



**All Hazards Planning and Equipment Subcommittee Meeting
Tuesday, September 5, 2023 9:00 am
Virtual Meeting**

Join Zoom Meeting

<https://us02web.zoom.us/j/85349120855?pwd=L2RPRGZDSWtWTEVlOHJzaEd1SzZlQT09>

Meeting ID: 853 4912 0855

Passcode: 457207

Phone in: 1-929-205-6099

AGENDA

- 1. Call Meeting to Order***
- 2. Approval of minutes from last meeting**
- 3. Introductions**
- 4. Public Health/Flu Update**
- 5. FFY20 Projects**
 - a. PPE Restocking and Rotation Management
 - i. HMCC Conex Boxes
- 6. FFY21 Projects**
 - a. Cybersecurity – BRPC Regional Municipal Cyber Pilot Project
 - b. Equity in Emergency Management
 - c. Children in Disasters
- 7. FFY22 Projects**
 - a. Public Health Mobile Response Options
 - b. Equity in Emergency Management Continued
 - c. Project/s identified from COVID AAR/IP
 - d. First Responder Mental Health Resiliency Continued
 - e. Cybersecurity
 - f. Information/Dis-information Management for Public Messaging

8. Budget Review

9. Requests

10. Old Business

- a. WesternMassReady website

11. New Business

- a. Exercise Series Proposal

12. Items unforeseen by the Chair

13. Next Meeting – *Tuesday, October 3, 2023, virtual.*

14. Adjourn Meeting

*This meeting is recorded via Zoom

Western Region Homeland Security Advisory Council
All Hazards Planning and Equipment Subcommittee Meeting
Tuesday, August 1, 2023, 9:00 am

Subcommittee members present: Larry Holmberg (HREPC), Nick Licata (HMCC/FRCOG), Sandra Martin (BRPC), Carolyn Shores Ness (Deerfield BOS/BOH), Xander Sylvain (FRCOG)

Non-members present: Raine Brown (FRCOG), Rachel Mason (FRCOG)

Subcommittee members absent: Loren Davine (HPHPC/MRC), Jeanne Galloway (West Springfield), Chris Goshea (PVPC), Tom Grady (BCSO), Monica Wynne (Baystate)

**This meeting was conducted remotely on Zoom. The meeting was recorded.*

Call Meeting to Order

Larry Holmberg called the meeting to order at 9:00 am.

Approval of Minutes

The committee reviewed the minutes from the June 6, 2023 meeting.

Motion: Carolyn Ness moved to approve the June 6, 2023 meeting minutes as submitted. Sandra Martin seconded the motion. A roll-call vote was held. Sandra Martin, Larry Holmberg, and Carolyn Ness voted in favor. Xander Sylvain abstained. The motion was approved.

Introductions followed.

Public Health/Flu Update

Xander Sylvain reported that there have been a few positive cases of West Nile virus in mosquitos in the Commonwealth. HMCC is working on securing public health emergency preparedness contracts. One project is an equity project, picking up where WRHSAC funded project left off, utilizing DPH funding. Sandra Martin reported that Covid cases are rising and hospitalizations are up again.

FFY2020 Projects

PPE Restocking and Rotation Management: HMCC Conex Boxes – Raine Brown reported that we have contractors in place. Nick Licata noted that they are having a difficult time finding storage for the current contents of the boxes so they can be moved. He has asked if they can move them with contents inside. There are two 40’ boxes that are mostly full.

FFY21 Projects

Raine Brown reported on the status of each project unless otherwise noted.

Cybersecurity Planning: BRPC Muni Regional IT/Cyber Pilot Project – There is a monthly update in the packet, with the changes discussed at the June meeting. They are not seeking a consultant or managed service provider, so MAPC questioned leaving the full amount in there, even though we extended the time. Following negotiation, they reduced the amount from \$60,000 to \$50,000. If there is evidence that the project needs to continue, we can do a new PJ.

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Equity in Emergency Management – EOPSS denied the second round of the equity project as written, responding that it will not receive approval unless it has a much more detailed scope and costs under \$10,000. BRPC went back through the “next steps” to figure out what they could do with that budget, and they have provided a revised proposal to create and distribute town-specific reports, along with basic media outreach. Larry agreed that as an EMD he would welcome getting data. Raine asked how it coincides with the HMCC project. Xander and Sandra explained that although both projects are based on the same research and would support each other, they do not overlap, as the HMCC initiative consists of small, targeted projects by each coalition to address one of the priority areas identified in the report.

