



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 ROOM 300

RFQ COPY
 TYPE NAME/ADDRESS HERE
 THE OLSON GROUP LTD.
 117 S. COLUMBUS ST
 ALEXANDRIA, VA 22314

SHIP TO

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

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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						

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 2009 OCT 22 A 11:26
 PURCHASING DIVISION
 STATE OF WV

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

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

INSTRUCTIONS TO BIDDERS

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



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
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 117 S. COLUMBUS ST.
 ALEXANDRIA, VA 22314

HEALTH AND HUMAN RESOURCES
 BPH - THREAT PREPAREDNESS

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<p>(1) YEAR PERIODS.</p> <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>						

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

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

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*THE OLSON GROUP, LTD.
 117 S. COLUMBUS ST.
 ALEXANDRIA, VA 22314*

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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: <i>(703) 518-9988</i>						
CONTACT PERSON (PLEASE PRINT CLEARLY): <i>KYLE B. OLSON</i>						
***** THIS IS THE END OF RFQ BPH10027 *****						<i>\$107,217.79</i>

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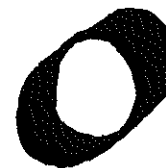
SIGNATURE: *[Signature]* TELEPHONE: 703-518-9982 DATE: 10/21/09
 TITLE: PRESIDENT FEIN: 20-3551189 ADDRESS CHANGES TO BE NOTED ABOVE

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The Olson Group, Ltd.

October 22, 2009

Ms. Roberta Wagner
Department of Administration
Purchasing Division
2019 Washington Street East
P.O. Box 50130
Charleston, WV 25305-0130

Dear Ms. Wagner:

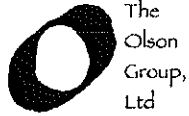
The Olson Group, Ltd. (OGL) is pleased to submit this proposal in response to the West Virginia Department of Health and Human Resources Bureau for Public Health Request For Quotations (RFQ) to plan, develop and execute HSEEP-compliant exercises.

Our proposal has been organized in a manner that addresses all items specified in the RFQ.

Key OGL personnel of the OGL Team are among the nation's most experienced providers of exercises for Federal, State and local governments. Our Vendor Project Manager, and the principal point of contact for the OGL Team, is Olson Group President Kyle Olson, one of the most respected exercise designers and facilitators in the nation. His contact information is provided below. With more than 100 major exercises to his credit, including three TOPOFF national terrorism exercises and trailblazing biological and public health exercises including B.A.D. (New York, 1998), Garden Vector (New Jersey, 2002-3), Operation Eagle pandemic and SNS exercise series (Massachusetts), National Capital Region tabletop/functional/fullscale SNS/POD exercises (District of Columbia), and H1N1 and avian influenza pandemic tabletop exercises for the Department of Homeland Security Office of Health Affairs, Olson has been at the forefront of exercise design and conduct for more than 15 years.

OGL will provide a qualified and dedicated team of exercise designers, facilitators, evaluators, controllers, and subject matter experts – particularly public health and emergency medicine specialists – in support of the Bureau for Public Health exercises.

Since 1997, our key team members have been responsible for more than 300 emergency response, terrorism, natural disaster, and public health exercises in 45 states and territories, along with almost 1200 HSEEP-compliant exercise planning



meetings. As an emergency management and national security solutions provider, the OGL Team's expertise is not limited to the exercise arena. Members of the OGL Team are also at the forefront of vulnerability and risk assessment, technology and communications solutions, public health and bioterrorism planning, and operational and logistical support for disasters. This broad expertise is being applied extensively with State and local governments throughout the Nation as well as other countries. For the Bureau for Public Health, this means OGL can ensure the exercises designed, developed and conducted under this program fully realize the State's objectives.

The Olson Group, Ltd. is totally committed to this project; our proven capabilities and our firm commitment provide an extremely, low-risk, high-quality solution for the Department of Health and Human Service Bureau for Public Health.

If you have any questions or require additional information, please contact me at 703-518-9982.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Olson". The signature is fluid and cursive, with a long horizontal line extending to the right.

Kyle B. Olson
President
The Olson Group Ltd

117 South Columbus Street
Alexandria, VA 22314
(703) 518-9982
Fax: (703) 518-9988
www.olsongroupltd.com

EXPERIENCE AND QUALIFICATIONS

THE OLSON GROUP, LTD.



The Olson Group, Ltd. subject matter experts and technical specialists. We are proud of our diverse and growing client base that currently includes the U.S. Department of Homeland Security, the Federal Emergency Management Agency, the Department of Defense, the State of Delaware Emergency Management Agency, Massachusetts Emergency Management Agency, the District of Columbia Homeland Security and Emergency Management Agency, the Territory of the United States Virgin Islands, the Commonwealth of Puerto Rico, Harvard University, JPMorgan Chase and others.

OGI is committed to bringing the best available talent to the service of our customers at a highly competitive price. OGI provides the combined insights and expertise of former state and city emergency managers, planners, exercise designers, trainers, policy analysts, and other experts, working on teams built around specific problems. Our consultants have walked the walk, responding to natural disasters and meeting the challenges of the terrorist threat; when we provide advice it reflects hands-on experience ranging from hurricanes and floods to anthrax attacks and responding to the 9-11 terror attacks. OGI's methodology for developing and conducting training and exercise events involves a systematic approach used successfully in previous assignments for various Federal, State and Exercise and local clients to meet the requirements documented in the Homeland Security Exercise and Evaluation Program (HSEEP), Presidential Decision Directive (PDD)-67, FPC-65, Federal Preparedness Circular (FPC)-66, Executive Order 12656, and other relevant guidance.



The OGI Philosophy

One of our "first principles" is simple: *The exercise belongs to you.* We never forget who we are working for, we don't substitute our opinions for your judgment, and we always keep your goals and objectives first and foremost in the conduct of our efforts. But, we pride ourselves on being honest brokers, which means we will provide our recommendations candidly at every stage in the process so that when you make decisions they reflect the best counsel we can muster.

We also believe you have a right to expect our best efforts and our best personnel. We don't practice bait and switch; with the Olson Group you always get the expertise you are paying for. You will always be able to reach the president of the company when you have a question or a need. You will always get our A-Team.

Third, we don't "cut & paste." You have a right to expect original work, tailored to your specific needs. We build our exercises and other support from the ground up, informed by our previous experience but reflecting our best thoughts right now, not a re-tread version of an exercise or workshop we did two years ago in Boise.

DEMONSTRATED EXPERIENCE

	
<p>United States Virgin Islands Office of Homeland Security Statewide Exercise Contract</p>	
Period of Performance:	3/2006 to 3/2008
Contact/Reference	Roy MacFarlane Exercise Coordinator Office of Homeland Security 21-22 Kongens Glade St. Thomas, VI 00802 Phone: (340) 774-2231 / Cell: (340) 626-2639
Project Overview	<p>OGI supported a full range of homeland security exercises on behalf of the United States Virgin Islands Territorial Government, including a senior level tabletop for the Governor and his Cabinet, and the largest full-scale exercise in the Territory's history. In this capacity, OGI designed, conducted and evaluated discussion- and operations-based exercises; developed workshops to develop plans and standard procedures for decontamination and evacuation; and served as the Territory's representative on working groups planning regional exercises sponsored by the U.S. Coast Guard and DHS.</p>
	
<p>District of Columbia Homeland Security and Emergency Management Agency Planning and Exercise Support</p>	
Period of Performance:	April 2008 to March 2009 (plus four option years)
Contact/Reference	Bill Clift Chief, Training and Emergency Exercise Division District of Columbia Homeland Security and Emergency Management Agency (202) 481-3058 william.clift@dc.gov
Project Overview	<p>The District of Columbia's Homeland Security and Emergency Management Agency (HSEMA) awarded a contract to provide comprehensive training and exercise support over a five-year period. As part of this contract, OGI as a sub to CNA, will develop a five-year exercise strategy that meets the objectives of the agency, identifies exercise requirements based on target capabilities and presents a five-year schedule. OGI will also design and implement, as directed by HSEMA, seminars, tabletop exercises, functional exercises and full-scale exercises. Support will include developing the objectives and scenarios, creating the exercise materials, and handling all logistics.</p>



Delaware Emergency Management Agency
Multi-Year All Hazards Exercise Program

Period of Performance:	February 2009 – 2014
Contact/Reference:	Thomas Nesbella WMD Training and Exercise Planner Delaware Emergency Management Agency 165 Brick Store Landing Road Smyrna, DE 19977 302-659-2353
Project Overview:	The Olson Group supports the State of Delaware Statewide Exercise program, developing, conducting and evaluating a full range of exercises addressing all hazards. OGL has conducted one table top and three functional exercises DEMA, and is currently planning a slate of twelve exercises of all kinds for 2010.




U.S. Department of Homeland Security
Office of Health Analysis

Period of Performance:	June 2009 - 2010
Contact/Reference:	Dr. Brantman Tillman Jolly Acting Deputy Assistant Secretary for Health Affairs US Department of Homeland Security Washington, DC 20531 Phone: (02) 254-6479
Project Overview:	The Olson Group, Ltd. (OGL) provides subject matter experts, including exercise design and senior facilitator personnel, to support a series of exercises for senior DHS staff, including the Secretary and Deputy Secretary, as well as the senior elements of each DHS component agency. The exercises addressed national and agency-level strategies for continuity of operations in the face of pandemic disease. The exercises included both tabletop and seminar elements, resulting in the production of specific recommendations for improving Departmental readiness in the face of both mutated avian and H1N1 influenza.



Massachusetts of Department of Public Health
Emergency Preparedness Bureau

Period of Performance:	June 2007 - 2010
Contact/Reference:	Roberta M. Clarke, MEP Exercise and Training Coordinator

	Emergency Preparedness Bureau Massachusetts Department of Public Health 250 Washington Street, 2 nd Floor Boston MA 02108 (617) 624-5721
Project Overview:	The Olson Group, Ltd. (OGL) designed, executed and evaluated a suite of two exercises, Lockbox, a tabletop exercise, and Operation Eagle, a full-scale exercise. Both exercises addressed the Strategic National Stockpile, specifically procedures for requesting and allocating the SNS resources and, during the full-scale, the full range of activities associated with Receipt, Staging and Storage of the SNS. In the latter case, items from the SNS were deployed onto trucks and delivered, with State Police escorts, to Points of Distribution (PODs) in the Greater Boston Area.
 <p>District of Columbia Department of Health Health Emergency Preparedness and Response Administration</p>	
Period of Performance:	June 2008 – September 2009
Contact/Reference:	Artensie Flowers, Ph.D. Training and Exercise Coordinator Health Emergency Preparedness and Response Administration District of Columbia Department of Health 64 New York Avenue, NE Suite 5000 Washington, DC 20002 (202) 671-0706
Project Overview:	The Olson Group, Ltd. (OGL) developed, conducted and evaluated a series of exercises for HEPRA, including a Continuity of Operations (COOP) Tabletop Exercise for Department of Health senior staff; an SNS and POD Functional Exercise; a POD/Mass Prophylaxis Full-Scale exercise; an After Action Review of the Department's performance during the 2009 Presidential Inauguration; and a Region-Wide assessment of the performance of DC, Maryland, and Virginia mass care providers during the Inaugural period.

APPROACH TO TASKS/SAMPLE WORK PLANS

The Department of HEALTH AND HUMAN RESOURCES Bureau for Public Health has requested quotes for exercises described in the RFQ. To that end, the following pages address each: a Tabletop Exercise, and a Functional Exercise. In each example, we provide a narrative description of The OGL Team's understanding of the exercise type, as well as a work plan reflecting the tasks to be completed and the schedule for their execution, and a budget, based on the design elements from the RFQ.

Under this program, OGL will meet and exceed the requirements of the State of West Virginia and the needs of the stakeholders at the local, county, city and institution level for HSEEP-compliant exercises.

As shown in the Example Work Plans appended to each exercise description on the following pages, OGL is fully conversant with HSEEP and the exercise requirements set out by BPH. We note that it appears BPH shares our belief that HSEEP is not an exercise design "ceiling", but is in fact a floor from which to reach higher.

OGL will use all means available to facilitate working collaboratively with BPH and the stakeholders that will be engaged in the exercises throughout the scenario design and review process. As comments are received and incorporated in the exercise, the OGL staff will be collaborating to ensure that the enhancements and insights of the reviewers are reflected in the overall exercise design, as well as in the presentation and, as appropriate, evaluation materials.

EVALUATION AND REPORTING

The OGL Team is fully aware that "the work ain't over until the paperwork is done". This means

OGL EXERCISE IDEAL

One hallmark of an OGL Team exercise, whether a tabletop to address Continuity of Operations in the face of pandemic influenza or a functional exercise testing the coordination of emergency operation centers and hospitals across a major metropolitan area, is that it is *playable*. What does this mean? OGL believes a meaningful exercise must provide participants with problems to confront and the information they require to meet those challenges. The word "exercise" conveys the notion that players are getting a workout, and that is precisely what OGL strives to accomplish with our exercise design and delivery methodologies. Each OGL exercise is built around the need to engage players in the scenario, to provide them with sufficient information and in such forms as they are used to receiving in the real world: maps, statistics, communications, weather, photographs and video images, traffic reports: All in the form of quantifiable data. Problems are presented in terms of measures to be taken, not soft "What would you be thinking now?" questions but, rather, as calls for action, consistent with existing plans and capabilities.

both exercise evaluations and program management reporting. As noted in the following Example Work Plans, design of the evaluation process begins with the first exercise planning meeting. Working with the BPH Program Manager, utilizing HSEEP as a procedural basis for our efforts, and in coordination with the participating agencies and stakeholders, we will build the exercises around measurable objectives.

