCISE DIRECTOR AND PROJECT MANAGER**

***Education/Registrations/Training***

- BS/Emergency Administration and Planning (Minor Criminal Justice)/University of North Texas
- Certified Emergency Manager (CEM) International Association of Emergency Mangers/Since 1994
- Certified Functional Continuity Professional (CFCP) Disaster Recovery Institute International/ #12432/Since 2007
- Certified Master Peace Officer/State of Texas/1980
- Certified Law Enforcement Instructor/State of Texas/1989;
- Certified Advanced Firefighter/State of Texas/1999
- Certified Fire Service Instructor/State of Texas/1993
- Hazardous Material Technician HAZWOPER/1991

***Special Qualifications***

- Over 26 years of experience in public safety and emergency preparedness spanning law enforcement, emergency management, fire protection, emergency medical services, and public health preparedness.
- Understands the challenges involved in providing integrated emergency preparedness and response programs based upon natural, technological, and CBRNE-based threats.
- Utilized ICS to manage significant emergency events as on-scene incident commander and as an EOC Coordinator
- Experienced in the development of comprehensive emergency response and operations plans in compliance with latest directives of DHS.
- Developed, facilitated, and evaluated homeland security exercises that incorporated Homeland Security Exercise and Evaluation Program (HSEEP) methodologies
- Experienced in the development of Continuity of Operations/Continuity of Government (COOP/COG) and Business Continuity Plans to manage the continuation and recovery of essential services.

***Selected Relevant HSEEP Exercise Experience***

**Project Manager, New York State Department of Health Strategic National Stockpile (SNS) Exercise Program 2004-2005.** For the New York State Department of Health (NYSDOH), Mr. Gaston served as the lead developer and facilitator of the statewide SNS tabletop and full-scale exercises that involved the CDC Technical Assistance and Response Unit

(TARU) and the SNS Training, Education, and Demonstration (TED) pack. The first exercise took place in New York City/Manhattan, Long Island, and the State EOC in Albany. Numerous agencies participated including the NYSDOH, the State Police, numerous New York City response agencies, and other supporting agencies from seven counties within the greater New York City area.

**Project Manager and Public Health Analyst, State of Alabama SNS Exercise Program, 2004-2005.** For the Alabama Department of Public Health, Mr. Gaston served as the lead developer and facilitator for the Alabama statewide SNS exercise program. The project involved an assessment of the State's SNS plans, policies and procedures. The exercise phases included the review and assessment of emergency response plans, development, facilitation, and devaluation of two tabletop exercises; one functional exercise; and a full-scale statewide SNS exercise that incorporated the Training, Education, and Demonstration (TED) package provided by the Centers for Disease Control and Prevention (CDC)

**Senior Public Health Consultant, State of Oregon SNS Training and Exercise Program 2004-2005.** For the Oregon Department of Human Services, Mr. Gaston was the project manager responsible for coordinating the review and assessment of state and county emergency plans to utilize the Centers for Disease Control Strategic National Stockpile (SNS). The multi-phased project involved the assessment of state public health emergency response plans, development and delivery of regional SNS training courses to public health and medical officials, development of exercise scenarios and supporting materials, and the facilitation and assessment of statewide functional and full-scale SNS exercises.

**Lead Developer and Facilitator, Westchester County (White Plains) New York Smallpox Vaccination Clinic Exercise, 2004.** Mr. Gaston was selected to serve as the lead developer and facilitator of a public health preparedness exercise program for Westchester County, New York. The project involved the review and assessment of emergency response plans, development and facilitation of an HSEEP compliant full-scale smallpox vaccination clinic conducted in White Plains, New York prior to the 2004 Republican National Convention. The exercise was designed to test the County's ability to provide Smallpox vaccination to hundreds of simulated patients with a specified timeframe.

## **R. Gaston Continued**

**Exercise Facilitator and Lead Evaluator, Louisiana Department of Health and Hospitals, 2007.** Mr Gaston served as an exercise developer and facilitator for a state-wide public health exercise program designed to assess the capabilities of state and local health agencies to respond to a pandemic influenza event. The project began with the review and assessment of state and local public health emergency response plans. Large tabletop exercises were conducted in each State's public health regions. The project concluded with a day-long functional exercise at the State Emergency Operation Center in Baton Rouge, LA. Each exercise included participants from public health, hospitals, local government, volunteer organizations, and others. Scenarios focused on hospital surge, continuity of operations, crisis management, communications, and other issues.

**Project Manager and Lead Facilitator, State of New Mexico Department of Health, Continuity of Operations (COOP) Tabletop Exercise Program, 2008;** Mr. Gaston served as the Project Manager and lead facilitator responsible for conducting two COOP tabletop exercises within a 3-month period. The exercises were designed and conducted to assess the capability of the New Mexico Department of Health to implement COOP and telecommuting protocols to maintain essential services during disaster circumstances.

**Exercise Director, New Mexico Department of Agriculture Full-Scale Foreign Animal Disease (FAD) Exercise: 2009;** Mr Gaston served as the Exercise Director for the New Mexico Department of Agriculture full-scale exercise conducted in Playas, New Mexico. The exercise was designed to assess the ability of state agencies and various NGO and federal partner agencies to respond to and mitigate a foreign animal disease outbreak. The exercise, involving over 110 responders from twenty-five agencies, was conducted in a simulated setting over a three-day period in May 2009.

**Exercise Developer and Facilitator, Municipality of Anchorage, Alaska Emergency Operation Center Training and Exercise Program, 2005.** Mr Gaston served as lead exercise developer and facilitator for a project intended to enhance the preparedness of EOC teams in the Municipality of Anchorage, Alaska. The project involved the design, facilitation, and evaluation of a series of 9 functional exercises conducted in the Anchorage Emergency Operations Center. Exercise scenarios that a major wildfire, bioterrorism, and an earthquake were designed to

evaluate the ability of EOC team members to utilize incident management methodologies.

**Project Manager and Lead Facilitator, New Mexico Department of Health, Hospital Evacuation Tabletop Exercise Program, 2009;** Mr Gaston served as the Project Manager responsible for the design, development, and facilitation of two Hospital Evacuation tabletop exercises for the New Mexico Department of Health. Mr Gaston lead an exercise development team composed of representatives from the Department of Health and various local hospitals. The exercise was intended to assess the ability of hospital personnel to identify the decision process involved in implementing shelter-in-place, horizontal and vertical evacuation, and the relocation of patients and staff to alternate sites. As lead facilitator Mr Gaston lead the participants through a four hour exercise that evolved through the introduction of information in three separate phases. Participants examined various issues including logistical needs, alternate care sites, legal agreements, and interactions with public sector emergency management officials. The exercises were conducted in Albuquerque and Roswell, New Mexico the week of July 20-24, 2009.

**National Institute of Health (NIH), Threat and Risk Assessment Team, Boston University National Emerging and Infectious Diseases Laboratory (NEIDL), 2008 – 2009.** Mr. Gaston serves on the Threat Assessment (TA) and the Risk Assessment (RA) teams assigned to address concerns associated with the internal and external breaches of security as identified by the National Institutes of Health (NIH) Blue Ribbon Panel to guide its response to judicial requests as well as comments and concerns voiced by the local community regarding security considerations at the NEIDL at Boston University. Specifically, the TA's primary objective is to identify and evaluate credible bounding scenarios that involve the internal or external breach of the security systems (personnel, policy, procedure, etc.) that could result in a release or exposure due to malevolent actions such as a disgruntled or deranged lab worker spreading an infectious disease agent in the community, or terrorist actions against high consequence critical assets at the facility.