Motion: Carolyn Ness moved to approve the revised Equity in Emergency Management project as written. Nick Licata seconded the motion. A roll-call vote was held. Larry Holmberg, Nick Licata, and Carolyn Ness voted in favor. Sandra Martin and Xander Sylvain abstained. The motion was approved.

Children in Disasters: School ASHER Tool Kit – There has been no update from EOPSS other than that the Project Justification is being reviewed.

Public Health Mobile Response Options – EOPSS did not approve the shower trailer project. Raine had a check-in with them this summer, and one thing she told them was that when a project is not approved, we would like to understand where the decision is coming from and have an opportunity to discuss it. So when they denied shower trailers, they explained that they did not see a nexus to anti-terrorism and human needs support in disasters. They added that they would recommend a move towards supporting overtime and backfill for T&E, for ASHER, CBRNE, or TRT, and equipment for response and training with a strong nexus with frontline prevention, protection, and response as priorities. Discussion ensued about alternate project ideas, recognizing that WRHSAC does not fund overtime or backfill. Xander noted that a radiation preparedness assessment at hospitals at the local and regional level found that there is not a lot of capacity for dirty bombs and nuclear fallout. He will inform hospitals that there might be funding available through the Council for a related project. There was additional discussion on the topic of radiation monitoring. Larry noted that the feds already have monitoring in place, but we do not know how extensive it is and we would only find out if there were an incident.

FFY22 Projects

Raine reported. None of the following FFY22 projects are active, either because PJs have been denied by EOPSS or because the subcommittee has not yet determined how to proceed.

- *Equity in Emergency Management, Continued*
- *Project/s identified from COVID AAR/IP*
- *First Responder Mental Health Resiliency, Continued*
- *Cybersecurity, Continued*
- *Information/Dis-information Management for Public Messaging*

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Budget Review

Raine reported. The subcommittee has \$142,518.65 in FFY21, which runs through June 2024. All \$364,960.21 in FFY22 funds need a project. That is a total of \$507,478.86 to spend by the end of June and July next year. Discussion ensued on the most effective way to use the funds.

One option that interested subcommittee members would be to host a large exercise series that focuses completely on terrorism but can also incorporate some of the priorities identified in our investment plan into various components of the series. We would start with a scenario and build out from it, including everything from tabletop to functional to full-scale exercise. We would need to seek a vendor to facilitate it. Raine noted that the timeframe is short and it is doubtful that we will see another extension of the FFY21 funds, but it's possible that the FFY22 funds could be extended. If we cannot expend FFY21 funds by the end of June, we might look at giving money to other subcommittees or to the tech rescue team or regional dive team. We would need to do the exercise series in partnership with the T&E committee. Scenarios could include components related to equity and other issues, but within the context of CBRNE active threat incidents in which those issues may arise. There was agreement to continue discussion on this topic next month.

Sandra added that she would like to pitch a project on election security. The town clerks reached out to the State and found them to be extremely supportive in working with the region. Sandra will have a meeting with the person who leads the charge with town clerks on Friday to talk about how we could partner with them. Plans and templates exist, but there is a lack of capacity to fill them out. We could bring trainings to Western Mass and do some handholding. They also want secure ballot boxes. The whole project would not cost too much because the State already has the trainings. This is in the FFY23 investment plan but could be started earlier. Larry asked if EOPSS would support it; Raine replied that if it involves training folks on active threats to election security, then it should be allowable. Sandra added that we will have the State support before we apply to EOPSS.

Requests – None.

Old Business

WesternMassReady website – This remains on the agenda as a placeholder.

Water Buffalos – Nick Licata reported that he started research into this topic and found that there are several companies making them. The real issue is the weight when full; heavy equipment is needed to be able to move them around. Price varies widely, with some around \$15,000 and others \$115,000, but he is not sure why. He was looking at in excess of 15,000 gallons. Larry noted that he has someone with a 5,000 gallon tanker, but that they cannot get that down some of the gravel roads and that smaller units might be better. As an equity issue, even those the farthest out need to be served. Nick is also looking at other systems, including one that specializes in disaster drinking water. He will keep looking into it.