From a management perspective, we will provide detailed Monthly Program Reports to the BPH Program Manager. These reports will fully characterize the entire range of activities, with summary information on the status of each exercise and a preview of OGL Team activities projected over the upcoming 30-Day period. The exercise status reports will provide the BPH Program Manager with updates (utilizing a task and timeline format) on the elements completed and pending in the development or evaluation cycles for each exercise, as well as a schedule of upcoming exercise-related meetings.



TABLETOP EXERCISE

Description

Tabletop exercises use vivid scenarios to engage participants in discussions of how they would respond to hypothetical events. OGL will design, develop and execute a one-day tabletop exercise addressing the Bureau for Public Health Continuity of Operations Plan (COOP), for approximately 50-70 participants.

Tabletops are designed to be a non-threatening and relatively low cost approach to validating capabilities, although their intensity is generally higher than that in a seminar setting. OGL uses tabletops to explore and validate plans, identify logical or structural conflicts or gaps in those plans, and develop specific areas for further study and improvement. The delivery and execution of the BPH COOP TTX will be carried out as follows:

Organize And Conduct Initial Planning Conference

OGL will organize and conduct an Initial Planning Meeting (+70 Days) with representatives from BPH involved in the design of the exercise – the BPH exercise planning team. The purpose of this meeting is to provide a starting point for discussion on the overall exercise concept and goals. The exercise concept establishes the what, when, where and how of the exercise. OGL will present a draft exercise plan providing BPH planning team members with a starting point for overall exercise design. Specifically, the planning meeting will serve as a forum to:

- Discuss exercise scope and format
- Develop a purpose statement and detailed exercise objectives (objectives will be based on the current stage of the group's plans, capabilities requiring validation and new regulations, policies or guidelines impacting the planned response, and suspected or identified vulnerabilities or weaknesses)
- Define/revise and gain approval for the scenario elements
- Identify "trusted agents" from within participating the Bureau and in-house Subject Matter Experts (SMEs), who will assist in the final exercise preparation
- Confirm the exercise date, location, and participants

Identify planning milestones

OGL will provide timely follow-up to the meeting, and distribute meeting minutes to participants as soon as practical (typically within 5 business days of the meeting).

OGL will organize and conduct subsequent planning meetings as necessary. Additional meetings may be required to refine exercise objectives, approve exercise scenario, and review general exercise development progress.

Create Exercise Work Plan and Timeline

The purpose of the work plan is to identify the target dates and tasks associated with each of the four phases of the exercise. In addition, the work plan will include a list of assigned personnel and hour estimates for the completion of each task. Include sample tabletop work plan. Depending on the complexity of the exercise in question, the Planning/Design/Execution/Evaluation cycle may take from four to eight weeks. The timeline is flexible and changes as the exercise develops.

Build Exercise Scenario

An exercise scenario is a sequential, narrative account of a hypothetical incident that drives the exercise and introduces situations that will elicit responses and allow for testing of the exercise objectives. OGL builds tabletop scenarios around the previously developed objectives, incorporating elements that address the vulnerabilities, hazards or weaknesses of concern to the jurisdiction being exercised. For a tabletop exercise, the scenario consists of a narrative description of events as they unfold. The tabletop may use a single scenario introduced in modules, or short, multiple scenarios. Given the focus of the TTX on COOP, the format focus upon objectives consistent with a single scenario. OGL will structure the scenario so that it is realistic and challenging to participants, lead them to consider critical issues, as well as their individual and group roles in responding to emergencies.

Develop Exercise Materials and Documentation

The OGL Exercise Team thrives on information, including existing COOP plans, SOPs, and site-specific data provided by BPH, to develop detailed exercise documentation, including briefing materials. These materials include Situation Manuals, multimedia presentations, and Controller and Evaluator Manuals (as required). All materials will be vetted internally at OGL, provided to BPH for review, and then forwarded to the jurisdiction-level points of contact for approval.

Information will be provided via four primary methods during the exercise:

1. Situation Manual (SITMAN),
2. Direct Delivery Injects, providing selected players with individualized information for their use, and
3. Exercise Briefing, an audio-visual presentation, providing players with data as it would be presented in the real-world.
4. The PlayField™ interactive tactical management display, which brings many of the advantages of a functional or full-scale exercise to a tabletop setting (*see next page*).

Situation Manuals - A Situation Manual/Participant Handbook provides participants with the information they need to participate in the tabletop exercise. Furthermore, OGL develops the Situation Manual with the intent to make it an information resource that the exercise participants can take away for future reference. OGL Situation Manuals typically include:

- General Information Section/Introduction with an overview of the specific exercise activity
- Ground Rules Section describing the expectations for exercise participants
- Objectives and Scope Section containing information developed during the design phase, including the exercise objectives
- Exercise Agenda section presenting a list of all scheduled activities
- Scenario Information including the scenario narrative, timeline and any messages if used
- Appendices containing additional information to support the exercise, including acronym guides, glossaries, relevant website lists, contact numbers, organization charts, maps, models, chemical/biological agent- or disease-specific information, journal articles related to the exercise subject matter, etc.
- Evaluation Form

Multimedia Briefings

OGL will use computer-driven presentation software (e.g., PowerPoint) to introduce the scenario. Graphics, animation, audio clips and videos will be used to make the situations as realistic as possible, as well as to present the exercise in an engaging manner. All OGL briefings will be available on CD-ROM, so that participants will be able to refer to them later on as a reference.


As players engage, the Facilitation Team will provide further exercise information as well as guidance to the players in how to interpret the information with which they are being provided. As the players take actions in accordance or conflict with existing plans, evaluators will note concordance or deviations from expected actions, identifying problems for further exploration and resolution.

Participants will be provided the information in a series of moves or “modules” designed to reflect the evolving situations they would confront over a period of time. The responsibility of the Lead Facilitator is to keep the action and discussions on target and on time. During both the plenary discussions and during breakouts, the Facilitation Team will work to encourage participation among all players, and technical assistance to those requiring help with the information being provided.

PlayField™ will provide players access to the full range of resources they would actually have access to in a real event. As they make resource allocations and other decisions, those actions are played out on the PlayField™ screen. The appearance of cases of infection, the availability of medicines, the status of Points of Dispensing are presented in much the same manner as in a modern Emergency Operations Center. This heightened sense of engagement is reflective of OGL’s immersive approach to tabletop exercises.

PlayField

Provides players with an opportunity to see their actions and receive feedback on their decisions during exercise.



1. Integrated Geospatial maps, for coordination
2. “Deployable” tactical and strategic resources
3. Time-based exercise injects
4. Measurable-outcomes tracking
5. Integrated simulated media

Controller/Facilitator Guidebooks

The effective performance of the exercise controllers/facilitators is essential to a successful exercise. A Controller/Facilitator Guidebook assists facilitators with both preparing for and conducting the exercise. The Guidebook will include

- Prompts and Questions based on the objectives and issues under direction
- Scope, concept of play and objectives

- Assumptions, artificialities and simulations
- Rules, regulations and procedures
- Additional scenario details
- Expected outcomes
- Evaluation forms

Coordinate Logistical and Administrative Issues

- Arrange travel and accommodations
- Order binders, tabs, paper, etc. for exercise materials
- Confirm participant and support personnel availability
- Confirming facility availability
- Organizing security or access arrangements
- Coordinate food and beverage requirements

Conduct Exercise

The Exercise Team will travel to the site for the execution of the exercise. The team will arrive one to three days in advance of the exercise, depending on the on-ground preparatory steps required. SMEs and other consultants will be used to bolster the OGL team as required. The key tabletop exercise roles are:

- **Lead Controller/Facilitator** - The effectiveness of a tabletop is largely determined by the feedback from participants. It is the responsibility of the facilitator to guide the exercise, stimulate discussion and draw answers and solutions from the group. Multiple facilitators will be required if it is decided to form break out groups.
- **Participants** - Respond in their real-life roles
- **Evaluators** - Take minutes and capture discussions, issues, recommendations and decisions
- **Observers** – Observe exercise play, rather than respond in their actual roles

Upon satisfactorily meeting the objectives of the exercise, including addressing the full range of problems developed in consultation with the BPH planning team in the development of the scenario, the Lead Facilitator will bring the TTX to a conclusion. Participants will be given an opportunity during a “hotwash” (see below) to share key thoughts and findings, including recommendations for next steps.

Each participant will be asked to complete a survey questionnaire prior to leaving the site, addressing the exercise conduct, the performance of the contractor staff, the adequacy of the venue, and other questions for the purpose of improving subsequent exercises.

Following the exercise and the departure of the participants, the OGL staff will meet with the BPH planning team to discuss the day, their findings, and recommendations for improvement. The exercise team will then break down the exercise site and depart.

Assess and Evaluate Exercise

Tabletop exercises have two sources of feedback. The primary source regarding team performance and plan and procedure adequacy is from the participants themselves. Participants will provide comments on the exercise, and identify which areas performed well, in addition to areas where further work is required. Facilitators will also contribute supplemental comments, and will take the lead in developing the After Action Report (AAR).

At the conclusion of the exercise, OGL will distribute evaluation forms to the exercise participants and observers (see appendix for sample evaluation form). The comments in the evaluations will be incorporated into an After-Action Report. OGL will provide the evaluations to BPH for their review.

Following conduct of the exercise, OGL will lead a Hot Wash review with representatives from the participating agencies to obtain "snapshot" lessons learned while still fresh in selected participants' and staff memories.

OGL will develop and distribute a Quick-Look Report, providing an initial list of after action comments and impressions about the exercise. The report will be developed from the observations and comments from the Hot Wash review. The report will serve as an interim to publication of the After Action Report, and will be distributed in a timely manner.

OGL will produce and provide a draft After Action Report to BPH and the participating agencies for simultaneous review two weeks (+14 Days) from the completion of each exercise. The AAR will contain detailed observations and specific lessons learned from the exercise play. No more than seven (7) days following the submittal of comments from the reviewers, OGL will produce and deliver a Final Draft AAR. After a fourteen (14) day review period, and after incorporating DPH/CEP's and the participating agencies' comments, OGL will prepare and distribute the Final AAR...

WEST VIRGINIA BUREAU FOR PUBLIC HEALTH TABLETOP EXERCISE TASK LIST AND TIMELINE

Task	Time (T*-Days)
Exercise Design – 25 days	
Set foundation: <ul style="list-style-type: none"> • Prepare TTX Work Plan • Develop exercise budget • Identify OGL exercise planning team • Prepare for and conduct internal OGL meeting • Review TTX procedures • Assign responsibilities and due dates for each task 	T-90
Conduct initial meeting (Concept Development) with WV BPH POCs (BPH Program Manager, planning team leads): <ul style="list-style-type: none"> • Determine objectives • Determine scope • Review exercises conducted to date • Identify scenario options • Identify exercise participants • Identify/verify date and time of exercise and planning meetings 	T-90
Develop minutes, QA and send to WV BPH POCs	T-85
Prepare initial draft Situation Manual (SITMAN) (including control and evaluation). Ensure draft passes through QA process. Provide to BPH for review.	T-80
Prepare for Initial Planning Conference (IPC): <ul style="list-style-type: none"> • Develop agenda • Develop sign in sheets • Develop presentation • Draft scenario • Draft focus questions, objectives, etc. • Copy appropriate number of documents needed for meeting • Develop detailed agenda for IPC facilitator 	T-75
Travel to/from IPC location (2 persons)	T-71

Task	Time (T*-Days)
Conduct IPC (2 persons) <ul style="list-style-type: none"> • Conduct initial site visit • Establish Design Team organization, roles and responsibilities • Identify objectives • Discuss scenario options • Discuss logistics (facility/venue, equipment needs, room layout, participants) • Discuss control, evaluation, and training • Discuss need for any special topic briefings (STBs) and potential presenters • Review draft SITMAN • Assign tasks and due dates 	T-70
Develop IPC minutes, QA and send to BPH POCs	T-65
Begin developing facilitator notes for TTX	T-64
Prepare initial draft of scenario and distribute to BPH planning team members for their review and comments; begin developing scenario aids (<i>3 week review period</i>)	T-62
Prepare midterm draft SITMAN (including control and evaluation) based on IPC, ensure draft passes through QA process	T-60
Develop mailing lists (POC list) and correspondence letters	T-60
Develop conduct organization; identify and assign controllers, evaluators and facilitator; identify players	T-58
Ensure client is aware of the need to assist in coordinating: <ul style="list-style-type: none"> • TTX participants • Room layout • Room reservation • Identification of equipment needs and other logistical requirements with Region level contact 	T-58
Ensure invitations are sent to TTX participants	T-55
Travel to/from MPC location (2 persons)	T-45
Conduct MPC: <ul style="list-style-type: none"> • Review exercise planning process and actions to date • Review draft SITMAN, EVALPLAN, other exercise documents, and scenario • Review exercise organization and players • Review exercise logistics • Review training and briefings • Review external affairs program (media/VIP/observers) • Review exercise logistics and schedules • Assign responsibilities and due dates for each task 	T-45
Develop minutes, QA and send to BPH POCs	T-40
Further refine facilitator notes and issue/focus questions	T-40
Collect and consolidate scenario comments from the MPC and BPH planning team and complete final draft of scenario; distribute to BPH planning team (<i>ten day review period</i>)	T-40