**National Institutes of Health (NIH), Transportation Vulnerability Assessment, 2008-2009.** Mr Gaston serves on the Transportation Vulnerability Assessment (TVA) team that is supporting the development of the Environmental Impact Statement for the Transportation of Laboratory Personnel Exposed to Infectious Agents. The TVA Team was responsible for identifying, assessing, and developing mitigation

## **R. Gaston Continued**

measures for security risks associated with each of the proposed transportation routes between Fort Detrick in Frederick, Maryland and the NIH Mark O. Hatfield Clinical research Center located in Bethesda, Maryland. The TVA team performed a vulnerability assessment of each route to identify strategic points that would provide an adversary the advantage in interdicting a transport vehicle. The TVA team also conducted interviews with representatives of law enforcement agencies including the FBI, Maryland State Police, Fort Detrick Directorate of Emergency Services, Frederick County, and Montgomery County police to identify resources and known threats.

### ***Regional Planning Project Experience***

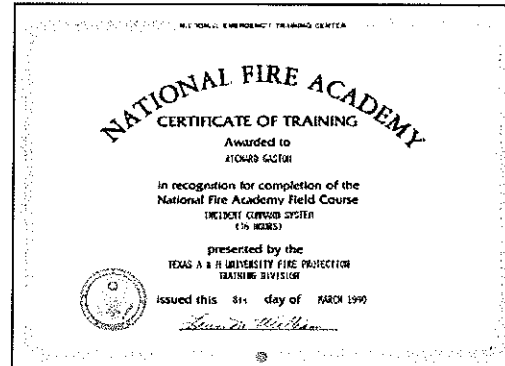
**Project Manager, Portland, Oregon Urban Area Security Initiative (UASI) Regional Response Plan; 2004-2005.** Mr. Gaston managed a team responsible for drafting the regional emergency response and resource coordination plans for the Portland, Oregon UASI organization. The Portland UASI was comprised of the City of Portland Office of Emergency Management and the counties of Multnomah, Clackamas, Columbia, Washington, and Clark (WA). The Regional plan provided the framework for agencies from various jurisdictions in both states to coordinate the resources needed to address large-scale incidents that result in multi-agency and multi-jurisdictional response.

**Project Manager, Emergency Operations Plan, Harris County (Houston), Texas; 2004-2005.** Mr. Gaston managed the revision and upgrade of the County Emergency Operations Plan to address deficiencies identified during the region's response to Hurricane Katrina evacuee sheltering and Hurricane Rita evacuation efforts. The new plan incorporated the National Response Plan format and featured a customized Universal

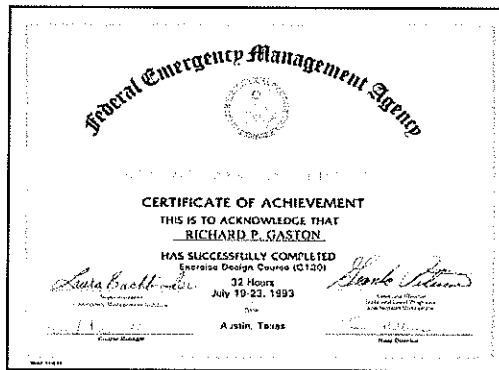
**CERTIFICATES**  
**RICHARD P. GASTON, CEM, CFCP**



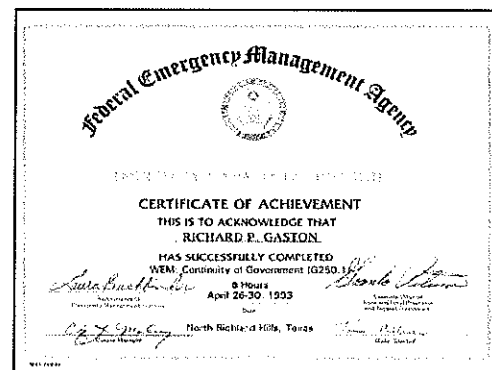
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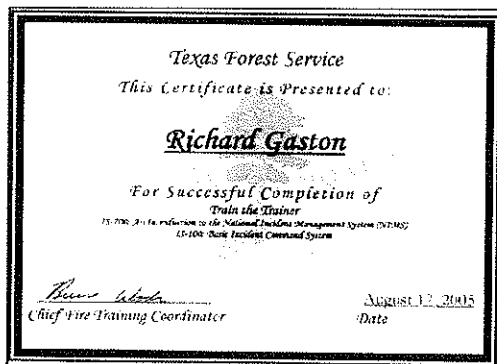
**Certificate: Incident Command System**



**Certificate: Exercise Design (G120)**



**Certificate: Continuity of Govt. (G250.1)**



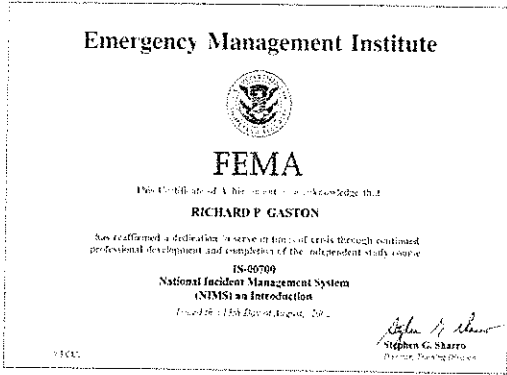
**Certificate: NIMS/ICS 100 Train the Trainer**



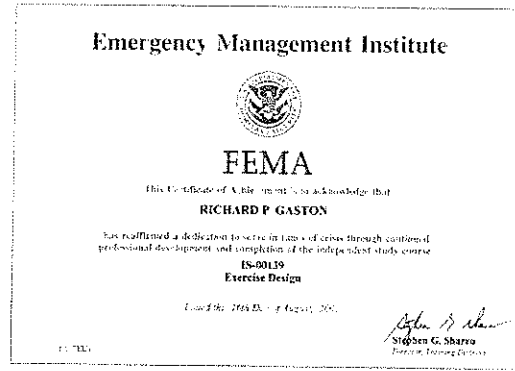
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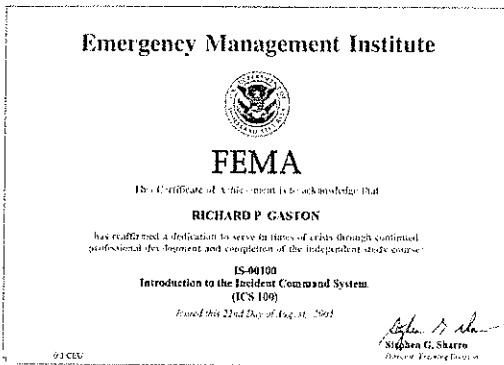
**CERTIFICATES**  
**RICHARD P. GASTON, CEM, CFCP**