New Business – None.

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Items unforeseen by the chair – None.

Next Meeting

The next All Hazards Planning and Equipment subcommittee meeting will be held on Tuesday, September 5, at 9:00 am, on Zoom.

Motion: Carolyn Ness moved to adjourn the meeting. Sandra Martin seconded the motion. A roll call vote was held. Sandra Martin, Larry Holmberg, Nick Licata, and Carolyn Ness voted in favor. The motion was approved.

The meeting adjourned at 10:04 am.

List of Documents Reviewed at the Meeting

- All Hazards Subcommittee August 1, 2023 Meeting Agenda
- All Hazards Subcommittee June 6, 2023 Meeting Minutes (draft)
- Berkshire Cybersecurity Pilot Monthly Update – July 31, 2023
- BRPC Equity in Emergencies Project Phase II Proposal
- WRHSAC FFY20 All Hazards Budget Report through 7/26/2023
- WRHSAC FFY21 All Hazards Budget Report through 7/26/2023
- WRHSAC FFY22 All Hazards Budget Report through 7/26/2023

Respectfully submitted by:

Rachel Mason
WRHSAC Program Assistant
Western Region Homeland Security Advisory Council
Franklin Regional Council of Governments

WRHSAC

Western Region Homeland Security Advisory Council

Thru: 8/31/2023
Total Grant : \$1,246,661.97

FFY20

State Homeland Security Program

	PLAN				ACTUAL				
	Budget			Current	Allocated	NOT Allocated	Encumbered		
	Original	Increases (Decreases)					Invoiced	(OVER) Under	
TOTALS	\$1,246,661.97	\$0.00		\$1,246,661.97	1,246,661.97	0.00	1,240,661.77	1,157,600.00	6,000.20
D Cyber Security Planning	\$50,000.00	-\$21,500.00		\$28,500.00	28,500.00	0.00	28,500.00	28,500.00	0.00
		Moved to A (16,962.55)			D.01 Regional CISO 28,500.00	x	28,500.00	28,500.00	0.00
		Moved to K (3,037.45)			D.02 0	x	0.00	0.00	0.00
		Moved to M (1,500.00)			#N/A		0.00	0.00	0.00
F NPI Pandemic Preparedness and Response	\$138,134.00	-\$25,243.36		\$112,890.64	112,890.64	0.00	112,890.64	112,890.64	0.00
		Moved from C \$40,402.78			F.01 NPI Quick Guide Training and Workshop 22,500.00	x	22,500.00	22,500.00	0.00
		Moved from N \$24,125.00			F.02 NPI AAR Scope and Development 25,390.64	x	25,390.64	25,390.64	0.00
		Moved to G -\$536.78			F.03 COVID AAR/IP 65,000.00		65,000.00	65,000.00	0.00
		Moved to U -\$5,000.00			#N/A		0.00	0.00	0.00
		Moved to V -\$40,000.00			#N/A		0.00	0.00	0.00
		Moved to K -\$9,609.36			#N/A		0.00	0.00	0.00
		Moved to V -\$1,625.00			#N/A		0.00	0.00	0.00
		Moved to V -\$2,066.00			#N/A		0.00	0.00	0.00
		Moved to S -\$12,465.50			#N/A		0.00	0.00	0.00
		Moved to O -\$7,505.77			#N/A		0.00	0.00	0.00
		Moved to L -\$550.00			#N/A		0.00	0.00	0.00
		Moved to H -\$10,412.73			#N/A		0.00	0.00	0.00
G PPE Restocking and Rotation Management	\$40,000.00	\$5,230.81		\$45,230.81	45,230.81	0.00	45,230.81	675.00	0.00
		Moved from F \$536.78			G.01 HMCC Conex Boxes 45,230.81	x	45,230.81	675.00	0.00
		Moved from S \$29,463.22			G.02 0	x	0.00	0.00	0.00
		Moved to A -\$25,000.00			#N/A		0.00	0.00	0.00
		Moved to L -\$1,000.00			#N/A		0.00	0.00	0.00
		Moved from A \$856.34			#N/A		0.00	0.00	0.00
		Moved from L \$238.47			#N/A		0.00	0.00	0.00
		Moved from M \$136.00			#N/A		0.00	0.00	0.00
S First Responder Mental Health Resiliency	\$109,371.20	-\$54,241.20		\$55,130.00	55,130.00	0.00	55,130.00	55,130.00	0.00
		Moved to G -\$29,463.22			S.01 Continued First Responder Mental Health Resiliency 55,130.00	x	55,130.00	55,130.00	0.00
		Moved to V -\$7,907.98			S.02 0	x	0.00	0.00	0.00
		Moved to K -\$14,000.00			#N/A		0.00	0.00	0.00
		Moved to M -\$5,965.50			#N/A		0.00	0.00	0.00
		Moved from F \$12,465.50			#N/A		0.00	0.00	0.00
		Moved to L -\$10,000.00			#N/A		0.00	0.00	0.00
		Moved from J \$507.00			#N/A		0.00	0.00	0.00
		Moved from H \$100.00			#N/A		0.00	0.00	0.00
		Moved from A \$23.00			#N/A		0.00	0.00	0.00
U Public Health Mobile Response Trailer Equipment		\$1,295.00		\$1,295.00	1,295.00	0.00	1,295.00	1,295.00	0.00
		Moved from F \$5,000.00			U.01 Public Health Mobile Response Trailer Equipment 1,295.00	x	1,295.00	1,295.00	0.00
		Moved to M -\$5,000.00			U.02 0	x	0.00	0.00	0.00
		Moved from M \$1,295.00			#N/A		0.00	0.00	0.00