Task	Time (T*-Days)
Finalize exercise evaluation process; develop Exercise Evaluation Guides (EEGs)	T-40
Finalize: <ul style="list-style-type: none"> Draft SITMAN (including control, evaluation, scenario, scope, etc) Finalize Concept of Exercise 	T-40
Prepare for Final Planning Conference (FPC): <ul style="list-style-type: none"> Develop agenda Identify participants Develop presentation Final draft of scenario, and exercise documents Copy appropriate materials 	T-38
Develop media release/public information policy handbook; develop media policy	T-35
Collect and consolidate scenario comments from the BPH planning team and complete final scenario; incorporate into SITMAN	T-34
Ensure A/V has been ordered (microphones, projector, computer, screen, etc.) by client	T-32
Travel to/from FPC location (2 persons)	T-31
Conduct FPC: <ul style="list-style-type: none"> Review exercise planning process and actions to date Review and finalize SITMAN, other exercise documents, and scenario Finalize any special topic briefings (STBs) and presenters Finalize staffing and participants Finalize exercise logistics Walk-through exercise set-up, delivery, break-down schedule Assign responsibilities and due dates for each task 	T-30
Develop minutes, QA and send to BPH POCs	T-25
Finalize scenario package and presentation(s); finalize STBs	T-24
Develop player, controller and evaluator briefings; prepare presentations	T-21
Finalize logistics with BPH POC, including A/V requirements and participants	T-14
Final SITMAN based on FPC including control and evaluation, facilitator notes, special topic briefings, and agenda	T-14
Conduct internal OGL meeting between TTX Lead and Facilitator	T-7
Conduct Facilitator briefing	T-7
Final QA of all TTX materials and manuals	T-7
Obtain all TTX materials and supplies: <ul style="list-style-type: none"> Develop name badges and table tents Registration needs Observer/VIP information packets Make copy of all exercise materials to take along 	T-5
Produce and ship:	T-4



Task	Time (T*-Days)
<ul style="list-style-type: none"> SITMAN production, including Facilitator Manual Observer/VIP information packets Name Badges Table Tents 	
Travel to/from TTX location (5 persons)	T-2
Confirm final logistical requirements: <ul style="list-style-type: none"> Set up room and registration; conduct dry run; make necessary changes; ensure food/beverage available; 	T-1
Train exercise presenters, and conduct pre-exercise briefings, if necessary	T-1
Exercise Execution – 2 days	
Conduct player, controller, facilitator and evaluator briefings before TTX	T-0
Conduct TTX (5 persons): <ul style="list-style-type: none"> Take notes on issues Facilitate exercise Evaluate and control exercise Distribute feedback forms 	T-0
Conduct Hotwash	T-0
Collect participant feedback forms	T-0
Collect evaluator forms; conduct exercise staff debrief	T+1
Debrief among OGL exercise team	T+5
Exercise Evaluation – 55 days	
After Action Report- <ul style="list-style-type: none"> First Draft After Action Report (AAR); distribute for review and comments (10 days for comments) Prepare and distribute Final Draft AAR for comment (7 days after comments received) Final comments received on AAR (24 days for final comments) Final AAR, with comments Send to State and Region POC 	T+15 T+25 T+49 T+54 T+55
Ensure drafts and final versions are QA'd and send to POCs	

T = Tabletop Date

Exercise based on 90 day timeframe. All dates listed are CALENDAR days.



Tabletop Budget

WV Bureau of Public Health HSEEP Exercises

Tabletop Exercise

Staff

Designer	\$19,144.00
Lead Controller	\$4,594.56
Clerical Staff Member	\$1,488.48
Controller/Facilitator	\$3,905.28

Labor Cost **\$29,132.32**

Travel Cost **\$2,200.00**

Graphic Design and Duplication **\$3,500.00**

Total Exercise Cost **\$34,832.32**

FUNCTIONAL EXERCISE

Description and Purpose

OGL will conduct functional exercises (FEX), also referred to as command post exercises (CPX), with the purpose of testing and evaluating the capability of one or more functions in the context of an emergency. These fully simulated and interactive exercises will be geared towards key policy officials, senior agency representatives, coordination and operations personnel, who will serve as “players” in the exercise. Specific functions can include Direction and Control, Communications, Evacuation, Resource Management, etc. The exercise should take place in Emergency Operations Centers (EOCs) or other operating centers, including public health facilities (clinics, hospitals, etc.). Functional exercises are similar to full-scale exercises, except that equipment remains “in the shed”. Functional exercises simulate a disaster in the most realistic manner possible short of moving real people and equipment to an actual site.

Review Relevant State, Regional and Local Plans

In order to effectively determine the appropriate scope and objectives for any exercise, the participating jurisdictions’ public health and emergency response plans, operating guidelines and relevant annexes must be referred to as a starting point. This data should also be considered when determining the appropriate scope, and identifying objectives.

Organize and Conduct Initial Planning/Coordination

OGL will organize and conduct an Initial Planning/Coordination Meeting with representatives from the agencies and organizations involved in the exercise. The meeting will be held approximately ten weeks prior to execution of exercise (+70 Days). At this time OGL will present a draft exercise plan providing exercise planners with a starting point for overall exercise design, consistent with the guidance provided by the Exercise Program Plan (see the discussion of EPP on page 15, above). At this meeting, OGL will:

- Discuss exercise scope and format (How will the exercise be conducted? How long will the exercise last? Who will play? What will be simulated?)
- Develop a purpose statement and detailed exercise objectives. Objectives should be achievable, yet challenging for the players. Exercise objectives will be based on suspected or identified vulnerabilities or weaknesses, the current stage of the group’s crisis management program, capabilities requiring validation and new regulations and policies or guidelines impacting the planned response. The larger the scale of the exercise activity, the more objectives and wider range of issues can be expected.

- Define/revise and gain approval for the scenario elements,
- Identify “trusted agents” from within participating agencies and local Subject Matter Experts (SMEs), who will assist in the final exercise preparation, and
- Confirm the exercise date, location, and participants.
- Identify planning milestones

Create Exercise Work Plan and Timeline

OGL will devise a work plan that will document tasks, schedules, required resources, costs, task durations and will allow status tracking. Functional Exercises require significant planning due to the length of these exercises and the detail that must go into them. Six to eighteen months time should be allowed for the planning and development of a functional exercise

Form Exercise Work/Design Team

OGL will establish an exercise work team that will be led by an experienced exercise manager/designer. The team will include representatives from each of the major organizations participating in the exercise. Experts in exercise development; technical knowledge of the health hazards being addressed (i.e. biological weapons, radiological agents, infectious disease, etc.), and knowledge of the organizational plans and procedures being exercised will also be part of the team. Administrative staff will produce required exercise materials and support logistics needs.

Staff Requirements

Controllers/Facilitators Chief Controller and additional Controllers will be required to manage and direct the exercise. Controllers run the exercise, providing guidance to the players as needed, oversee the use of MSELs or injects, deleting or creating them as needed to keep the exercise on track, providing additional challenges if appropriate. Controllers provide briefings to all participants, initiate the exercise, work with the Exercise Director to determine if objectives have been met, terminate the exercise and facilitate debriefing sessions. During the exercise, controllers will identify any problem areas and devise solutions to keep the exercise running smoothly. Usually several controllers will be needed, depending on the exercise design, to oversee various components of the exercise. OGL has a cadre of experienced exercise controllers to facilitate challenging exercise play.

Controllers/Simulators Simulators will be used to assume the roles of others, including representing agencies that may not be directly playing in the exercise. They will be used to provide “injects” to smoothly control the flow of the exercise, and to provide a degree of realism for players. Where possible, people with significant expertise, or who actually perform that role will be selected as simulators.

Evaluators Evaluators observe the responder’s actions and assess performance. Evaluators are usually selected from the agencies they will be evaluating, but may be drawn from other regional agencies or nationally recognized subject matter experts. Evaluators are provided with training and evaluation materials to assist them in providing fair and thorough assessments of the players’ performance.

Subject Matter Experts Nationally recognized subject matter experts will be utilized for assistance with specific response issues as needed.

Build Exercise Scenario

OGI will design a scenario that will promote the accomplishment of the previously established exercise goals and objectives. All scenario components will be submitted to BPH planners, as previously noted, for approval prior to inclusion in the exercise documentation. OGI is very well aware of the sensitive nature of certain information that may be included in the scenario (terrorist tactics, target information or response protocols) and will ensure that the documents will be guarded from disclosure to unauthorized personnel. The scenario will consist of the following elements:

- A convincing narrative
- Major and minor events, growing out of the narrative and carefully chosen to support objectives. These will be arranged in a realistic and convincing sequence from the beginning to the end of the exercise,
- Expected actions which tie closely to objectives
- Specific messages describing problem situations or other occurrences. These messages must be well conceived so that players will respond with the expected action.

Produce Exercise Materials and Documentation

OGI will produce the following materials and documentation:

Exercise Plan (EXPLAN) OGI will produce an EXPLAN that will identify the scope and content of play for all players, provide key exercise assumptions, provide exercise

objectives and associated evaluation elements, explain Controllers, Simulators and Evaluators from the player's view, and establish administrative and support requirements and procedures applicable to player activity during conduct of exercise.

Control Staff Instructions (COSIN) OGL will produce Control Staff Instructions (COSIN) containing guidance for Controllers, Simulators and Evaluators regarding procedures and responsibilities for exercise control, simulation and support.

Master Scenario Events List (MSEL) OGL will develop a Master Scenario Events List (MSEL) as well as implementers/injects with the purpose of evoking complex and realistic problems. This enables achievement of exercise objectives. Both the MSEL and COSIN will serve as the primary tools that bind together the actions of all controllers.

Communications Directory (COMMDIR) OGL will assemble a Communications Directory (COMMDIR) containing telephone and fax numbers, websites, email addresses, radio frequencies and other contact information for communicating among all exercise sites. OGL will base the COMMDIR upon participant input and controller needs.

Controller and Evaluator Orientation Briefings OGL will ensure that the exercise staff is fully trained in the Command Post/Functional Exercise process. OGL will produce a Controller and Evaluator Orientation Briefing to prepare the staff with the necessary details for execution of the exercise.

Evaluation Plan (EVALPLAN) OGL will produce an EVALPLAN, establishing the procedures to be used for determining the adequacy of the plans, policies and procedures that are implemented by participants during the simulated emergency.

Controller and Evaluation Packets All of the above materials will be part of a packet issued to both controllers and evaluators prior to execution of the exercises.

Role Player/Actor/Victim Orientation Briefing OGL will produce an Orientation Briefing for Simulators, Role Players, Actors, etc.

Player Briefing OGL will produce a Player Orientation Briefing and will strive to assure the players are provided with sufficient information to conduct the exercise, and understand the scope and objectives of the exercise. Generally speaking, the more information the players have in advance of the exercise, the clearer the expectations, the more comfortable they

are with exercise play, resulting in a better exercise. Without sufficient information, players may be confused, apprehensive or feel they are being setup for failure, all of which hinders quality exercise participation.

Procedural Flow Synopsis (PROFLOW) OGL will produce a PROFLOW describing response resource responsibilities and functions, and outlines a sequential flow of anticipated actions by those organizations.

Multimedia Power Point Presentation OGL will produce a multimedia power point presentation to introduce the scenario. The presentation will incorporate graphics, animation and videos in order to make the situations as realistic as possible. OGL will also use displays such as maps, charts, message forms and lists to provide details for the scenario and keep track of activities.

Arrange Logistics

Arranging logistics begins with the listing of initial logistic needs and concludes with the completion of exercise conduct including the break-down of the facilities, return of room equipment and the collection of any remaining exercise activity materials. OGL will set up the facility, usually an EOC, the day prior to the exercise. Various room arrangements are suitable for a functional exercise, depending upon the size of the exercise. There should be a table for players with plenty of workspace, an area for simulators, a room for evaluators to observe, and a place from where the controller can operate. A single room can work for small exercises. However, an additional room for simulators is required if more than one or two agencies or emergency functions are being exercised.

OGL will consider the following logistics items when planning a functional exercise:

- Travel and accommodations for outside controllers, evaluators and observers,
- Ordering necessary binders, tables paper, etc for exercise materials
- Confirming participant and support personnel availability
- Confirming facility availability for briefings, play locations and control cells,
- Training and briefing needs,
- Security or access arrangements for appropriate personnel,
- Food and beverage requirements,
- Communication equipment

Conduct Exercise

OGL will begin the exercise with an introductory briefing for participants. The success of an exercise is significantly higher when those participating are provided with an overview of

objectives, the manner that simulation will be carried out, the time period to be simulated and an outline of exercise ground rules and procedures.

OGL will formally begin the exercise with the presentation of the narrative in a multimedia Power Point presentation. Presentation of the narrative will be followed by the interaction of simulators and players through the communication of messages. This back and forth communication will take place according to a carefully sequenced scenario of events that will take place, the time they will occur and the messages that will be used to prompt the players in the EOC.

OGL will simulate the reality of operations in a functional area to the maximum degree by presenting complex and realistic problems requiring rapid and effective responses by trained personnel in a highly stressful environment. The players should be able to choose from the entire range of responses normally available during an emergency. To better enable participant spontaneity, OGL will use well-trained and prepared exercise controllers, who will be able to handle any unexpected turns in the exercise.