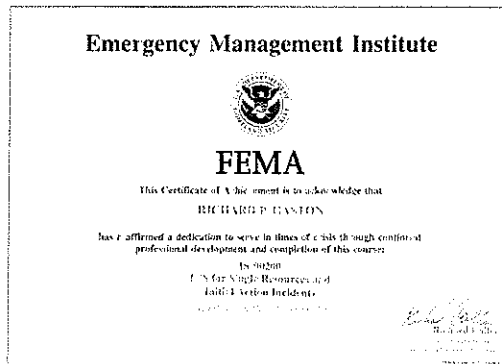
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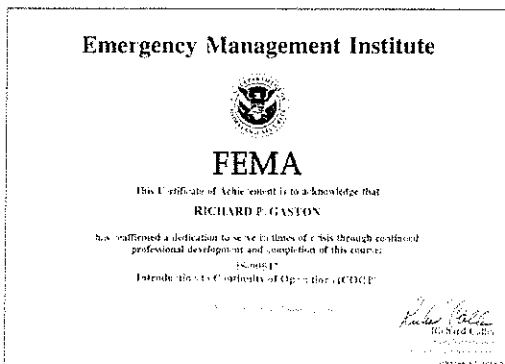
**Certificate: Exercise Design IS-139**



**Certificate: ICS 100**



**Certificate: ICS 200**



**Certificate: Introduction to COOP IS-00547**

**FRANK GALLEGOS, EXW/SW  
DEPUTY PROGRAM MANAGER**

*Education/Registrations/Training*

- BA/Criminal Justice/New Mexico State University
- DoD Secret Clearance (Active/Current)
- DOE "Q" Clearance (Inactive)
- Federal Bureau of Investigation Infragard (Active/Current)
- Florida Department of Law Enforcement Seaport Clearance (Active/Current)
- Certifications
  - ALPHA™ Risk Assessment Tool
  - Carver Assessment Method
  - Naval Criminal Investigative Service Vulnerability Assessment Team leader
  - DoD Anti-Terrorism/Force Protection Instructor Levels I, II, and III
- Licensed Security Consultant/State of Texas

*Special Qualifications*

- Extensive experience as protection professional and security program manager.
- Specializes in managing and directing highly classified protective programs and security projects incorporating:
  - Comprehensive risk-based vulnerability assessment and analysis methodologies;
  - Physical security planning;
  - Design and employment; and
  - Development of protective standards, plans, procedures, and training to ensure effective physical security and protection systems
- Civilian and military experience in AT/counter terrorism and physical security.
- Certified as Master Instructor by Naval Criminal Investigative Services.
- Member - American Association of Port Authorities; Inland Port and Rivers Terminals Association; American Society for Industrial Security International

*Selected Relevant Experience*

**Security Team Lead, US Coast Guard, Sector Delaware Bay, Strategic Risk Management Plan (SRMP); February 2008 – present.** This Port-Wide Strategic Risk Management Plan (SRMP) was developed to build upon and compliment the Area Maritime Security Plan (AMSP) and the Area Contingency Plan (ACP) for United States Coast Guard (USCG) Sector Delaware Bay (Sector) The SRMP was designed to be a comprehensive strategy identifying risks, gaps, vulnerabilities, and mitigation measures aimed at enhancing maritime domain awareness and addressing the greater continuum of

security and preparedness for the Sector for the next five years. The development of the SRMP involved coordination with multiple state, county and municipal agencies in the tri-state area, and was coordinated with the Area Maritime Security Committee (AMSC) The SRMP defined the desired future end state for the Sector, as well as Sector-wide risk reduction measures and a forward-looking risk management approach to accomplish this goal. **Client contact:** Lisa B. Himber, Vice President, Maritime Exchange for the Delaware River and Bay, 215/925-2615

**Security Team Lead, USCG-Sectors Lake Michigan and Lower Mississippi River; January 2008-present.** The SRMP was developed to clearly define roles, responsibilities, and interdependencies required to establish forward-looking risk management approach to ensure non-federal segments of port community complement and enhance procedural focus of Sectors' AMSP and provide organizational framework for coordination and cooperation between, and among, USCG, port affiliates, port authority, state and local agencies, and provide broad policy guidance and direction for jurisdictions **Client contact:** Dierdre McGowan, PhD, Inland Rivers Ports and Terminals, 316 Board of Trade Place, New Orleans, Louisiana 70130, phone 504.585 0715.

**Security Program Manager, Port Freeport, Freeport, Texas; March 2004-present.** Serving as security program manager for over \$56 million of security-related tasks for Port Freeport. Provided comprehensive professional consulting for seaport security Assisted in grant writing, providing Port Freeport with wins of over \$8.6 million Managed enhancements to port security, including administration, design, and installation of: fixed and wireless closed-circuit television system; access and perimeter control systems; emergency communications; Emergency Incident Management Center; security lighting; construction of multi-lane main entry facility; and development and implementation of explosive detection mitigation strategies such as sonar **Client contact:** Rick Benavidez, Port Freeport, 1001 Navigation Boulevard, Freeport, Texas 77098, phone 929.233.2667, ext 5350.

**Anti-Terrorism/Physical Security Analyst, Facility Security Assessment/Facility Security Plans, Port of Miami, Florida; April 2006-January 2007.** Project incorporated three major tasks First task was to update current MISA POM Facility Security Assessment in compliance with 33 CFR 105 for submission to USCG. Second task required comprehensive and over-arching risk based security

## **F. Gallegos Continued**

vulnerability assessments to be performed. This necessitated review of all available information provided by POM Facility Security Officials describing POM's port facilities, identifying and ranking critical assets and infrastructure, conducting a consequence analysis, and reviewing and providing recommendations for updating the existing Facility Security Plan. Final task required Conduct an Analysis of POM and/or Specific POM Facilities and operations to Identify and Recommend Opportunities for Waivers of Statewide Minimum Standards for Seaport Security, in Compliance with Florida Statute 311.12, Seaport Security Standards. **Client contact:** Charles Butler, A Secure America, Inc., 614 East Highway 50, Suite 305, Clermont, Florida 34711, phone 352 406 8839

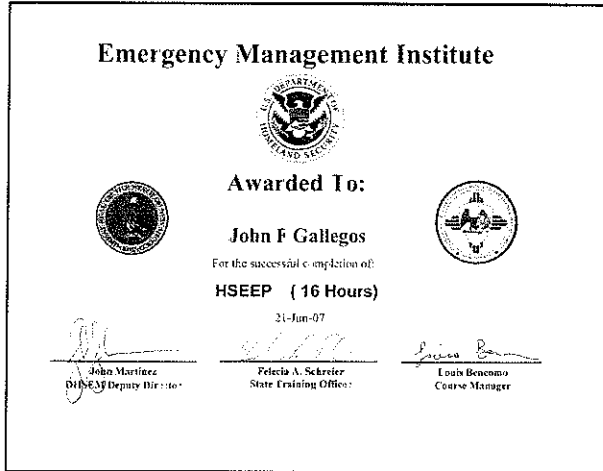
**National Institutes of Health, Transportation Vulnerability Assessment, 2008-2009.** Mr. Gallegos served as Program Manager on the Transportation Vulnerability Assessment (TVA) team that supported the development of the Environmental Impact Statement for the Transportation of Laboratory Personnel Exposed to Infectious Agents. The TVA Team was responsible for identifying, assessing, and developing mitigation measures for security risks associated with each of the proposed transportation routes between Fort Detrick in Frederick, Maryland and the NIH Mark O. Hatfield Clinical research Center located in Bethesda, Maryland. The TVA team performed a vulnerability assessment of each route to identify strategic points that would provide an adversary the advantage in interdicting a transport vehicle. The TVA team also conducted interviews with representatives of law enforcement agencies including the FBI, Maryland State Police, Fort Detrick Directorate of Emergency Services, Frederick County, and Montgomery County police to identify resources and known threats. **Client Contact:** Valerie Nottingham, Building 13, 2S11, South Drive, Bethesda, MD, phone 301 496 7775.