END

Key Terms

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WRHSAC

Western Region Homeland Security Advisory Council

Thru: 8/31/2023
Total Grant: : \$1,190,568.30

FFY21

State Homeland Security Program

PLAN		ACTUAL							
		Budget			Allocated			Encumbered	
		Original	Increases (Decreases)	Current		NOT Allocated		Invoiced	(OVER) Under
TOTALS		\$1,190,568.30	\$0.00	\$1,190,568.30	722,835.25	467,733.05	502,805.21	183,540.24	687,763.09
A	Cybersecurity Planning	\$70,000.00		\$60,000.00	50,000.00	10,000.00	60,000.00	13,602.51	0.00
			Moved from G	\$20,000.00	A.01 BRPC Muni Regional Cybersecurity		x	60,000.00	-10,000.00
			Moved from G	\$1,500.00	A.02		x	0.00	0.00
			Moved to G	-\$31,500.00	#N/A			0.00	0.00
I	Regional Coordination of NPI/Public Health Plans	\$75,000.00		\$32,609.36	0.00	107,609.36	0.00	0.00	107,609.36
			Moved to J	-\$10,000.00	I.01 Regional Coordination of NPI/Public Health Plans		x	0.00	0.00
			Moved from G	\$9,609.36	#N/A		x	0.00	0.00
			Moved from G	\$2,066.00	#N/A			0.00	0.00
			Moved from L	\$12,465.50	#N/A			0.00	0.00
			Moved from H	\$7,505.77	#N/A			0.00	0.00
			Moved from G	\$10,962.73	#N/A			0.00	0.00
J	Children in Disasters – Prolonged Disasters	\$90,000.00		\$10,000.00	0.00	100,000.00	0.00	0.00	100,000.00
			Moved from I	\$10,000.00	J.01 Considerations in Prolonged Disasters		x	0.00	0.00
					J.02 0		x	0.00	0.00
K	Equity and Access in Emergency Response Planning	\$40,000.00		-\$15,475.90	21,500.00	3,024.10	21,500.00	21,500.00	3,024.10
			Moved to G	-\$15,475.90	K.01 Equity and Access in Emergency Response Planning		x	21,500.00	0.00
					K.02 0		x	0.00	0.00
L	First Responder Mental Health Resiliency	\$37,907.98		-\$16,022.79	0.00	21,885.19	0.00	0.00	21,885.19
			Moved from G	\$19,965.50	L.01 First Responder Mental Health Resiliency		x	0.00	0.00
			Moved to I	-\$12,465.50	L.02 0		x	0.00	0.00
			Moved from G	\$10,000.00	#N/A			0.00	0.00
			Moved to O	-\$18,698.00	#N/A			0.00	0.00
			Moved to D	-\$12,000.00	#N/A			0.00	0.00
			Moved to G	-\$2,824.79	#N/A			0.00	0.00
N	HMCC Conex Boxes			\$26,000.00	26,000.00	0.00	22,856.69	0.00	3,143.31
			Moved from G	\$26,000.00	N.01 HMCC Conex Boxes		x	22,856.69	0.00
					N.02 0		x	0.00	0.00