A Functional Exercise normally requires three to eight hours, but can run for a full day or longer.

Assess and Evaluate Exercise

OGL will begin the evaluation phase with the observation and documentation of participant responses and activities during conduct. Evaluation forms will be created clearly reflecting the exercise objectives, and provide performance objectives and activity expectations that will assist evaluators in their observations. OGL will input comments gathered from evaluation forms into a database, and will submit a report to DPH/CEP.

Following the exercise, OGL will conduct debriefings for players, controllers, evaluators and simulators. OGL will hold these debriefings to obtain feedback from the participants as to how they thought they performed. The controller, evaluator and simulator debriefings help ensure that a thorough and coordinated evaluation is possible. These debriefings will provide important data and often the most important evaluation observations. Debriefing topics include observations of positive actions taken and possible areas for improvements, observations on the adequacy of plans, procedures and equipment, an assessment on how well the objectives were met and comments on the drill process.

OGL will develop and distribute a Quick-Look Report, providing an initial list of after action comments and impressions about the exercise. The report will be developed from the observations and comments from the Hot Wash review. The report will serve as an interim to publication of the After Action Report, and will be distributed in a timely manner.

OGL will produce and provide a Draft After Action Report to BPH and the participating agencies for simultaneous review within 14 days of the completion of each exercise. The AAR will contain the detailed observations and specific lessons learned from the exercise play. Seven (7) days following submission of comments, OGL will distribute a revised Final Draft AAR, for a 14 day review period. Seven (7) days following completion of that review, OGL will prepare and distribute a Final AAR, incorporating BPH and any other participating agencies' comments. OGL's staff has collectively conducted hundreds of WMD exercises, and will incorporate observations and recommendations from similar jurisdiction's experiences into the draft document.

Exercise Follow-up

The culmination of the exercise process is the "follow up" on the AAR recommendations. Jurisdictions will be provided a list of specific concrete tasks to enhance future performance, and simplify the process of assigning taskings from the AAR to various personnel or departments. OGL will be able to assist jurisdictions with follow up on recommendations as requested.

OGL will conduct follow-up activities to the exercise with BPH and the participating agencies as requested.

OGL will transform findings and lessons learned from the exercises into practical training applications, as well as an Improvement Plan, consistent with HSEEP doctrine.

WEST VIRGINIA BUREAU FOR PUBLIC HEALTH FUNCTIONAL EXERCISE TASK LIST AND TIMELINE

Task	Time (T*-Days)
Exercise Design – 25 days	
Set foundation: <ul style="list-style-type: none"> • Prepare Functional Exercise Work Plan • Develop exercise budget • Identify OGL exercise planning team • Prepare for and conduct internal OGL meeting • Review Exercise Development procedures • Assign responsibilities and due dates for each task 	T-90
Conduct initial meeting (Concept Development) with State and Region POC: <ul style="list-style-type: none"> • Determine objectives • Determine scope • Review exercises conducted to date • Identify scenario options • Identify exercise participants • Identify/verify date and time of exercise and planning meetings 	T-90
Develop minutes, QA and send to State and Region POCs	T-85
Determine staffing and assignments from BPH to assist in scenario development. Send invitations to scenario development meeting.	T-84
Prepare initial draft Situation Manual (SITMAN) and Control Plan (CONPLAN). Ensure draft passes through QA process.	T-80
Prepare for Initial Planning Conference (IPC): <ul style="list-style-type: none"> • Develop agenda • Develop sign in sheets • Develop presentation • Draft scenario • Copy appropriate number of documents needed for meeting • Develop detailed agenda for IPC facilitator 	T-75
Travel to/from IPC location (2 persons)	T-71

Task	Time (T*-Days)
Conduct IPC (2 persons) <ul style="list-style-type: none"> • Conduct initial site visit(s) • Establish Design Team organization, roles and responsibilities • Identify objectives • Discuss scenario options; begin to develop Master Scenario Events List (MSEL) • Discuss logistics (facility/venue, equipment needs, room layout, participants) • Discuss control, evaluation, and training • Discuss control and evaluation positions; begin to identify controllers and evaluators • Review draft SITMAN and CONPLAN • Assign tasks and due dates 	T-70
Develop conduct organization; identify and assign controllers, evaluators and simulators; identify players	T-66
Develop IPC minutes, QA and send to BPH POCs	T-65

Prepare for Mid-Term Planning Conference (MPC) to further develop exercise scenario.	T-64
Control Cell <ul style="list-style-type: none"> • Identify and reserve Control Cell location • Develop Control Cell layout • Identify personnel and equipment needs • Identify Control Cell identification requirements 	T-64
Begin working logistical and communications requirements <ul style="list-style-type: none"> • Communications • Transportation • Security and Access • Site Safety • Identify and reserve any play locations, and special areas, including parking, assembly areas, response routes, observer/VIP/media areas, weapons check locations, etc. 	T-63
Prepare initial draft of scenario, including MSEL, and distribute to BPH planning team members for their review and comments; begin developing scenario aids (<i>3 week review period</i>)	T-62
Prepare midterm draft SITMAN and CONPLAN based on IPC, ensure draft passes through QA process	T-61
Begin developing Evaluation Plan (EVALPLAN); create first draft of Exercise Evaluation Guides (EEGs)	T-60



Prepare for Mid-Term Planning Conference <ul style="list-style-type: none"> • Develop agenda • Identify participants • Develop presentation • Final draft of scenario, and exercise documents • Copy appropriate materials 	T-58
Coordinate invitation letter to MPC. Develop and maintain POC mailing lists	T-58
Develop correspondence letter (invites and thank you notes, etc.), mailing and email lists; Ensure invitations are sent to exercise participants	T-55
Begin drafting message injects and any other exercise control pieces	T-54
Identify credentials for conduct organization (Controllers and Evaluators)	T-54
External Affairs <ul style="list-style-type: none"> • Identify extent of media/VIP/observer program • Work with Region to ensure press release is drafted • Develop media/VIP/observer policy 	T-48
Continue to work logistical and communications requirements <ul style="list-style-type: none"> • Need for video documentation • Develop final Control Cell layout • Determine printing requirements • Establish delivery schedule for exercise materials • Identify supply requirements for Controllers and Evaluators 	T-45
Travel to/from MPC location (2 persons)	T-45
Conduct MPC: <ul style="list-style-type: none"> • Review exercise planning process and actions to date • Review draft SITMAN, CONPLAN, EVALPLAN, other exercise documents, scenario, and MSEL • Review exercise organization and players • Review exercise logistics • Review telephone directory/communications plan • Review training and briefings • Review external affairs program (media/VIP/observers) • Review exercise logistics and schedules • Assign responsibilities and due dates for each task 	T-45
Develop minutes, QA and send to BPH POCs	T-40
Coordinate invitation letter to FPC. Develop and maintain POC mailing lists	T-40
Collect and consolidate scenario comments from the BPH planning team and complete final draft of scenario, including MSEL; distribute to BPH planning team (1 week review period)	T-40
Finalize: <ul style="list-style-type: none"> • Draft SITMAN (including control, evaluation, scenario, scope, etc) • Draft CONPLAN • Draft EVALPLAN 	T-40



Prepare for Final Planning Conference (FPC): <ul style="list-style-type: none"> • Develop agenda • Identify participants • Develop presentation • Final draft of scenario, and exercise documents • Copy appropriate materials 	T-38
Finalize exercise evaluation process and Exercise Evaluation Guides (EEGs)	T-36
Develop media release/public information policy handbook; develop media policy	T-34
Collect and consolidate scenario comments from BPH planning team and complete final scenario; incorporate into exercise plans	T-34
Travel to/from FPC location (2 persons)	T-31
Conduct FPC: <ul style="list-style-type: none"> • Review exercise planning process and actions to date • Review and finalize SITMAN, CONPLAN, EVALPLAN, other exercise documents, scenario, and MSEL • Finalize conduct organization and players • Finalize exercise logistics • Finalize telephone directory/communications plan • Review training and briefings • Review external affairs program (media/VIP/observers) • Review final exercise set-up, delivery, break-down schedule • Assign responsibilities and due dates for each task 	T-30
Develop minutes, QA and send to BPH POCs	T-25
Finalize scenario package, including MSEL; finalize message injects	T-24
Finalize player, controller and evaluator briefings; prepare presentations; identify locations for briefings	T-21
Finalize logistics with BPH POCs, including communications requirements and participants	T-14
Final SITMAN, CONPLAN, EVALPLAN, based on FPC	T-14
Final QA of all exercise materials and manuals	T-14
Obtain all exercise materials and supplies: <ul style="list-style-type: none"> • Exercise manuals and tabs • Coordinate with graphics on covers and spines • Identification requirements for conduct organization • Develop name badges and table tents • Registration needs • Extra forms • Observer/VIP information packets • Make copy of all exercise materials to take along • Other exercise supplies 	T-10
Produce and ship: <ul style="list-style-type: none"> • SITMAN, CONPLAN, EVALPLAN production • Observer/VIP information packets • Name Badges and other credentials • Other 	T-4
Travel to/from Exercise location (10 persons)	T-2

Confirm final logistical requirements: <ul style="list-style-type: none"> Verify conduct organization is taken care of; make necessary changes 	T-1
Verify Control Cell setup is correct and make necessary changes <ul style="list-style-type: none"> Registration Barricading and signage Traffic control First Aid Restrooms Food/beverage Site security Communications Site Safety 	T-1
Train exercise participants; and conduct pre-exercise briefings	T-1
Exercise Execution – 2 days	
Conduct player, controller, facilitator and evaluator briefings before exercise	T-0
Conduct Functional Exercise (10 persons): <ul style="list-style-type: none"> Announce start of exercise Control and evaluate exercise Hold regularly scheduled exercise updates with conduct organization Announce end of exercise Distribute feedback forms 	T-0
Conduct Hotwash	T-0
Collect participant feedback forms	T-0
Break-down exercise locations; collect all materials	T-0
Collect evaluator forms; conduct exercise staff debrief	T+1
Debrief among OGL exercise team	T+5
Exercise Evaluation – 55 days	
After Action Report- <ul style="list-style-type: none"> First Draft After Action Report (AAR); distribute for review and comments (<i>14 days for comments</i>) Prepare and distribute Final Draft AAR for comment (<i>7 days after comments received</i>) Final comments received on AAR (<i>14 days for final comments</i>) Final AAR, with comments Send to BPH POCs 	T+14 T+35 T+49 T+54 T+55
Ensure drafts and final versions are QA'd and send to POCs	

T = Exercise Date

Exercise based on 90 day timeframe. All dates listed are CALENDAR days.



Functional Exercise Budget

WV Bureau for Public Health HSEEP Exercises

Functional Exercise

Staff

Designer	\$23,930.00
Lead Controller	\$11,486.40
Clerical Staff Member	\$2,480.80
Controller Staff	\$25,857.92

Labor Cost **\$63,755.12**

Travel Cost **\$7,200.00**

Graphic Design and Duplication **\$5,000.00**

Total Exercise Cost **\$75,955.12**

Resumes

The Olson Group, Ltd. Team is pleased to offer the Bureau for Public Health and the State of West Virginia a team of professionals that represent not only some of the leading exercise practitioners in the nation, but also an unsurpassed cadre of emergency medicine and public health experts, fully integrated into the exercise process. As reflected in their resumes on the following pages, each of our exercise Designers, Controllers, and Facilitators have been in the field for more than a decade, directly involved in the development and execution of important and technically challenging exercises at the Federal, State and Local levels. In several instances our personnel can rightly say they helped define the modern exercise methodology embedded not only in the DHS HSEEP guidance, but reflected in the BPH Exercise Process.

Moreover, the OGL Team is experienced in the design and conduct of precisely the types of exercises BPH is requesting. Our Project Manager and Lead Facilitator, Kyle Olson, brings fifteen years of high-end exercise experience to this task and has been heavily engaged in COOP and SNS exercises and planning activities for many years. His experience includes more than a dozen Continuity of Operations and Continuity of Government tabletops for State departments and agencies, as well as senior level COOP exercises for the Department of Homeland Security headquarters staff, plus leadership of a number of public health exercises including several SNS functionals and full-scales. Mr. Olson will be "hands-on" involved in the development and execution of every exercise under this program, assuring that each exercise meets OGL's high standards and is consistent with our exercise philosophy (see page 5, above).

Our other exercise professionals have similar records of accomplishment. Every one is an HSEEP-certified professional, with several active as trainers at the FEMA Emergency Management Institute.

On the pages below, we present our team. Our skills, our experience, and our commitment to the West Virginia are evident; we look forward to the opportunity to support the Department of HEALTH AND HUMAN RESOURCES and the Bureau for Public Health.

KYLE B. OLSON

PROJECT MANAGER

CURRENT POSITION

President

REPRESENTATIVE ACCOMPLISHMENTS

Mr. Olson has worked to enhance security preparations at National Special Security Events, including the XIX Olympic Winter Games in Salt Lake City, the 2004 Democratic and Republican National Conventions, the 2004 G8 Summit, and the recent Presidential Inauguration

Mr. Olson has been a featured speaker at conferences on terrorism and weapons of mass destruction in the US, Europe, Asia, and Australia. He is regularly interviewed by broadcast news organizations, including ABC, BBC, CBC, CBS, CNN, NBC and Nippon Television

Mr. Olson's clients have included the U.S. Departments of Homeland Security, Defense, Justice, and Labor, the Federal Bureau of Investigation, Central Intelligence Agency, Federal Emergency Management Agency, and dozens of states and cities, including New York, Los Angeles, and Boston, as well as Fortune 500 corporations

Over the past ten years, Mr. Olson has helped design, facilitate, and evaluate more than 100 tabletop, command post, and full-scale homeland security and emergency management exercises.