**Program Manager, Department of Homeland Security (DHS), National Bio and Agro-Defense Facility (NBAF), 2008.** Mr. Gallegos served as Program Manager in support of the preparation of an Environmental Impact Statement and Threat and Risk Assessment. The project was to evaluate the impacts associated with the proposed action to site, construct, and operate a National Bio and Agro-Defense Facility (NBAF) at one site. The goal of the TRA was to identify and evaluate the potential security risks (i.e., threats, vulnerabilities, and consequences) of the five candidate sites in order to aid DHS decision making in the site selection process. **Client Contact:** Dial

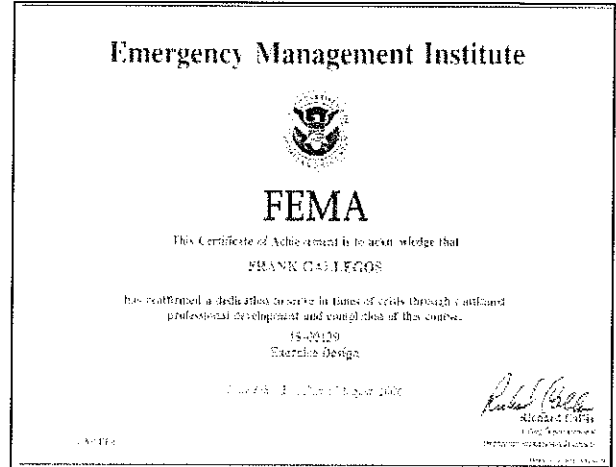
Cordy, 49 Osceola Avenue, Jacksonville, FL 32250, 904 241 8821

**Project Manager, Risk Assessment Report for the National Emerging Infectious Disease Laboratory (NEIDL) Boston University, United States Army Corps of Engineers, Mobile District 2008-current.** Mr. Frank Gallegos manages the highly complex and controversial National Institutes of Health (NIH) pathogen Risk Assessment (RA) to supplement impact analyses previously completed for the siting, construction, and operation of the National Emerging Infectious Diseases Laboratories (NEIDL) at the Boston University Medical Center in Boston, Massachusetts. He assembled, supervises, and directs the multi-disciplinary scientific team comprised of engineers, epidemiologists, medical doctors, risk analysts, and scientists and coordinates contract and technical issues on a day-to-day basis with NIH personnel. The NEIDL has been designed and constructed to conduct research on an array of microbial pathogens with an array of differing infectivity, pathogenicity, and transmissibility that require biosafety level (BSL)-3 or BSL-4 practices and containment. Due to litigation regarding health concerns the NEIDL has not gone operational. The RA is designed to address the concerns raised in state and federal courts through the analysis of fourteen pathogens selected based on their different and challenging hazard categories. The risk analysis examines the consequences of an accidental or malevolent pathogen release at three site locations representing urban, suburban, and rural environments. In addition he leads Tetra Tech's Threat Risk Assessment team of highly trained personnel with the expertise and clearances to evaluate the probability and consequences associated with malevolent acts (e.g. insider theft and intentional release of pathogens, internal and external sabotage). To date, this is the most comprehensive analyses ever conducted for biosafety facility operations in this country. **Client Contact:** Kelly Fennington, NIH, 6705 Rockledge Center, Bethesda, MD, 301 435 2051

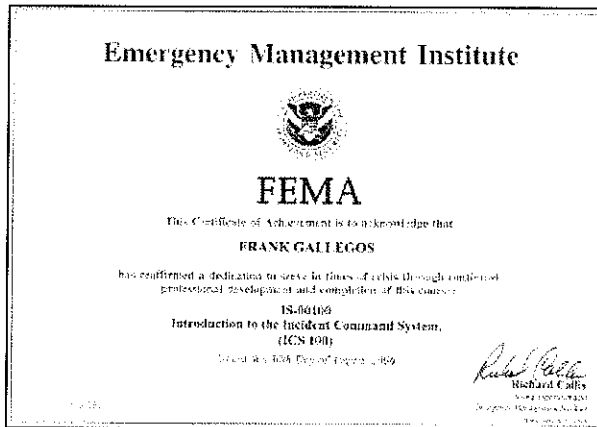
CERTIFICATES  
FRANK GALLEGOS. EXW/SW



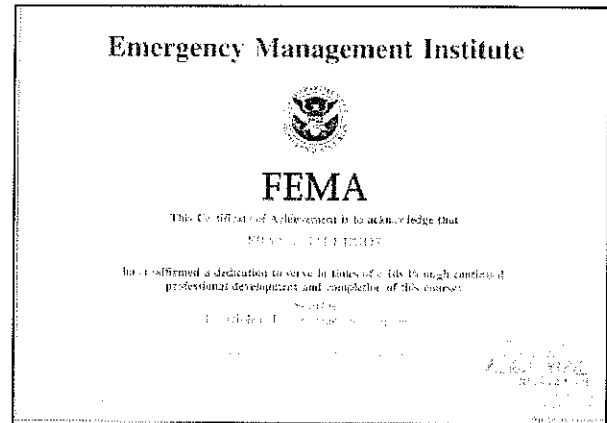
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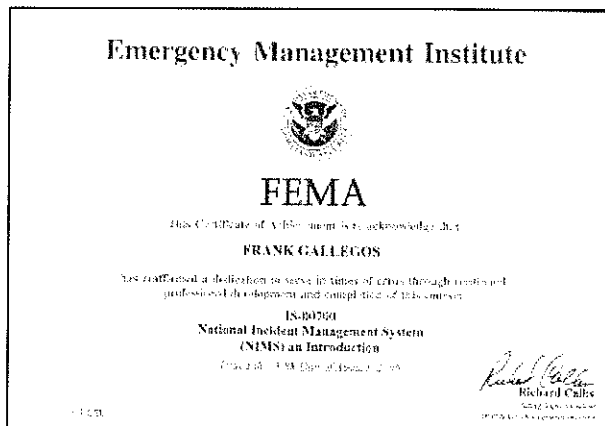
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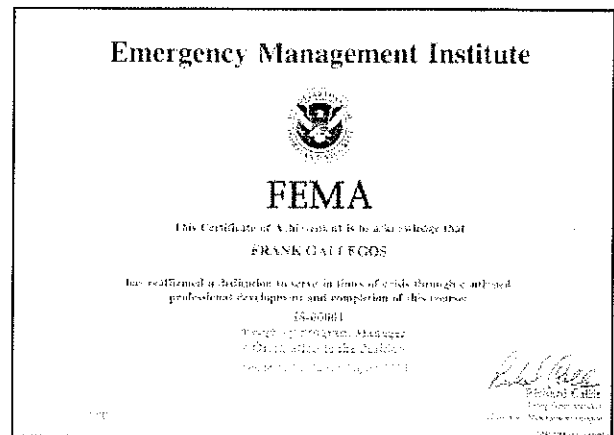
Certificate: Incident Command Systems (IS-100)



Certificate: Principles of Emergency Mgmt (IS-230)



Certificate: NIMS (IS-700)



Certificate: Emergency Program Manager (IS-001)

**Ellery F. Gray, Ph.D. (Security Walls)**  
**Senior Exercise Developer/Controller**

Ellery Gray has more than 30 years of successful leadership, management and operational experience in public health designing, implementing, and refining programs. Dr. Gray's cross-cutting experience in public health includes delivery of services as a practitioner, program administrator, exercise design, and trainer. He has worked in primary care clinics, crisis intervention programs, immunization programs and has been on the cutting edge in designing and implementing public health programs and services to address terrorism and the threat of weapons of mass destruction. He has worked at all levels of public health from local community to international experience with the World Health Organization.