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WRHSAC

Western Region Homeland Security Advisory Council

Thru: 8/31/2023
Total Grant: : \$1,146,637.68

FFY22

State Homeland Security Program

	PLAN				ACTUAL				
	Budget			Current	Allocated	NOT Allocated	Encumbered		
	Original	Increases (Decreases)					Invoiced	(OVER) Under	
TOTALS	\$1,146,637.68	\$0.00		\$1,146,637.68	175,285.00	971,352.68	0.00	0.00	1,146,637.68
H Public Health Mobile Response Options	\$65,000.00	\$0.00		\$65,000.00	0.00	65,000.00	0.00	0.00	65,000.00
					H.01 Public Health Mobile Response Options	x	0.00	0.00	0.00
					H.02	x	0.00	0.00	0.00
J Equity in Emergency Management Continued	\$40,000.00	\$25,000.00		\$65,000.00	65,000.00	0.00	0.00	0.00	65,000.00
		Moved from G	\$15,016.00		J.01 Equity in Emergency Management Continued	x	0.00	0.00	65,000.00
		Moved from L	\$9,984.00		J.02 0	x	0.00	0.00	0.00
K Project/s identified from COVID AAR/IP	\$40,000.00	\$0.00		\$40,000.00	0.00	40,000.00	0.00	0.00	40,000.00
					K.01 Project/s identified from COVID AAR/IP	x	0.00	0.00	0.00
					K.02 0	x	0.00	0.00	0.00
L First Responder Mental Health Resiliency	\$30,000.00	\$23,538.79		\$53,538.79	0.00	53,538.79	0.00	0.00	53,538.79
		Moved from D	\$18,698.00		L.01 First Responder Mental Health Resiliency	x	0.00	0.00	0.00
		Moved from C	\$12,000.00		L.02 0	x	0.00	0.00	0.00
		Moved from G	\$2,824.79		#N/A		0.00	0.00	0.00
		Moved to J	-\$9,984.00		#N/A		0.00	0.00	0.00
M Information/Dis-Information Management for Public Message	\$40,000.00	\$0.00		\$40,000.00	0.00	40,000.00	0.00	0.00	40,000.00
					M.01 Information/Dis-Information Management for Public Messaging	x	0.00	0.00	0.00
					M.02 0	x	0.00	0.00	0.00
O Cybersecurity		\$101,421.42		\$101,421.42	0.00	101,421.42	0.00	0.00	101,421.42
		Moved from G	\$101,421.42		O.01 #N/A	x	0.00	0.00	0.00
					O.02 #N/A	x	0.00	0.00	0.00

END

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WRHSAC Active Threat Exercise Development and Delivery

Draft Budget & Timeline for the Training and Exercise Series – 18 months and \$275,000

Step 1: Engage Consultant A: (1 month) – FRCOG and MAPC

Step 2: Exercise Consultant A: (3 – 4 months. \$25,000) Consultant A would guide the extensive planning process needed to identify the Concept and Objectives of a comprehensive exercise series that will form the basis for selecting an experienced HSEEP contractor to plan and conduct this exercise series.

Step 3: Engage Exercise Consultant B (2 months) – FRCOG and MAPC

Step 4: Exercise Planning (2-3 months for a Workshop to 1 year for FSX, \$50,000)

Step 5: Drills and Trainings (\$40,000) – Separate contracts, concurrent with Exercise Planning

Step 6: Conduct Exercise Series (12 months, \$160,000)

Scope of Work

The Western Region Homeland Security Advisory Council seeks a consultant to develop an ASHER/CBRNE themed comprehensive, integrated exercise series to test the region's capacity to effectively prepare for, respond to, and recover from a large-scale regional emergency from an active threat that impacts whole communities. The work of this contract will focus on exercise series development, including scenario, and developing a scope of work to hire a consultant to plan and conduct the exercise series. The successful consultant for this contract will be eligible to bid on the contract to conduct the exercise series.