BIOGRAPHY

Kyle Olson is President of the Alexandria, Virginia-based Olson Group, Ltd., and is one of the nation's leading authorities on high-technology terrorism and preparedness. A preeminent leader/facilitator of high-impact, a high profile working groups and exercises, Mr. Olson has provided his expertise and imagination to a broad range of Federal, state and local homeland security and counterterrorism efforts. He has successfully worked with groups drawn from line staff and first responders, mid-level managers and senior officials at all levels of government and industry for more than twenty years.

Mr. Olson's clients have included the U.S. Departments of Homeland Security, Defense, Justice, and Labor, the Federal Bureau of Investigation, Central Intelligence Agency, Federal Emergency Management Agency, and dozens of states and cities, including New York, Los Angeles, and Boston, as well as Fortune 500 corporations. He has worked with all of them in the development of procedures for preventing and, if necessary, responding to acts of terrorism; Mr. Olson has also worked to enhance security preparations at National Special Security Events, including the XIX Olympic Winter Games in Salt Lake City, the 2004 Democratic and Republican National Conventions, the 2004 G8 Summit and the recent Presidential Inauguration. Over the past ten years, he has helped design, facilitate, and evaluate more than 100 tabletop, command post, and full-scale

homeland security and emergency management exercises.

Mr. Olson is widely cited by the international media; he has been interviewed by major broadcast news organizations from around the world, and has been featured on such programs as 60 Minutes, Nightline, Today, and Dateline. He has been extensively quoted in the print media, and is a consultant on terrorism and homeland security issues for ABC News.

Mr. Olson was the first Western expert to investigate the unprecedented June 1994 terrorist use of Sarin nerve gas at Matsumoto, Japan. His report, issued in both Japan and the United States in December 1994, predicted further such attacks were likely and specifically pointed to the vulnerability of the Tokyo subway system to a weapon like Sarin. Following the Aum Shinrikyo's poison gas attack on the Tokyo subway in March 1995, Mr. Olson spent extensive time in Japan investigating the incident and the cult.

He has briefed Administration and Congressional officials and international agencies, including the Organization for Prohibition of Chemical Weapons and NATO. Mr. Olson's 1995 testimony on the Tokyo Subway Attack before the Senate Permanent Subcommittee on Investigations directly contributed to passage of the Nunn-Lugar-Domenici bill on domestic counter-terrorism planning. Mr. Olson served as a member of the Director of Central Intelligence's Non-Proliferation Advisory Panel.

During 1985-1990, as Director for Safety and Plant Operations for the Chemical Manufacturers Association, Mr. Olson led U.S. industry advocacy concerning the Chemical Weapons Convention (CWC) during the negotiation of that treaty. He also directed industry efforts on community and plant safety, design codes and standards, and other regulatory matters. He has participated at the expert level with the United Nations Conference on Disarmament in Geneva, and in meetings of Pugwash, the Aspen Strategy Group, Geneva International Peace Research Institute, Wilton Park Conferences, American Association for the Advancement of Sciences, and National Academy of Science. Mr. Olson has been a featured speaker at government and professional gatherings in Western Europe, Russia, Asia, Australia, Latin America, and the United States.

The author of numerous articles and papers, Mr. Olson has contributed to several books on the subject. He co-authored and edited *Shadows and Substance: The Chemical Weapons Convention* (Westview, 1993) and is a guest lecturer on CBW terrorism at the Defense Nuclear Weapons School, Air War College, Naval War College, and US Air Force Special Operations School.

Mr. Olson was a principal in, and led the growth of Community Research Associates, Inc., a provider of homeland security-related services, from \$4 Million to \$20 Million in sales. He has also worked with other defense and security firms, including Technology Applications International Corporation, Research Planning Inc., TASC, and EAI Corporation. As an independent consultant, Mr. Olson worked with the United Nations and U.S. and European firms on technical strategies for the destruction of Iraqi chemical weapons following the Gulf War, and on problems surrounding former Soviet chemical weapons stockpiles. Mr. Olson's public sector experience includes service as a legislative assistant to Senator Max Baucus, a special consultant to the U.S. Department of Labor Occupational Safety and Health Administration, and as Assistant City Manager of Great Falls, Montana.

REPRESENTATIVE EXPERIENCE

City of Boston, Office of Homeland Security and Emergency Management, National Incident Management System (NIMS), Training Program - Phase I

Worked with the Metro-Boston Homeland Security Region (MBHSR) to deliver NIMS Awareness (IS 700) training to 10,000 first responders in the Metro-Boston communities. Offered both Lecture Based (LBT) and Computer Based Training (CBT) to assist local cities and towns in meeting their NIMS requirements.

United States Virgin Islands

Manage and deliver the Territory's multi-year exercise program, including the design and conduct of executive, tabletop, functional and full-scale exercises. Develop and deliver supplemental training modules on Communications Interoperability, and Mass Care and Evacuation.

JP Morgan Chase and Company, Business Continuity & Crisis Management

Delivered threat training, vulnerability assessment, and business continuity/disaster recovery support to JPMorgan Chase and Company, one of the world's largest financial institutions, since 1998. Worked with JPMorgan Chase and Company (and, previously, Chase Manhattan's) Corporate Crisis Management Team and its business operations and lines of business in preparing to respond to acts of terrorism, kidnapping and extortion, white collar crime, cyberattacks, and natural disasters.

State of Massachusetts, Continuity of Operations (COOP) / Continuity of Government (COG) Planning

Developed and provided continuity of operations (COOP) and continuity of government (COG) planning support to the executive agencies of the State of Massachusetts, including the Office of the Governor.

District of Columbia Health Emergency Preparedness and Response COOP and SNS Exercises and Real-World After Action Support

Developed and conducted tabletop, functional and full-scale exercises for DC HEPRA, addressing continuity of operations in the face of pandemic, SNS response to and anthrax outbreak, and mass prophylaxis Point of Dispensing operations. Produced an After Action Report on the DC Department of Health and National Capital Region Health Departments' responses to the 2009 Presidential Inaugural activities

State of Massachusetts Department of Health Pandemic COOP and SNS Exercises

Developed, facilitated and led evaluation of tabletop and full-scale exercises addressing request, receipt, handling (RSS) and deployment of Strategic National Stockpile in a public health emergency environment

Commonwealth of Puerto Rico, Office for Public Security, Puerto Rico's State Administrative Agency (SAA) for Homeland Security

Under contract to the Commonwealth of Puerto Rico, Mr Olson is providing operational, planning and strategic support to the Office for Public Security, Puerto Rico's State Administrative Agency (SAA) for homeland security. Working out of Alexandria as well as from our satellite office in San Juan, Mr Olson is providing an expanding range of services, including: 1) Operational Support to the State Administrative Agency (SAA); 2) Grant Administration Enhancement; and 3) Analysis and Strategic Planning/Support

New York City, Operation City Safe Subway Terrorism Exercise

Under contract to the Department of Homeland Security, developed, staged and evaluated the largest subway exercise in the United States in lower Manhattan. More than 500 responders and 200 volunteers carried out a realistic response to a simulated terrorist bombing on a train

Atlanta, Georgia, Metropolitan Atlanta Rapid Transit Authority Exercise Series

Working under contract to MARTA, staged a series of tabletop and full-scale exercises designed to test the system's emergency

response, command and control, and notification and communications systems.

Democratic and Republic Presidential Nominating Convention Preparations

Directed design and conduct of a series of tabletop exercises involving Federal, State and local government agencies, including Secret Service and FBI, during preparations for 2004 conventions in New York City and Boston. More than a dozen exercises were held, addressing different planning elements of the preparations, including transit security and Senior Officials play

2000 Salt Lake City Winter Olympics Planning

Under Federal contract, directed and participated in more than 50 exercises and training events as part of planning cycle for 2000 Winter Games. Engaged nearly 2000 law enforcement and emergency responders in the process, plus more than 1000 volunteers during full-scale exercises

SECURITY CLEARANCE
Top Secret

HSEEP Certified

SELECTED PUBLICATIONS

Olson K., "Why the US Chemical Industry Can Live With a Chemical Weapons Convention" *Arms Control Today* Vol 19, No. 9, 1989

Olson K., "Industry and the Chemical Weapons Convention" *New Threats: Responding to the Proliferation of Nuclear, Chemical, and Delivery Capabilities in the Third World: An Aspen Strategy Group Report*, University Press of America, 1990

Morel B., Olson K., Shadows and Substance: The Chemical Weapons Convention, Ridgeway Series in International Security Studies, Westview Press, 1993

Olson K., "The Chemical Weapons Convention and the Home Front: An Analysis of the Chemical Weapons Convention Implementation Act of 1994" *Industry Insights #2*, Chemical and Biological Arms Control Institute, 1994

Olson K., "Maximizing the Facility Agreement: Protecting Confidential Business Information and Ensuring Effective Inspections" *OPSEC Journal*, Second Edition, 1995.

Olson K., *The Matsumoto Incident: Sarin Poisoning in a Japanese Community* Chemical and Biological Arms Control Institute, 1995

Olson K., "Aum Shinrikyo: Once and Future Threat?" *Centers for Disease Control Emerging Infectious Diseases* Vol 5, No. 4, 1997

Olson K., "State of the Art: Aum Shinrikyo and WMD Terrorism in Japan" *Terrorism*, Vol 1, 1997.

Laura R. Hokenstad, M.S., M.E.P.

Education:

M.S., Social Administration, Case Western Reserve University, Mandel School of Applied Social Sciences, 1996

B.A., Sociology and Cultural Anthropology, Warren Wilson College, 1991

Graduate Coursework, Sociology, University of Michigan, 2001

Relevant Experience

2007-Current **THE OLSON GROUP, LTD.**

Exercise Manager: Design, conduct and evaluate public health and homeland security exercises

2007 **STRATEGIC EMERGENCY GROUP**

Contract Evaluator/Controller, Installation Protection Program: Serve as an Evaluator/Controller for Department of Defense Installation Protection Program functional exercises. Analyze exercise findings and write formal After Action Reports

2006-Current **FEDERAL EMERGENCY MANAGEMENT AGENCY**

Instructor/Facilitator Contractor, Master Exercise Practitioner Program: Guide students through the process of exercise design, implementation, and evaluation. Students are from: Customs and Border Protection, Public Health, the US Coast Guard, the Federal Bureau of Investigation, and Emergency Management. Deliver a curriculum that includes: compliance standards for the Homeland Security Exercise and Evaluation Program (HSEEP) and in-depth didactic and applied instruction on types of exercises and the eight steps of exercise design.

2005 to 2007 **DEPARTMENT OF HEALTH AND MENTAL HYGIENE (DOHMH) BUREAU OF EMERGENCY MANAGEMENT (NYC)**

Director, Exercises and Training: Designed and conducted over 10 exercises, including: an evacuation and relocation drill for 200 participants; an internal DOHMH notification drill for 60 participants; and a pandemic flu exercise for 50 participants. Served as the Exercise Director for a regional exercise with three participating states and six counties in New York and New Jersey. Over 100 people participated. Created a formal evaluation process at DOHMH. Introduced federal evaluation standards and standardized post-exercise evaluation, including developing evaluation templates. Developed a process for Corrective Action Planning. Recruited and

trained over 50 evaluators. Conducted post-exercise debriefings with staff, including over 1000 participants for a simultaneous Point of Dispensing Drill (POD) in five boroughs. Coordinated public health emergency preparedness and response efforts with a wide range of agencies throughout New York City, including the NYC Police Department (NYPD) and the NYC Office of Emergency Management (OEM). Served as the principal liaison from DOHMH for a NYC Office of Emergency Management (OEM) City Incident Management System (CIMS) compliance review board. Worked with other City agencies to implement a pandemic flu workshop and develop the first joint-planning process on school closure with the Department of Education. Coordinated staff support to the NYC Disaster Assistance Service Center during the Hurricane Katrina recovery. Served as a lead Planning Section Chief during the 2006 New York City Anthrax incident. Served as lead advisor and in-house expert for an Incident Command System curriculum. Wrote proposals, grant reports, and after-action reports for the exercise and training components of the Bureau's 25 million dollar federal grant from the Centers for Control (CDC). Supervised four staff members in the preparation of reports, and data analyses to support policy-making and to meet oversight reporting requirements

2001 to 2005 **FEDERAL EMERGENCY MANAGEMENT AGENCY**

Emergency Management Specialist (Voluntary Agency Liaison): Fostered partnerships with over 100 non-governmental organizations (NGOs) throughout the mitigation, preparedness, response, and recovery stages of emergency management. Led NGO disaster recovery coalitions on 12 federally declared operations, including: New York City, 9/11/2001; Super Typhoon Pongsogna and Tropical Storm Chata'an in Guam and the Federated States of Micronesia, 2002-2003; the Southern California Wildfires of 2003-2004; and Hurricane Ivan, Ohio and Tennessee, 2005. Conducted rapid-response Preliminary Damage Assessments (PDAs) for disasters, including Hurricane Isabel in 2002. Served as the liaison between government agencies and NGOs on roles, responsibilities, and regulations concerning emergency incidents. Served as a Mass Care Evaluator on federal Radiological Evaluation Program (REP) exercises

1998 to 2000 **STATE OF ALASKA DIVISION OF MENTAL HEALTH AND DEVELOPMENTAL DISABILITIES**

Planner, Community Mental Health/API 2000 Project: Served as a researcher and planner on an initiative to develop community-based care alternatives to institutionalization for the severely mentally-ill. Collaborated with a wide-range of stakeholders, including local state and federal government, advocates, researchers, foundations, the criminal justice system, contractors, and consumers. Planned community meetings for public comment, Alexandria, VA

1997 to 1998 **AMERICAN RED CROSS, Emergency Services Supervisor;**

Manager, State Field Service: Acted as principle technical support to four state Red Cross chapters, a regional office, and national headquarters. Managed field service projects and supervised staff and volunteers. Analyzed three statewide programs and produced outcome and evaluation reports

1995 to 1996 **CASE WESTERN RESERVE UNIVERSITY MEDICAL SCHOOL, CENTER FOR INTERNATIONAL HEALTH**

Graduate Intern: Assisted with international development projects including developing an international exchange program for field work and researching a 10 year AIDS project in Uganda.