Dr. Gray has participated as team member and team leader responsible for the design of tabletop, functional, and operational Terrorism and Disaster medical exercises in the U.S., South America, and Europe. Globally, he has served as consultant and logistics coordinator designing programs, implementing services, logistics supply, and subject matter consultation for floods, famine, communicable disease outbreaks, earthquakes and civil strife.

Dr. Gray retired from the U.S. Public Health Service (PHS) with 23 years of Federal service. His assignments included serving as Director of Health and Medical Programs for the Office of Foreign Disaster Assistance, Agency of International Development, U.S. Department of State, responsible for designing, planning and implementing health preparedness and response programs provided by the U.S. Government in foreign disaster relief efforts.

At the Public Health Service's Office of Emergency Preparedness, he was responsible for national planning and development of emergency response systems for catastrophic incidents, including resources and operational strategies for the PHS and National Disaster Medical System (NDMS). Other assignments at PHS included developing an emergency response system and serving as a Mental Health Consultant and

Instructor in stress management and psychiatric crisis response for the National Health Service Corps.

Dr. Gray recently retired as Director of Emergency Operations, Florida Department of Health. As Director, he was responsible for statewide disaster and emergency planning, training, and response coordination. He remains a qualified Florida Volunteer Firefighter, is a certified Hazmat Technician and former Department Chief.

Dr. Gray received his Ph.D. in Human Services Administration/Social Change from Walden University, Minneapolis, Minnesota; a MSW in Social Work from Adelphi University, Garden City, New York; and a B.S. in Education from the University of Maine at Farmington. He has additional diplomas from Monmouth Academy, U.S. Army Medical Service School, and U.S. Army Intelligence School. He served on the faculty of the U.S. Army Command and General Staff College. Dr. Gray is a retired Licensed Clinical Social Worker in the State of Tennessee.

**Douglas W. LeFebvre (Security Walls)**  
**Senior Exercise Developer/Controller**

Douglas LeFebvre is an accomplished manager with 27 years of logistical planning and response support for contingency operations. He has extensive experience in developing and coordinating medical operations plans for Federal response resources for local and regional health care systems. He has managed a statewide program tasked with the development of 34 Florida county Health Department Strategic National Stockpile (SNS) plans including education and execution of a tabletop exercise for each staff and local partners. He has coordinated and developed County Health Department Special Needs Shelter planning and training. He has served as the Department of Defense (DOD) Medical Liaison to the Federal Emergency Management Agency during FRP activations.

Most recently, Mr. LeFebvre served as a Plans and Training Manager for the Florida Department of Health's (DOH) Office of Emergency Operations, developing and managing the planning and training program for the state. He conducted state and county CEMP ESF 8 plan development, training, and exercise activities associated with natural disaster and bio-terrorism responses. He trained or exercised over 900 public health officials in operational response to Bioterrorism.

Mr. LeFebvre served as the Area Emergency Manager for the Veterans Health Administration's Emergency Management Strategic Healthcare Group responsible for hospital Emergency Operations Planning development, training, and exercises for VHA hospitals located in Tennessee, Kentucky, and West Virginia. He developed and conducted local and regional Weapons of Mass Destruction exercises including local emergency management and health and medical response partners. During FRP activations for hurricanes in North Carolina, Florida, and Texas and the devastating events of September 11, 2001, he served as the Incident Command System Planning Officer responsible for coordinating health and medical

support to affected local population and federal recovery operations.

As Joint Regional Medical Planner for the U.S. Army Forces Command at Fort MacPherson, Georgia, Mr. LeFebvre coordinated the development of the Atlantic Command Regional Inter-Continental Medical Operations Plan designed to facilitate the medical evacuation of military casualties from overseas deployments to U.S. medical treatment facilities. He developed and presented staff training to key military and civilian leadership on the plan's concept of operation. He served as the DOD medical liaison officer to the U.S. Public Health Service Regional Health Administrator during the 1996 Olympic Games. He developed the federal medical response plan in support of consequence management activities resulting from a terrorist incident/event; educated and trained military, federal, state, and local government leadership on the plan's concept of operation.

Mr. LeFebvre has a B.S. in Law Enforcement from George Mason University in Fairfax, Virginia. He continued his education with post graduate level courses in Finance, Personnel, and Quantitative Research Methods. Additional education includes the U.S. Army Military Intelligence Basic Course, U.S. Army Aviation School, U.S. Army Medical Department Advance Course, U.S. Army Aviation Logistics Officer Course, and the U.S. Army Command and General Staff College.

**JEFFREY S. PHILLIPS**  
**SENIOR EXERCISE CONTROLLER**

***Education/Registrations/Training***

- Master of Public Administration/Southwest Texas State University
- BA/Economics/Adrian College
- Certified ICS Instructor
- Certified Exercise Design Instructor
- Certified Terrorism/Emergency Planning Instructor
- FEMA EMI Professional Development Series
- Member of National Emergency Management Association (NEMA)

***Special Qualifications***

- Emergency Manager with fifteen years academic and public and private sector experience.
- Directed state-level preparedness, response and recovery programs for the State of New Mexico.
- Responsible for the State's Emergency Operations, Continuity of Operations, Continuity of Government, Hazard and Function Specific Plans.
- Wrote New Mexico Resource Management Plan/Annex 3.
- Developed and coordinated functional training and exercises with internal and external stakeholders.
- Directed the State's response through the New Mexico Emergency Operations Center (EOC).
- Developed the ICS-based standard operating guide
- Coordinated statewide situational awareness, direct state assistance and mutual aid.
- Developed and coordinated the State Intrastate Mutual Aid System and was part of the leadership of the national Emergency Management Assistance Compact, including as Chair in 2005/2006.
- Directed the State's disaster recovery and assistance program as State Coordinating Officer for numerous state and federal disasters.
- Volunteer Emergency Manager, Los Ranchos de Albuquerque, New Mexico
- Participated in national resource typing and credentialing initiative with NIMS Integration Center (2004-2007)
- Working familiarity with ROSS system, NIMS-RIMS and NIMS-IRIS program and development process
- Implemented NIMS 120 Resource Typing program format in New Mexico and nationally through EMAC for 'federal' and 'non-federal' assets.