Background

The Western Region Homeland Security Advisory Council (WRHSAC) serves the four counties of western Massachusetts by managing the State Homeland Security Program (SHSP) for the region. WRHSAC assists the region in meeting the core capabilities of Homeland Security set forth by the Department of Homeland Security (DHS) and the Massachusetts Executive Office of Public Safety and Security (EOPSS). WRHSAC is comprised of first responder leaders in the region, with representation from law enforcement, fire, public health, EMS, dispatch, hospitals, emergency management, public transit, public works, municipal officials, K-12 Education and Higher Ed.

Prevention, protection, response, and recovery to active threats are a primary focus of the SHSP. WRHSAC has focused on this priority along with an All Hazards approach in preparedness and planning projects. The exercise series developed with this contract will incorporate aspects, tools, and lessons learned from recent projects as integral components of an active shooter/hostile event response (ASHER) and/or CBRNE/Weapons of Mass Destruction event.

The series will begin with a seminar or workshop then tabletop and progress through the exercise cycle to ideally culminate in a full-scale exercise somewhere in Western Mass.

The series will comply with the [Homeland Security Exercise and Evaluation Program \(HSEEP\)](#). A consultant with a Master Exercise Practitioner on staff is preferred for this contract.

Detailed Scope of Services – Consultant A – Exercise Series Design and Development

The chosen consultant(s) will complete the following tasks for WRHSAC under the guidance of the All-Hazards Planning and Equipment Committee (AHPEC) and the Training and Exercise Committee (TEC) to complete the Concept and Objectives portion of the HSEEP Exercise series.

Task One: Review recent WRHSAC projects

The consultant will review several of WRHSAC's recent projects as part of an integrated preparedness cycle to identify threats, hazards, and risks. Working with WRHSAC's All Hazards Planning and Equipment Committee (AHPEC), the consultant and the committee will select up to five elements from the recent projects to incorporate into the exercise series. The projects to review include Equity in Emergency Management, COVID After-Action Report, Message Mapping, Non-Pharmaceutical Interventions (NPI) and others identified by the committee.

Task One Deliverables:

- Identify and recommend up to five elements from recent WRHSAC projects to incorporate into the exercise series for approval by the AHPE Subcommittee.

Task One Timeline: To be completed no later than 30 days from contract award date.

Task Two: Concepts and Objectives Meeting: Design and Development

The consultant will collaborate with the AHPEC/TEC to appoint an Exercise Design and Planning Committee to hold an initial Concept and Objectives Meeting to identify the exercise series mission and draft the scope, objectives, plans to be exercised, and identify the National Core Capabilities that support the scope and objectives. In addition, the consultant will identify and recommend any trainings that would support the exercise series. The Exercise Design and Planning Team will work with the consultant to outline a possible basic scenario, exercise elements, steps, general timeline, and qualifications for conducting the series and assist WRHSAC in engaging the Consultant(s) chosen to facilitate the exercise series.

Task Two Deliverables:

- Exercise Concept and Objectives Meeting with exercise series mission, scope, objectives and aligned core capabilities.
- Identify and recommend the plans to be exercised.

- Identify and recommend any training needed to support the Concept and Objectives.
- Recommend the Exercise Types to be used and the purpose of each (seminar, workshop, TTX, Games, Drills, FE, FSE)
- Recommend Exercise Timetable.
- Recommend Exercise Design/Planning Team members for each type of exercise.

Task Two Timeline: To be completed no later than 60 days from contract award date.

Task Three: Exercise Series Planning and Scope of Work Development

The consultant will assist the AHPEC and TEC committees in developing a detailed Scope of Work which will be used to hire a consultant(s) to conduct the exercise series including planning, implementation and facilitation based on the elements chosen by the committee and the priorities identified in the Concept and Objectives meeting. The exercise series must include all regions of Western Mass and as many communities as practical, and at least five core municipal responder organizations: fire, police, EMS, EMD, and public health.

Task Three Deliverables:

- Monthly meetings and reports
- Exercise Scope of Services Draft

Task Three Timeline: To be completed no later than 90 days from contract award date.