1995 **WASHINGTON UNIVERSITY GEORGE WARREN BROWN SCHOOL OF SOCIAL WORK**

Research Assistant: Researched and analyzed a FEMA-funded project to study the National Earthquake Hazard Reduction Program

Training/Certifications

- ◆ Master Exercise Practitioner Certification, FEMA, 2006
- ◆ Incident Command System 100 and 700 Train-the-Trainer, NYS Office of Emergency Management, 2006.
- ◆ Crisis Decision Making Army War College, 2005.
- ◆ Epidemiology in Action, NYC DOHMH, 2005.
- ◆ Incident Command System for Executives, FEMA. 2004.
- ◆ Incident Command System 100, 200, 300, FEMA 2004

- ◆ Emergency Planning and Special Needs Populations Pilot, FEMA, 2002
- ◆ Shelter Operations, American Red Cross 1998
- ◆ Disaster Mental Health, American Red Cross, 1998
- ◆ Field Service Management American Red Cross, 1998
- ◆ Mass Care and Mass Fatalities, American Red Cross, 1997.
- ◆ Armed Forces Emergency Management Casework Training, American Red Cross, 1997.
- ◆ International Medicine Seminar series, Case Western Reserve University, 1996.
- ◆ Crisis Intervention, Hillsborough, Florida County Crisis Center 1994.

International Travel

- ◆ Federated States of Micronesia, Guam, India, Mexico, Nepal, Barbados, and Europe
- ◆ Attended school in Sweden

Professional Associations and Key Presentations

- ◆ Member, CDC Pandemic Influenza National Exercise Guidance Workgroup Atlanta, Georgia 2007.
- ◆ "DOHMH Exercises and Incidents." Presentation for CDC, New York, NY, 2006 and 2007
- ◆ Member, National Association of Social Workers, 1994-2005.
- ◆ Member, International Association of Emergency Managers, 2003-2005.
- ◆ Distinguished Alumni Series: "The Disaster Life Cycle: Implications for Social Work" Case Western Reserve School of Applied Social Sciences, Cleveland, OH, 2005
- ◆ "Emergency Management and Community Empowerment" United Nations NGO Symposium, New York, NY, 2005
- ◆ "The Federal Response Plan." Regional Association of Blood Banks, Las Vegas, NV, 2002

HSEEP CERTIFIED Train-The-Trainer

Adam M. Montella

Education:

B.A. /M.P.A Public Administration, Bienville University, Lafayette, LA. 2001

Emergency Medical Technician, Scarlet Oaks VOTEC Cincinnati, OH (1992)

Secondary Education, Edison Community College (1988)

Law Enforcement SW Florida Criminal Justice Academy, Sarasota, FL (1987)

Executive Summary

Mr Montella is a seasoned professional with more than 23 years of direct emergency management, public safety, public health and homeland security experience in government and private industry. Following the events of September 11, 2001, he became the first General Manager of Emergency Management for the Port Authority of New York and New Jersey, helping to rebuild the agency that owned and operated the World Trade Center. In this position, he managed all emergency management functions including mitigation, preparedness, response, and recovery efforts for this five billion dollar, multi-state agency. He has designed and conducted more than 400 courses, seminars, and exercises that have assisted local, state, and federal government agencies and private industry in their efforts to prepare for, respond to, and recover from Disasters of all types. For the last 12 years Mr Montella has had a strong focus on Weapons of Mass Destruction and Counter- and Anti-terrorism. He is a current member of numerous local, state, national, and international emergency management associations and is frequently sought after as a subject matter expert and speaker. His experience is highlighted by serving in senior management positions on well over 100 headline disasters including Hurricanes Hugo, Andrew, and Katrina as well as the September 11 terrorist attack, and the anthrax release at the U.S. Capital. In addition, He served on the State of Florida Rapid Impact Assessment Team (RIAT) and currently serves on the Federal Emergency Management Agency's (FEMA's) Emergency Response Team (ERT) and the National Response Coordination Center (NRCC) at FEMA headquarters. Mr. Montella's expertise goes far beyond public service. As a management consultant, Mr Montella has aided in the growth, direction, and success of numerous private companies.

Exercise Highlights

Tennessee Department of Health (TDH) Technical Program Manager in support of the TDH Bioterrorism Program. Mr Montella and his team conducted a comprehensive assessment of all 168 hospitals in the State of Tennessee in order to determine the state's preparedness to respond to acts of terrorism. The results of the assessment were used to support the development of regional plans and to aid the state in determining which areas to invest future grant dollars to enhance preparedness and infrastructure.

During the second phase of the program, his team facilitated the development of six regional Hospital Bioterrorism Preparedness Plans through collaboration with various stakeholder groups within the state (e.g., Fire, Law Enforcement, FBI, EMS, Public Works, Public Transportation, etc.)

During the final phase of the project, Mr. Montella and his team planned, facilitated, and evaluated six regional tabletop bioterrorism exercises to test the effectiveness of the regional plans. Each tabletop exercise included approximately 125 - 175 exercise participants and observers from Hospitals, Public Health, Law Enforcement, Public Works, Emergency Medical Services, Federal Bureau of Investigation, Tennessee Emergency Management Agency, Local Emergency Management, as well as the Tennessee Office of Homeland Security.

The Westchester County Department of Health Mr Montella and his team reviewed the WCDH Emergency Operations Plan, related procedures, and relevant emergency preparedness training agendas/reports, in order to develop the scenario package for a tabletop training exercise. Additionally, he facilitated a teaming meeting with stakeholders on November 14, 2002 to get stakeholder input for the scenario and to gain stakeholder buy-in for the training exercise. On January 23, 2002, Mr Montella and his team conducted the tabletop training exercise; Pandemic Flu in Westchester County during two sessions involving approximately 200 participants each, for a total of 400 exercise participants.

Union County New Jersey, TOPOFF-3 Readiness Tabletop Exercise. Mr Montella and his team were selected by

Union County as its consultant contractor to design and conduct a Tabletop exercise to prepare for the County's participation in the TOPOFF-3 exercise.

Mr Montella developed a scenario that presented exercise participants with similar issues that they would expect during TOPOFF play and exercised various organizations' individual plans in response to a biological terrorism event in Union County. The overall planning processes consisted of two planning meetings, followed by a half-day tabletop exercise.

The Union County LINC'S Agency, Office of Emergency Management, Union County public safety officials, elected officials, and other agencies representing all facets of New Jersey local and State government, have long recognized their responsibility to protect the public from, and mitigate the consequences of, acts of terrorism.

Collectively, an exercise planning committee was formed with Mr Montella's team and Union County officials in an effort to properly design an exercise that touched on the local TOPOFF exercise objectives.

The TOPOFF Readiness Tabletop Exercise that was conducted was part of an ongoing effort by Union County to provide its citizens with the best possible defense against the consequences of a Weapons of Mass Destruction (WMD) terrorist event.

This exercise was followed by the full-scale exercise TOPOFF 3 (T-3) that tested the operational components of a complex bio-terrorism incident in the region.

US House of Representatives, Program Manager for CEMP development. This included a training and exercise program that led to a successful recovery of the House following the Anthrax release in 2001. Provided direct technical assistance to House Leadership and staff in the relocation and recovery of the House and House Offices.

Domestic Preparedness Program. Led the development and conduct of chemical and biological tabletop exercises and field exercises in support of the U.S. Army Soldier and Biological Chemical Command (SBCCOM). Mr Montella was responsible

for 49 of the original 120 cities in the Domestic Preparedness Program.
American Red Cross National Headquarters. Designed and implemented a series of national exercises for Hurricanes, Earthquakes, and Aviation Mass Casualty

Department of Justice (DOJ). Senior exercise controller for chemical venue in Portsmouth, NH with, continuous real time play and deployment of federal, state, and regional assets over a 5 –day period.

FEMA. Designed and Implemented WMD and Terrorism Response Training and Exercise Program for FEMA's Office of National Preparedness.

Federal Protective Service (FPS). Designed and Implemented WMD and Terrorism Response Training and Exercise for FPS Regional Security Directors

Private Industry. Provided business continuity support and comprehensive exercise program for Chase Manhattan Bank, MetLife Insurance Company, and Goldman Sachs, and others

Skills Summary

Exercises and Training

- Full scale exercises
- Functional exercises
- Table top exercises
- Drills
- Seminars
- Senior Officials Workshops

Planning and Evaluation

- COOP/COG
- Business Continuity
- All Hazards CEMP
- SOP/SOG
- Standards and Performance Measures

Management and Response

- Project management
- Risk management
- ICS/NIMS
- Emergency Response
- Strategic Studies
- Management and Process Improvement

Certifications

Certified Instructor; DoD
Certified Instructor; FEMA
Certified National Instructor; American Red Cross
Florida Notary

Professional Societies

Homeland Security and Defense Business Council, Exercise Committee Member and Lead Exercise Designer/Facilitator
Florida Emergency Preparedness Association (FEPA): Technology Committee Member
State Homeland Security Oversight Group: NIMS Implementation Committee, Member
International Association of Emergency

Managers (IAEM): Private Industry Committee, Member, Technology Committee Member

Security Clearance
Department of Defense, Secret

HSEEP Certified
Train-The-Trainer

David E. DiCola

Education:

B.A., Emergency and Disaster Management,
American Public University, November 2007.
GPA 3.97

30 Credit Hours toward AS in Fire
Science/EMS, Northern Virginia Community
College, January 1985-December 1992

60 Credit Hours toward BS in Accounting,
Minor in Computers, Virginia Commonwealth
University, September 1982-December 1984

Other Employment Information

Fairfax County Fire and Rescue Department,
October 1985 to Present

- Urban Area Security Initiative (UASI)
Training and Exercise Coordinator for the
Fairfax County Office of Emergency
Management (October 2006-Present)
- Captain II/EMS Supervisor (May 2005-
October 2006)
- Captain I/Shift Leader (December 2002 –
May 2005)
- EMS Lieutenant (April 1997- December
2002)
- Hazardous Materials Technician (August
1988-April 1997)
- Firefighter (October 1985-August 1988)

Training 911, October 1996-June 1999

Assisted in recruit Emergency Medical
Service Training, EMT Refresher Training and
Evaluation, and Paramedic Training and
Evaluation.

WRB (Chantilly, VA) Technical Advisor,
March 1996-October 1996

Provided technical information to consumers
concerning medications; collected
information/data base entry.

Marlene's Cake and Party Supplies, Manager
Sept 1979-Dec 1995

Experience Overview

Mr. DiCola has 22 years experience with the
Fairfax County Fire and Rescue Department
including 14 years as a paramedic and 11
years as an officer. Served one year as the
Urban Area Security Initiative (UASI) Training
and Exercise Coordinator for the Fairfax
County Office of Emergency Management.
Background includes: emergency
management and preparedness; training and
exercise development and evaluation;
promotional test development and
evaluation; fire and mass casualty incident
management; and basic life support and
paramedic instructor and evaluator. Also

served as Exercise Director for Fairfax
County's participation in the Regional
Response '07 Functional Exercise and
served on the National Capital Region
Steering Committee for Regional
Response 07.

Relevant Experience

Certified Homeland Security Exercise and Evaluation Program (HSEEP).

Certified Trainer HSEEP is a capabilities-
based exercise program that includes a
cycle, mix, and range of exercise activities
of varying degrees of complexity and
interaction. The purpose of HSEEP is to
build self-sustaining, exercise programs
and provide a standardized methodology
for designing, developing, conducting, and
evaluating all exercises.

Exercise and Training Operations Panel (ETOP) Liaison for Regional Emergency Support Function 11 (ESF 11).

Coordinates the exchange of
information between ETOP and ESF 11
(Food). Represents ETOP at ESF 11
meetings and assist in exercise
development concerning provisions for
food, water, and ice following a major
disaster or event.

Exercise and Training Operations Panel (ETOP) Corrective Action Process (CAP) Working Group.

Responsible for reviewing and posting
after action reports and improvement
plans produced from National Capital
Region exercises.

Regional Response '07 Fairfax County Exercise Director and member of National Capital Region Steering Committee.