***Selected Relevant Experience***

**Emergency Management Consultant**

Mr. Phillips has provided Emergency Management Technical Assistance to the New Mexico Department of Health for EOP, COOP, EOCC and DOC programs

Mr. Phillips has provided Agriculture Emergency Planning Assistance and Emergency Exercise Technical Assistance for Livestock Full Scale Exercise to many New Mexico Counties through the New Mexico Department of Agriculture

He developed and implemented NIMS/NRF based preparedness workshop for all personnel of the thirteen New Mexico District Courts through University of New Mexico Judicial Education Center/Institute of Public Law.

Mr Phillips researched and developed Trade Resumption and Resiliency Plan (TRRP) for Southern Tip of Lake Michigan (Port of Chicago)

**New Mexico Department of Homeland Security and Emergency Management (NMDHSEM). June 2000-November 2007.**

**Response and Recovery Bureau Chief; July 2003-November 2007.** Mr Phillips participated in statewide inter-disciplinary Strategic Planning as part of management team. He was responsible for New Mexico Emergency Operations Plan (EOP) and completed updates and re-writes 2002, 2004 and 2007. Mr. Phillips Directed state response and recovery operations and managed the state Emergency Communications Program He supervised the New Mexico Urban Search and Rescue Task Force. Mr. Phillips provided Emergency Management Assistance Compact Executive Task Force 2001 to 2007 - Chair 2005/2006 during Hurricanes Katrina & Rita

**Emergency Operations Specialist, Emergency Operations Bureau; October 2001-July 2003**

Mr. Phillips was responsible for emergency Operations Center (EOC) staff development through training, exercise, and after-action review He was also responsible for Emergency Operations Plan and Special Operations Group development for EOC operations and facilitated inter-agency and inter-jurisdictional preparedness activities. Mr Phillips served as EOC director during EOC activation.

## **J. Phillips Continued**

### **Emergency Management Coordinator, Preparedness, Mitigation, and Training Bureau; June 2000-October 2001.**

Mr. Phillips provided support to local emergency management programs in ten-county region, including emergency operations planning, mitigation, training, and exercising efforts. He also provided administrative and financial oversight of Federal Emergency Management Performance Grant State and Local Assistance program. Mr. Phillips acted as liaison to Local Emergency Planning Committees, Voluntary Organizations Active in Disaster, and other local working groups and provided special projects planning, and conducted operations functions at EOC or in field during emergencies.

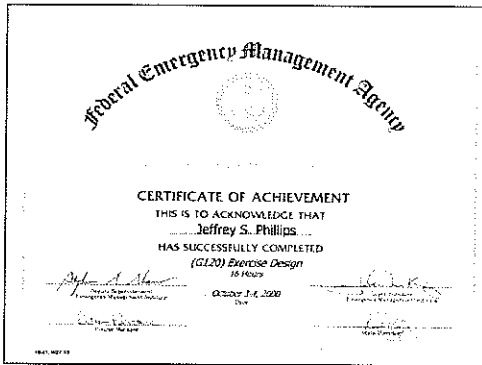
### **New Mexico Department of Health; April 1-August 31, 2008.**

Mr. Phillips provided technical assistance to the NMDOH Bureau of Health Emergency Management on the Department's Emergency Operations Plan, Continuity of Operations, Emergency Operations Center Representative and Department Operations Center Programs. Evaluated programs and provided direct assistance in planning and exercises and recommended program improvements. **Client Contact:** Dr. Mack Sewell, New Mexico Department of Health, 1190 S. St. Francis Dr., Santa Fe, NM 87502, (505) 827-0006, [mack.sewell@state.nm.us](mailto:mack.sewell@state.nm.us)

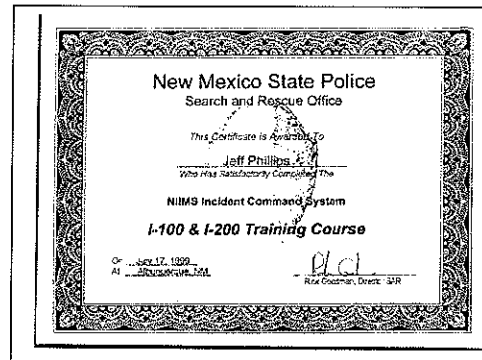
**New Mexico Department of Health; March 17-June 30, 2008.** Mr Phillips developed and implemented NIMS/NRF based preparedness workshop specifically for personnel of the thirteen New Mexico District Courts. He delivered ten one day workshops in five regions of the state to a total of 750 staff. **Client Contact:** Pam Lambert, Director, New Mexico Judicial Education Center, MSC11 6060, 1 University of New Mexico, Albuquerque, NM 87131-0001, (505) 277-1052, [plams@unm.edu](mailto:plams@unm.edu).