Detailed Scope of Services – Consultant B – Exercise Planning and Conduct

The chosen consultant(s) will complete the following tasks for WRHSAC under the guidance of the All-Hazards Planning and Equipment Committee (AHPEC) and the Training and Exercise Committee (TEC) to complete the exercise series design and development including final planning and implementation of the WRHSAC 2024 Active Threat Exercise series. The consultant must be a FEMA Master Exercise Practitioner or have at least five years' experience in facilitating complex exercises. The ideal consultant will be familiar with Western Massachusetts and multiple responder groups. The scope of work will include all tasks of an HSEEP exercise facilitator including planning, document development, evaluation guide and tools, scenario injects, exercise tools and other elements as identified in HSEEP guidance and as listed below.

Task One: Exercise Series Planning: Scenario

The consultant will develop ASHER/CBRNE based active threat exercise scenarios/narratives and a comprehensive exercise series of at least four exercises of three types (Workshop, TTX, FE, and FSX) that incorporate the key elements identified in Tasks One, Two and Three and supports the chosen scope, objectives and aligned capabilities.

The scope will be realistic while also considering emerging threats of domestic and/or foreign terrorism. The scenario will be complex enough to require participation from multiple disciplines and jurisdictions in multiple regions of Western Mass, yet simple enough to not overwhelm planning considerations. The process for scenario development will include Design and Development planning meetings with leadership from participating disciplines/agencies to establish consensus and commitment to the exercise series. Additional exercise elements to be developed include assumptions and artificialities; control and evaluation concepts; available resources; logistics; planning timeline and milestones; local issues, concerns, and sensitivities; series types (workshop, tabletop, functional, full-scale); exercise location and duration; and suggested dates.

Task One Deliverables:

- Overall Exercise Scenario
- Detailed Exercise Series Timetable with Exercise Types and Tasks.

Task One Timeline: To be completed no later than 60 days from contract award date.

Task Two Exercise Series Planning: Planning Meetings

The consultant will develop a detailed exercise facilitator workplan based on the previous tasks. Exercise facilitators should be a FEMA Master Exercise Practitioner or have at least five years' experience in facilitating complex exercises. The workplan will include all tasks of a facilitator

including document development, evaluation guide and tools, scenario injects, exercise tools, planning meetings, and other elements as identified in HSEEP guidance and as listed above.

The consultant will complete the planning meetings for the first exercise in the series using the exercise scenario as detailed in Task Four and draft plan and schedule for the Planning Meetings for the other exercises in the series.

The consultant will provide the following for each exercise:

1. Exercise Planning Meetings for each Exercise to include as appropriate Narrative/Scenario, Major Events, Expected Actions, Main Public Messaging, Facilitator, Players, Simulators, Evaluators, Exercise Locations, Exercise Documents, Safety Officer, Observer Management.
 - Initial Planning Meetings
 - Midterm Planning Meetings
 - MSEL Planning Meetings (if applicable)
 - Final Planning Meetings
 - After-Action Meetings
2. Exercise support services for exercises under five hours in length.
3. Exercise Facilitation and Conduct.
4. Exercise related reports and documents (if applicable)
 - Monthly Project Reports or updates
 - SitMan/ExPlan
 - Player Handouts and Briefings
 - MSEL and Expected Actions
 - Facilitator Guides
 - Controller and Evaluator Handbooks
 - Exercise Evaluation Guides
 - Hotwash Feedback form, AAR/IP)

Task Two Deliverable:

- Draft Exercise Series Timeline for each exercise.
- Initial Planning Meeting for the first exercise
- Mid Term Planning Meeting for the first exercise
- Final Planning Meeting for the first exercise

Task Two Timeline:

- Draft Exercise Series Timeline for each exercise within 80 days of hire
- Initial Planning Meeting for the first exercise as detailed above within 90 days of hire.
- Additional Required Planning Meetings for the first exercise within 120 days of hire.

Task Three: Exercise Conduct

The consultant will conduct at least four exercises ideally culminating in a FSE based on the previous tasks.

Task Three Deliverables:

- Exercise Series of at least four exercises
- After Action Reports and Improvement Plans for each exercise

Task Three Timeline: To be completed no later than 360 days from contract award date.