This exercise provided an
opportunity to assess a coordinated
response to a Category 3 Hurricane and a
F3 tornado between jurisdictions and
agencies including non-governmental
organizations and private sector partners.
The participating agencies used existing
plans, policies, and procedures to respond
and begin recovering from these events.
The exercise was held at the Fairfax
County Alternate Emergency Operations
Center. The exercise was coordinated by
the Office of Emergency Management and
included participants from various Fairfax
County agencies as well as non-
government partners. Responsibilities
included regional representation and
coordination of Fairfax County agencies
with the National Capital Region and
Virginia Department of Emergency
Management.

Chemical/Biological Incident Response Force (CBIRF) Tabletop Exercise.

The exercise was held at the Fairfax County
Alternate Emergency Operations Center
and was designed to demonstrate CBIRF's
capabilities in response to an incident
involving a radiological dispersal device.
Responsibilities included Fairfax County
point of contact and coordination of Fairfax
County agency participation.

Tyson's Corner Drill, Fairfax County, VA.

This exercise provided an opportunity
for a coordinated response to an active
shooter event leading into a
hostage/barricade situation in a public
place. The exercise was co-sponsored by
the Fairfax County Police Department and
Fairfax County Fire and Rescue
Department in coordination with the Office
of Emergency Management. Through an
arrangement with the Tyson's Corner
Center Security and Guest Services,
Tyson's Corner Mall was used as the
exercise location. The participating
agencies used existing plans and policies
to identify the active shooter situation,
contain the shooter, address a
hostage/barricade situation, extract and
triage wounded patients (role players), and
make appropriate transport decisions.
Responsibilities included agency
coordination, exercise controller and
evaluator, and provided moultage for role
players.

Training/Certifications

Homeland Security Exercise and Evaluator Program (HSEEP)

Homeland Security Exercise and Evaluator Program Train the Trainer

IS-139 Exercise Design
IS-324 Community Hurricane
Preparedness
Nationally Registered Paramedic
Virginia State Paramedic
NIMS 100, 200, 300, 400, 700, 800
ACLS (Advanced Cardiac Life Support)
ITLS (Intermediate Trauma Life Support)
PALS (Pediatric Advance Life Support)
Instructor I, II
Officer I, II and III
Zenger Miller Leadership I, II and III
Preceptor Certified
Hazardous Materials Technician

Committees

Exercise and Training Operations Panel
ETOP, 2006 – present
Training and Exercise Consortium TEC,
2006 - present

Corrective Action Process (CAP) Working Group
ESF 11 Liaison for the Exercise and Training Operations Panel
Peer Driven Quality Council, 2006
EMS Protocol Committee, 2005
HIPAA Committee, 2004, 2005
Captain-I Test Committee, EMS 2004, 2006
EMS Lieutenant Test Committee Chairman, 2003
EMS Technician Test Committee Chairman, 1999, 2001
EMS Lieutenant Test Committee, 1999 2001, 2002
Suppression Captain II Test Role Player, 2002
EMS Captain II Test Role Player, 2000, 2002
EMS Technician Test Committee Rater, 1997
Hazmat Technician Test Committee, 1990, 1992, 1994
ALS Retention Committee, 1999

Additional Recognition

Unit Citation for Response to Huntington Floods 2006
Unit Citation for Response to the Pentagon 2001
Centreville Volunteer Department Career Officer of the Year, 1999
Preceptor for seven ALS interns, 1997 - present
Tuberculosis Test Administrator, 2000, 2004, 2005, 2006
12 years as member of the Fairfax County Hazardous Materials Team
Member (former) of Metropolitan Medical Strike Team, 1999
Recruitment Adjunct, 2000 – 2003
Unit Citation for Response to Bus Crash on GW Parkway 1987

HSEEP Certified Train-The-Trainer

William G. Nagle

Education:

B.A. Political Science, SUNY Stony Brook, 1966

First Line Supervisors Course, FDNY
Chief Officers Development Course, FDNY
Exercise Design and Evaluation, SEMO
Domestic Preparedness Courses
Awareness, Operations
Haz-Mat Technician, EMS technician
Incident Command

Qualifications Summary

Mr Nagle has extensive personal experience in planning for, training, exercising and managing emergencies. Mr Nagle's experience includes three years as Deputy Director of the NYC Mayor's office of Emergency Management, 30 years FDNY, retired Battalion Chief, and two years NYPD patrolman. He is well versed in "getting things done in a chaotic environment" and has practiced Incident Command and Unified Command extensively. Mr Nagle has been active in DPP exercises including TOP Off, Westwind, and many others.

Professional Experience

Consultant - Subject Matter Expert (SME) Sept. 98 to Present

Mr. Nagle has assisted the United States Domestic Preparedness Program as an SME in the areas of Incident Command, Unified Command, Fire, Law Enforcement and Emergency Management. His extensive experience in both Contingency Planning and Exercise execution has proven invaluable. Mr. Nagle has assisted in the Planning, Development and Execution of several major exercises including Top Off Denver and has contributed to the success of various Terrorism related conferences in the role of panelist and/or speaker. Mr. Nagle performed a leadership role in the Department of Justice Preparedness Initiatives for the Salt Lake City Winter Olympics. Mr. Nagle has a keen understanding of the complexities a response to the use of weapons of mass destruction entails and an ability to express these issues to disparate groups in a way that engenders a better appreciation of the need for inter-agency cooperation and coordination.

New York City Mayor's Office of Emergency Management April 1996 to Nov. 1998

Deputy Director, Planning, Training, Exercises

As the Deputy Director for Planning, Training and Exercises in the New York City Mayor's

Office of Emergency Management Mr Nagle supervised the development of the City's plans for response to CBRN incidents and to all other hazards both natural and manmade

His duties included fostering an appreciation of the benefits of inter-agency cooperation and coordination Mr Nagle was the citywide, inter-agency coordinator for the following exercises:
Interagency Chemical Exercise (ICE)
Joint Aviation Disaster Exercise (JADE)
Coordinated NYC resources in recovery efforts at TWA 800 disaster

New York City Fire Department 1968 to 1998 Battalion Chief 5/87 to 11/98

Mr Nagle was the Planning and Operations Officer for FDNY's role in several special events and projects including DNC '92, Pope's Visit '95, U.N. 50 Celebration '95 and several others of major importance

Executive Officer to the Chief of Department

Executive Officer - Division 2

Executive Officer - Safety and Inspectional Services

Executive Officer - Commander, Brooklyn, Queens, Staten Island
Executive Officer - Manhattan Borough Command

Responsibilities included supervision and training, fire operations, fire prevention activities, administration of units, management of programs to achieve department goals and objectives.

Battalion Chief 5/87 to 11/98

Captain 4/80 to 5/87

Lieutenant 8/76 to 4/80

Firefighter 9/68 to 8/76

New York City Police Department June 1966 to Sept. 1968

Patrolman

Awards

Henry D. Brookman Medal of Valor
Two Unit Citations
Excellent Police Duty Medal
Eagle Scout, Boy Scouts of America

Security Clearance

Secret

HSEEP Certified

Peter M. Podell

Education:

Masters, National Security and Strategic Intelligence, Joint Military Intelligence College, May 1995

Masters, Healthcare Administration Central Michigan University, June 1987

B.A., Healthcare Administration, Ottawa University, June 1985

Professional Experience

Department of Labor

Deputy Director, Emergency Management Center

10/2005 – Oct 2008 (Retired)

Mr. Podell had overall responsibility for the direction and implementation of the Department of Labor's (DOL) emergency management, national security and pandemic influenza programs, supervising the Continuity of Operations (COOP), Continuity of Government (COG), Critical Infrastructure Protection (CIP), Test, Training, and Exercise (TTE), relocation facility and Emergency Operations Center (EOC) program managers and ten full-time staff. He worked with Assistant Secretaries on a daily basis and have frequent contact with both the Secretary and Deputy Secretary. He represented the Department on three White House/National Security Council sponsored Policy Coordinating Committees, various workgroups and operational elements including the COOP Working Group, Interagency Advisory Group, Emergency Support Function Leaders Group, and the National Operations Center. He also served as a senior team member on various national security teams

Mr. Podell developed the strategic plan and operational objectives for the Emergency Management Center (EMC) making sure that DOL was in compliance with all Office of Management and Budget, General Accountability Office (GAO), Federal Emergency Management Agency, Homeland Security and White House guidance

He developed the EMC budget, managed all expenditures, and served as the Contracting Officer's Technical Representative for various contracts

Mr. Podell developed policy and procedures for EMC programs; he provided recommendations to external organizations on the development of guidance and operational documents.

He developed DOL's response to Congressional, GAO, and Freedom of Information Act requests pertaining to emergency management and national security issues.

Mr. Podell reviewed and edited all written correspondence and documents that were distributed outside of the EMC

Mr. Podell recruited, selected, developed position descriptions/performance plans, evaluated, and mentored senior EMC personnel. He provided orientation to new EMC employees.

Mr. Podell stressed innovation and took calculated risks for the advancement of all EMC programs and fostered working relationships between the EMC and other DOL and external organizations. He prioritized the use of EMC resources to meet objectives

He made frequent presentations to external groups to market EMC programs. He frequently developed and presented instructional seminars around the country on various business continuity and COOP topics

Mr. Podell fostered the sharing of best practices between DOL organizations, regional offices and other Federal departments and agencies.

He also served as the COMSEC custodian for DOL

Department of the Treasury

COOP/COG Program Manager

9/2003 – 10/2005

Mr. Podell developed Department-wide emergency management policy, plans and procedures, managing the efforts of two-dozen part-time Treasury Emergency Coordinators. He benchmarked Treasury emergency preparedness programs against other departments and agencies.

He reviewed COOP plans for adherence to National and Treasury standards

He designed, developed, coordinated and conducted training for Treasury COOP team members, planners, and Emergency Coordinators. Mr. Podell provided program orientation for new political employees and COOP team members.

He managed Treasury's COOP and COG Test, Training, and Exercise program. He was responsible for identifying requirements and managing contract support for: (1) designing exercises, (2) developing and conducting training for participants (players, controllers, response cell staff, and evaluators), (3) developing the EVALPLAN, EXPLAN, COSIN, MSEL, and (4) coordinating after action report submissions. Additionally, Mr. Podell was responsible for managing the exercise budget and corrective action program.

Mr. Podell represented Treasury on the Interagency COOP Working, Interagency Advisory Group, and the Interagency Test, Training, and Exercise Group (co-chair)

He served as a senior team member on various national security teams

Mr. Podell served as the Director of the Treasury's Emergency Operations Center, managing the response to all-hazard emergency incidents under the Federal Response Plan (ESF14). He coordinated response activities using NIMS and ICS; specific software/systems he used included E-Team and Web EOC incident management / action tracking software and Command Caller and Message One automated notification systems.

Mr. Podell served as Treasury's (COOP) Priority Mission Essential Function coordinator and NIMS implementation manager

US Public Health /Homeland Security

Emergency Program Analyst

6/1995 - 9/2003

Mr. Podell was a senior program analyst with the US Public Health Service (USPHS) assigned to the Office of Emergency Response (OER) which was transferred to the Dept of Homeland Security effective March 1, 2003. Until 2001, he served as the Director of the US Public Health Service's Emergency Operations Center, tracking requests for assistance, funding and mission assignments. In this position, he upgraded the capabilities by recruiting and training a cadre of part-time staff, significantly improving EOC technical capabilities, and obtained an alternate operational site. Mr. Podell initiated, developed, and implemented a comprehensive training program for interagency disaster response teams responding to catastrophic public health and medical emergencies under the Federal Response Plan ESF8. The distance-learning portion of the program had become the largest Web-based disaster-training program in the world. The program also included field training that provided training across the country through the use of mobile training teams. The program consisted of 15 separate courses comprised of 250 content hours. The program supported the USPHS mandate of being able to respond to national security emergencies and natural disasters. Mr. Podell selected and implemented the appropriate learning management and learning content management systems. He developed various courses (CD, seminar, exercise and workshop based) and content material (independently or through the use of subject matter experts). He also organized and conducted training programs for senior regional staff, emergency coordinators and other functional training.

He made all logistical arrangements to support these workshops. He managed the \$11M response team-training budget for the UPHS and served as the project officer for numerous supporting contracts. He prepared the strategic training plan for the USPHS

Mr. Podell directed the inter-agency planning for numerous national educational conferences that typically enrolled over 1,500 participants in over two-dozen educational seminars and workshops. He taught FEMA's EOC/ICS and EOC Design courses

Federal Emergency Management Agency Emergency Management Specialist

9/1987 - 6/1995

Mr Podell served as an Emergency Management Program Specialist in the National Preparedness Directorate, focusing on a wide range of classified and unclassified mobilization preparedness programs. He was assigned to various response teams and support functions. He worked in Disaster Field Offices on multiple disasters, coordinating directly with state and local governments. He worked in command positions in both the HQ Emergency Operations Center's Emergency Support Team and Regional Operations Center.

Mr Podell served as the project officer (managing the lifecycle and budget) on multiple projects, developing the statements of work and the performance/evaluation criteria.

Training and Qualifications

Certified Emergency Manager (IAEM)

Certified Business Continuity Professional (DRII)

Master Exercise Practitioner (FEMA)

TS/SCI Security Clearances

Member: US Distance Learning Association

Member: American Society of Training and Development

NFPA 1041 Standard Level 3 Instructor

Frequent speaker at national conferences

**HSEEP Certified
Train-The-Trainer**

Ryan T. Winmill Esq.

Education:

J.D., Suffolk University Law School, May 2003
Leadership: Founder, Suffolk University Legislative Agenda Committee Organized student committee to track Massachusetts state house bills; drafted letters to support legislation; tracked bills in committee and published update reports Licensed in Massachusetts.