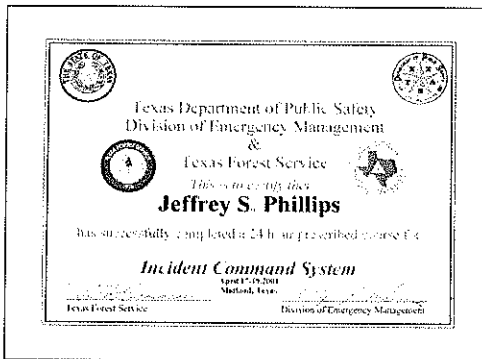
**CERTIFICATES**  
**Jeffrey Phillips**



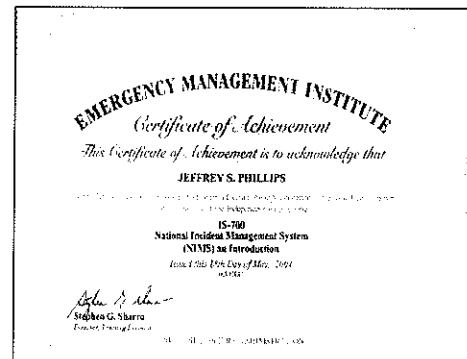
**Certificate: Exercise Design (G120)**



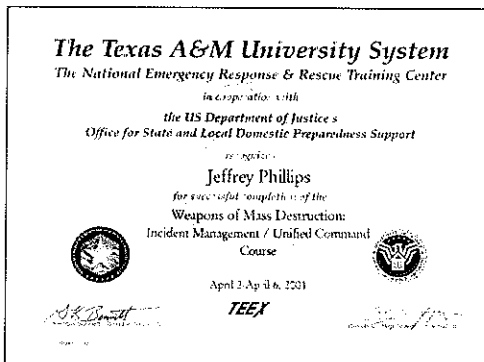
**Certificate: ICS 100 and ICS 200**



**Certificate: Incident Command System**



**Certificate: NIMS IS-700**

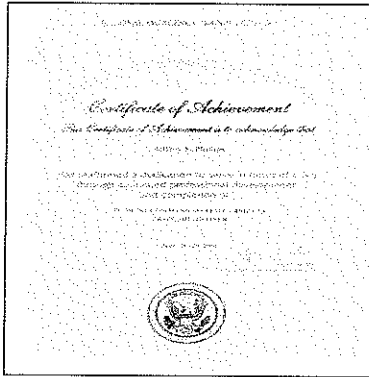


**Certificate: WMD Unified Command**

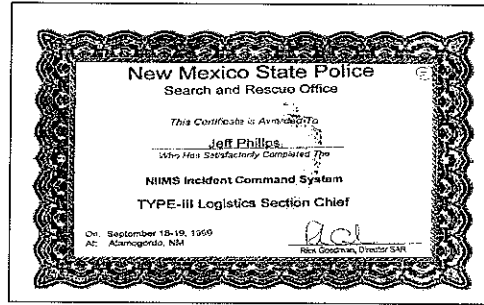


**Certificate: Basic Incident Command**

**CERTIFICATES**  
**Jeffrey Phillips**



**Certificate: ICS Train-the-Trainer**



**Certificate: NIMS Logistics Section Chief**

**JOSEPH G. WOOD, JR., CHMM, P.E.**  
**SENIOR EXERCISE CONTROLLER**  
Education/Registrations/Training

- MS/Environmental Engineering (Health Physics)/ University of Florida
- BS/Environmental Engineering/University of Florida
- PE/Tennessee/#103675
- Trained in multiple Sandia National Laboratory Risk Assessment Methodologies
- Certified Hazardous Materials Manager – Master Level/#7428/1996
- Member of Federal Bureau of Investigation Infragard Knoxville Members Alliance
- U.S. Department of Defense (DoD) "Top Secret"; U.S. Department of Energy "Q" Clearance (both inactive)

**Special Qualifications**

- Has performed numerous vulnerability assessments and recommended integrated security solutions for owners of publicly and privately owned critical infrastructure (e.g., ports, county-level security operations centers, public and private hospitals, schools, water treatment plants, power generation infrastructure, food distribution centers, etc.).
- Over 20 years environmental engineering and project management experience, including:
  - AT/force protection assessments of federal- and county-owned and/or controlled critical infrastructure and military installations; and
  - Emergency response training, coordination, and participation.
- Extensive experience in project management, subcontract development and management, and business development.
- Served as Eastern United States Emergency Response Team Leader for U.S. Environmental Protection Agency, Office of Radiation Programs.

**Selected Relevant Experience**

**Project Manager – US Coast Guard, Sector Delaware Bay, Strategic Risk Management Plan (SRMP); February 2008 – present.** This Port-Wide Strategic Risk Management Plan (SRMP) was developed to build upon and compliment the Area Maritime Security Plan (AMSP) and the Area Contingency Plan (ACP) for United States Coast Guard (USCG) Sector Delaware Bay (Sector). The SRMP was designed to be a comprehensive strategy identifying risks, gaps, vulnerabilities, and mitigation measures aimed at enhancing maritime domain

awareness and addressing the greater continuum of security and preparedness for the Sector for the next five years. The SRMP defined the desired future end state for the Sector, as well as Sector-wide risk reduction measures and a forward-looking risk management approach to accomplish this goal. This contract was recently extended in order to assist the AMSP as they implement recommendations included in the SRMP. **Client contact:** Lisa B Himber, Vice President, Maritime Exchange for the Delaware River and Bay, 215/925-2615

**Project Manager, Security, Survivability, Interoperability Master Plan (SSIMP) General Services Administration, Miami-Dade County, Florida; November 2006-January 2007.** Served as Tetra Tech project manager and primary author for development of SSIMP for Miami-Dade County General Services Administration in order to establish goals, policies, and recommendations to ensure that as future capital improvement projects are planned, designed, and implemented, they incorporate a consistence set of security, survivability and interoperability goals and principles. SSIMP is anticipated to provide overall plan for management and development of county's controlled property. **Client contact:** Charles Butler, A Secure America, 10080 SE 67th Terrace, Belleview, FL 34420, Office: 352-347-7951, Cellular: 352-406-8839

**National Institutes of Health, Risk Analysis (Threat Assessment); September 2008 - present.** Mr Wood is currently serving as the Threat Assessment (IVA) team lead supporting the development of the comprehensive risk assessment for the operation of a BBS-3 and BSL-4 laboratory in downtown Boston, MA under contract to the U.S. Army Corps of Engineers, Mobile District. The IVA Team is responsible for identifying, assessing, and developing mitigation measures for security risks associated with the operation of the lab in downtown Boston compared to two other sites (suburban and rural sites) in order to address concerns with previous assessments and analysis performed by others. **Ultimate Client Contact:** Kelly T. Fennington, Special Assistant to the Director, National Institutes of Health, Office of Biotechnology Activities. 6705 Rockledge Drive, Suite 750, MSC 7985, Bethesda, MD 20892-7985

**Senior Security Risk Analyst - Department of Homeland Defense National Bio and Agro Defense Facility (NBAF).** Led the threat and risk assessment (TRA) for the proposed Department of Homeland Security (DHS) project being developed to carry out basic and applied research, diagnostics, and develop countermeasures for foreign animal and zoonotic

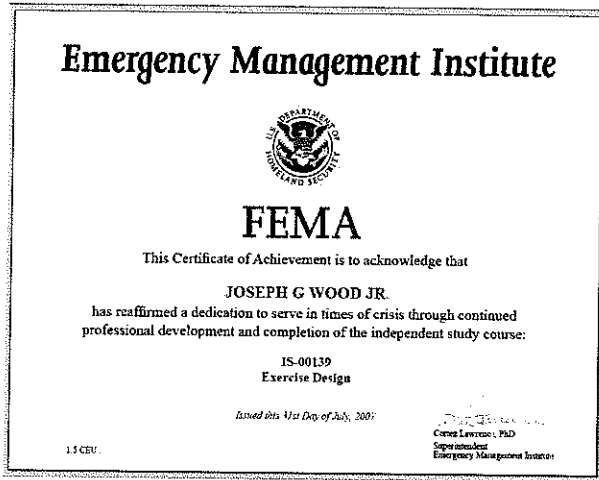
## **J. Wood Continued**

diseases. The goal of this TRA was to identify and evaluate the potential security risks (i.e., threats, vulnerabilities, and consequences) of the five candidate sites in order to aid DHS decision makers in the site selection process.

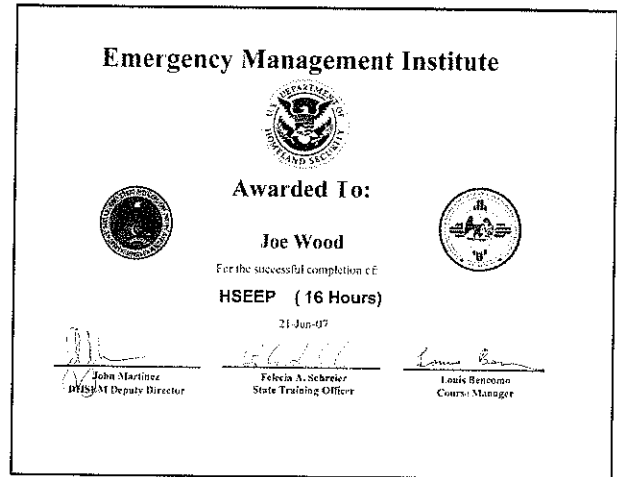
This TRA summarized the site-specific intelligence data pertaining to crime statistics; regional, national, and international intelligence related to a wide variety of threats; and data related to site-specific adversary's presence and capabilities for each of the candidate sites. The threats were analyzed and the resulting data was used to estimate overall risks to the critical assets associated with the proposed NBAF. Target analysis was performed using the CARVER methodology, and the probability of a successful attack being executed against a given target was estimated. Once threat and target data were integrated, they were applied to the baseline security system for NBAF as envisioned in the NBAF Feasibility Study and augmented with security attributes currently operational at the Plum Island Animal Disease Center. **Client Contact:** Dial Cordy, 49 Osceola Avenue, Jacksonville, FL 32250, 904.241.8821

**Exercise Controller, New Mexico Office of Emergency Management (OEM).** As a contractor to the New Mexico OEM, provided support during the design, implementation, and evaluation of a full scale Urban Search and Rescue (USAR) exercise involving local, state, Federal, and nongovernmental partners. The multi-day exercise tested New Mexico's overall emergency preparedness and identified specific areas for improvement for preserving life and successfully implementing the search and rescue capability. The exercise was also designed to test the integration of local resources possessed by Las Cruces/Dofia Ana County and the OEM's ability to manage and track the incident from their perspective at the New Mexico Emergency Operation Center (NMEOC).

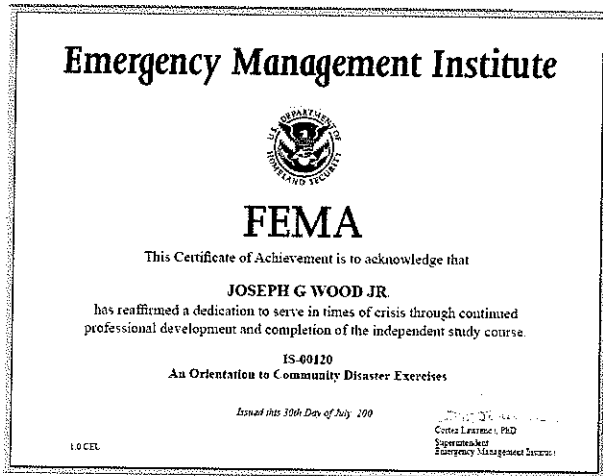
**CERTIFICATES**  
**Joseph G. Wood, Jr., PE, CHMM**



**Certificate: Exercise Design (IS-139)**

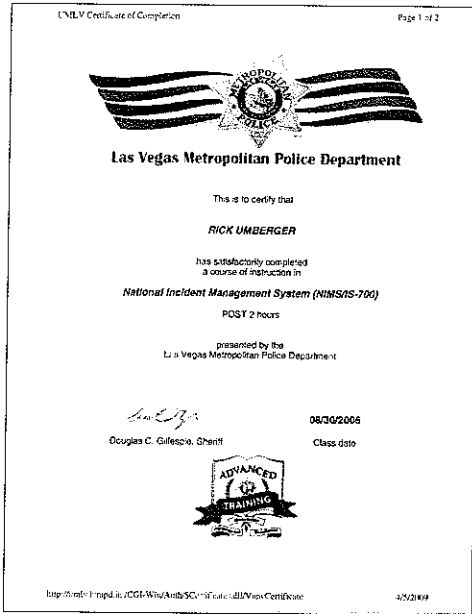


**Certificate: HSEEP**

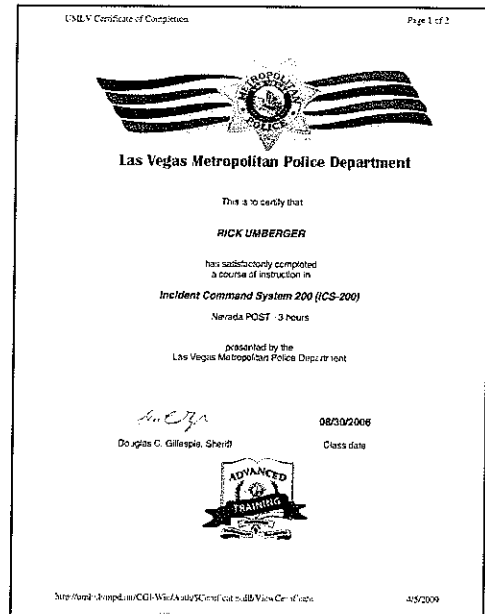


**Certificate: Disaster Exercises (IS-120)**

**CERTIFICATES**  
Rick Umberger



**Certificate: NIMS (IS-700)**



**Certificate Incident Command System (ICS200)**




**Certificate: Introduction to ICS -100 for LE**



**Certificate: Introduction to Exercises (IS-120)**

**CERTIFICATES  
Rick Umberger**

UMLV Certificate of Completion Page 1 of 2



**Las Vegas Metropolitan Police Department**

This is to certify that


**RICK UMBERGER**


has satisfactorily completed  
a course of instruction in

**Incident Command System 100LE**

Nevada POST 3 hours

presented by the  
Las Vegas Metropolitan Police Department

 08/30/2006  
Douglas C. Gillespie, Sheriff Class date




<http://uml.vnet.net/CGI-Win/Adv/SCert/Book/08/ViewCertificate> 4/5/2009

**Certificate: Incident Command System 100LE**

**CERTIFICATES  
Mike Schafer**

UMLV Certificate of Completion Page 1 of 2



**Las Vegas Metropolitan Police Department**

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
**MICHAEL D SCHAFER**


has satisfactorily completed  
a course of instruction in

**Incident Command System 200 (ICS-200)**

Nevada POST - 3 hours

presented by the  
Las Vegas Metropolitan Police Department


 08/02/2006  
Douglas C. Gillespie, Sheriff Class date



<http://uml.vnet.net/CGI-Win/Adv/SCert/Book/08/ViewCertificate> 12/4/2008

**Certificate: Incident Command System (ICS-200)**

UMLV Certificate of Completion Page 1 of 2



**Las Vegas Metropolitan Police Department**

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
**MICHAEL D SCHAFER**


has satisfactorily completed  
a course of instruction in

**National Incident Management System (NIMS/IS-700)**

POST 2 hours

presented by the  
Las Vegas Metropolitan Police Department

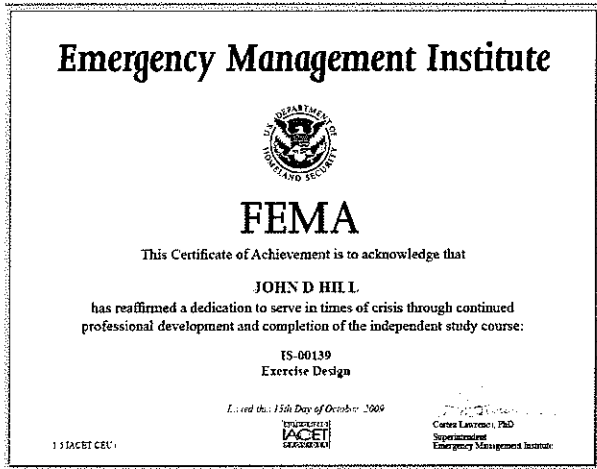
 08/11/2005  
Douglas C. Gillespie, Sheriff Class date



<http://uml.vnet.net/CGI-Win/Adv/SCert/Book/08/ViewCertificate> 1/24/2009

**Certificate: NIMS (IS-700)**

**CERTIFICATES**  
**John Hill**



**Certificate: Exercise Design (IS-139)**



**Certificate: NIMS (IS-700)**