B.A., History, Special Concentration on Urban Politics, Boston College, May 2000
Leadership: President, Undergraduate Senate of Boston College Outlined vision for student body activities; negotiated and monitored allocations from a \$450,000 budget; directed five standing committees of forty-five students

Relevant Experience

The Olson Group, Homeland Security Analyst, January 2007 – Current
Provided analysis for the Rhode Island Emergency Management Agency in support of their Homeland Security Enhancement Plan; working with Mayor's Office in Providence to establish UASl governance structure and strategic planning for their urban area security initiative

United States Department of Homeland Security, Exercise Manager (GS-13), January 2005 - 2007
Monitored twelve state terrorism training and exercise programs; conducted complex multi-discipline projects for Governors, senior officials, FBI, TSA, FEMA, DOD, FAA, ICE, CPB, state police and local first responders; deployed to work operations for Hurricane Katrina and Rita; created systematic exercise funding plan for department and internal training programs for staff; worked in TOPOFF operations center; worked closely with Congressional liaisons; responded to Congressional inquiries

Massachusetts Executive Office of Public Safety, Homeland Security Specialist, December 2003 – 2004
Wrote 2003 Massachusetts Training and Exercise Strategy; managed a \$21 million Urban Area Security Initiative Budget for the City of Boston; hosted a New England Regional Homeland Security Conference; completed procurement of a two year Strategic National Stockpile Plan; received DHS exercise certification

City of Boston Law Department, Legal Intern, May 2002-2003
Worked full-time for law department during school year; drafted arguments; completed

discovery requests; researched labor disputes; represented the Mayor, Boston Police Department, and Boston Fire Department

Press Highlights

"Drills Simulate Dual Train Bombings" Boston Globe, 2004
"NASCAR Speedway Holds Homeland Security Exercise" Dover Post, 2005
"New Orleans Area Practices for Next Hurricane" NPR, May 25, 2006

Achievements, Certifications, and Publications

IS Course - Exercise Design and Evaluation
IS Course - Exercise Development Course
IS Course - Incident Command System (ICS) Curricula TTT
IS Course - NIMS Design Development
U.S. Department of Homeland Security Certificate of Appreciation Urban Area Security Strategy Review Board 2005
U.S. Department of Homeland Security Certificate of Appreciation Training and Development Pilot Project 2005
U.S. Department of Homeland Security Certificate of Appreciation National Training and Exercise Conference 2005
U.S. Department of Homeland Security Letter of Appreciation Acting Director of Grants and Training TOPOFF 2005
Authored: "Massachusetts Homeland Security Multi Year Exercise & Training Strategy" 2004
Authored: "Louisiana Homeland Security Operations Plans" 2006

HSEEP Certified

Robin G. (Butch) Colvin

Education:

B.A., Criminal Justice, Chaminade University, 1979

A.A Criminal Justice, Northeastern Oklahoma A&M College, 1973

Numerous military, civilian, Federal and professional programs

Subject Matter Expertise

- Crisis and Emergency Management
- Full-scale and Field-level Exercise Development and Support
- Exercise Design and Delivery
- Exercise Evaluation
- Meeting and Event Facilitation

Other Employment Information

Branch Chief/Acting Director, Exercise Division, Office of Grants and Training, DHS (2003-2007)

Exercise Program Manager, Office of Domestic Preparedness, DHS (2001-2003)

Senior Consultant, Booz Allen Hamilton (1991-2000)

Overview of Duties

Mr. Colvin is currently a consultant to the Government of Guam in support of their Top Officials (TOPOFF) 4 Terrorism Response and Recovery Exercise efforts.

Mr. Colvin has served as Director, Exercises for the Grants and Training Division of the U.S. Department of Homeland Security. He has, in this capacity, overseen all aspects of the Exercise Division operations to include Federal, State, and local Team efforts. During his DHS career he has been instrumental in the design, development, management, and execution of some of this Nation's most complex exercises including the 2002 Winter Olympics support and the Top Officials Terrorism Response and Recovery exercise series. During his time with DHS Mr. Colvin has worked with, and coordinated the efforts of, State, Territory, Local, and Tribal partners; Federal Departments/Agencies, International partners, the private sector, and a host of other participants in exercise development. Prior to his time with DHS, he served as a consultant to the Royal Saudi Naval Forces for six years and is a retired U. S. Naval

Officer. Mr. Colvin has intricate theoretical and practical expertise in every aspect of exercise design and execution, is well-versed in the DHS HSEEP methodology, and is regarded as an accomplished speaker and presenter.

Relevant Experience

National Exercise Program (NEP) Office of Grants and Training, U.S. Department of Homeland Security: Mr. Colvin designed, developed, and managed the Top Officials (TOPOFF 4) National Terrorism Response and Recovery Exercise until his resignation from DHS early in 2007. He was responsible for the management and direction of DHS ODP National level, State, Local, Private Sector, and other exercises and related Federal Grant processes. Mr. Colvin provided Leadership, management, and direction to Federal, State, Local, International, and Private Sector representatives, and to multi-faceted Contract Support Teams in the design, development, and successful execution of TOPOFF 3, the most complex, Terrorism Response and Recovery exercise ever conducted by this Nation. During this period, Mr. Colvin briefed the DHS Chain of Command, up to and including the Secretary Department of Homeland Security, and numerous Congressional Staffs on the T3 Strategy and process. He managed a multi-million dollar budget to support all exercise and administrative support activities associated with the National Exercise Program (NEP) and worked closely with all levels of management to ensure funding availability to meet all projected NEP goals and objectives.

Mr. Colvin consistently resolved complex and, often, volatile issues between various Federal, State, Local, Private Sector, International, bringing them together to execute various exercise events over the TOPOFF cycle of events.

During this period, Mr. Colvin's coordinated efforts that provided, through exercise design, a realistic scenario by which to first test the fledgling National Response Plan (NRP), developing National Incident Management System (NIMS), newly developed Joint Field Office (JFO), and a host of other newly developed Department of Homeland Security initiatives.

During the T3 Full Scale Exercise (FSE) he served as Director for the New Jersey Venue Control Center (VCC)

Earlier, as a DHS Exercise Program Manager, he served as Director, Washington Venue T2 Operations. In this position he managed the T2 Grant Program and provided guidance to the T2 Venues on the grant process. Further, he successfully led a Team of Federal and Contract Support professionals in the design, development, execution, and management of a complex cycle of exercise events over an intense 18-month period in a politically diverse, often volatile, Venue. Mr. Colvin was a key member in support of the security and communications exercises to prepare appropriate leadership for the 2002 Winter Olympics in Salt Lake City, Utah.

U.S. Navy Royal Saudi Naval Forces (RSNF) Support Program. Mr. Colvin, previous to his time with DHS, was a consultant to the RSNF rotating his time between Jeddah and Jubail.

He developed, implemented, instructed and evaluated curriculum and training exercises for the Fleet Training Center (FTC) Royal Saudi Naval Forces (RSNF) based in Jeddah, Saudi Arabia. His areas of responsibility included Chemical, Biological and Radiological Warfare and Countermeasures, Firefighting/Damage Control, Naval Warfare and Associated Systems, Coastal Patrol Boats, Board and Search, First Aid, Survival at Sea, and Planned Maintenance Systems.

Mr. Colvin, a former naval officer, was the recognized subject matter expert (SME) for all Fast Patrol Boat (PCF) issues and instruction. He developed real world exercise scenarios and target folders and the process by which to evaluate exercises, instructors, and training material. Mr. Colvin created and employed PCF Mobile Training Teams (MTT) to provide training on both coasts simultaneously.

Mr. Colvin provided briefings and presentations to host national RSNF staff and officers, visiting dignitaries, and worked closely with US Naval advisors and international training teams.

Security Clearance
Top Secret

HSEEP Certified

RFQ Addendum for Exercise Contractor

Deliverable	Activity	Sub Activity	Activity Cost	Total Cost for Deliverable
Deliverable 1 Meet with CTP leadership to jointly develop overall concept, objectives, scenario, and timeline for exercises. Objectives must follow the SMART format (simple, measurable, achievable, realistic and task oriented). All components of exercise planning, execution, evaluation and follow up must be completed prior to August 8, 2010.	Meet with CTP to develop exercise concepts, objectives, scenario and timelines	NA	\$3,000.00	\$3,000.00
Deliverable 2 For each exercise, provide exercise controllers, an exercise director and an adequate number of trained staff to perform exercise planning, development and coordination.	For each exercise, provide an adequate number of trained staff to perform exercise planning, development and coordination.	Insert # of staff Tabletop – 2 Functional – 2	\$5,000.00 \$5,000.00	\$35,100.00
	For each exercise provide an exercise director	1	\$3,000.00	
	For CR/state exercise provide exercise controllers	Insert # of staff 11	\$17,600.00	
	For COOP exercise provide exercise controllers	Insert # of staff 3	\$4,500.00	
Deliverable 3 For each exercise, conduct a minimum of 3 planning (initial, midpoint and final) conferences, 1 evaluator training, 1 evaluator debrief, and 1 after action planning conference at the CTP location as scheduled as part of the exercise plan developed between the contractor and CTP.				\$14,000.00

<p>Deliverable 4</p> <p>Design, develop, deliver and support 1, one day tabletop exercise of the Bureau's Continuity of Operations plan for approximately 50-75 Bureau employees. Target dates of exercise conduct is no sooner than February 1, 2010 and no later than April 30, 2010.</p>		<p>Design, develop, deliver and support 1, one day tabletop exercise of the Bureau's Continuity of Operations plan for approximately 50-75 Bureau employees. Target dates of exercise conduct is no sooner than February 1, 2010 and no later than April 30, 2010.</p>	<p>N/A</p>	<p>\$19,654.00*</p> <p>*Includes items broken out for Deliverables 1-3 and 6.</p>	<p>\$19,654.00</p>
<p>Deliverable 5</p>					
<p>Design, develop, deliver and support 1, two day functional exercise to simulate dispensing activity within the state's Cities' Readiness Initiative (CRI) jurisdiction (comprised of Kanawha, Clay, Boone, Putnam, Lincoln, Jefferson and Berkeley counties) in addition to several associated state level operational components that may include incident command functions, risk communications, inventory management and Receipt, Staging and Storage (RSS) of mass vaccination and prophylaxis from the Strategic National Stockpile. Target dates of exercise conduct is no sooner than April 1, 2010 and no later than June 30, 2010.</p>				<p>\$25,376.88</p>	<p>\$25,376.88</p>
<p>Design, develop, deliver and support 1, two day functional exercise to simulate dispensing activity within the state's Cities' Readiness Initiative (CRI) jurisdiction (comprised of Kanawha, Clay, Boone, Putnam, Lincoln, Jefferson and Berkeley counties) in addition to several associated state level operational components that may include incident command functions, risk communications, inventory management and Receipt, Staging and Storage (RSS) of mass vaccination and prophylaxis from the Strategic National Stockpile. Target dates of exercise conduct is no sooner than April 1, 2010 and no later than June 30, 2010.</p>				<p>\$25,376.88</p>	<p>\$25,376.88</p>

	<p>level operational components that may include incident command functions, risk communications, inventory management, and Receipt, Staging and Storage (RSS) of mass vaccination and prophylaxis from the Strategic National Stockpile. Target dates of exercise conduct is no sooner than April 1, 2010 and no later than June 30, 2010.</p>			
<p style="background-color: #cccccc;">Deliverable 6</p>				
<p>Develop and provide at least 5 electronic and 5 written copies of all finalized HSEEP compliant required exercise documents for each exercise to include: Exercise Evaluation Guides (EEG), Master Scenario Events List (MSEL), situation manuals, and exercise plans tailored to the exercise and to be delivered based on an exercise schedule developed with the CTP.</p>	<p>Develop and provide at least 5 electronic and 5 written copies of all finalized HSEEP compliant required exercise documents for each exercise to include: Exercise Evaluation Guides (EEG), Master Scenario Events List (MSEL), situation manuals, and exercise plans tailored to the exercise and to be</p>	<p>5 written and 5 electronic copies of HSEEP compliant COOP exercise documents including SIT Manual, and powerpoint presentation.</p>	<p>\$1,000.00</p>	<p>\$2,000.00</p>

	delivered based on an exercise schedule developed by the CTP.			
		5 written and 5 electronic copies of HSEEP compliant CRI exercise documents including exercise plan, EEG, and MSEL.	\$2,000.00	
Deliverable 7				
A draft After Action Report shall be developed and submitted to CTP within 30 days of the end of each exercise. The final after action report shall be submitted to CTP within 60 days of the end of each exercise.				
	A draft After Action Report shall be developed and submitted to CTP within 30 days of the end of each exercise. The final after action report shall be submitted to CTP within 60 days of the end of each exercise.	AAR for CRI exercise	\$10,000.00	
		AAR for COOP exercise	\$10,000.00	
Grand Total of Exercise Contract				
				\$119,130.88 less 10% Discount to State \$107,217.79

AWARD OF CONTRACT:

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

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

VENDOR OWING A DEBT TO THE STATE:

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

PUBLIC IMPROVEMENT CONTRACTS & DRUG-FREE WORKPLACE ACT:

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

ANTITRUST:

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

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

LICENSING:

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

CONFIDENTIALITY:

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

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

Vendor's Name: THE OLSON GROUP LTD.

Authorized Signature: [Signature] Date: 10/21/09