



Town of Allenstown, NH Active Shooter Full Scale Exercise Proposal

December 28, 2016

Submitted by:
Jane Hubbard
Hubbard Consulting LLC
PO Box 445
Andover, NH 03216
(603) 848-8801
jhubb_99@yahoo.com

EXECUTIVE SUMMARY

Hubbard Consulting LLC proposes to coordinate and facilitate a Full-Scale Exercise for the Town of Allenstown. The exercise will be an active shooter incident involving a local school which will test the tactical ability of the Police Department, as well as the unified command structure to include school administration. The Exercise will utilize a Sim-Cell and a simulated incident command post. Hubbard Consulting LLC will provide 4 HSEEP evaluators/controllers for the exercise. In addition, Hubbard Consulting LLC will provide for food and supplies.

CONTRACTOR PROFILE

Company Profile: Jane Hubbard (a.k.a. "Hubbard") is an independent contractor providing emergency management planning services since 1998. She began Hubbard Consulting LLC in 2005 as a limited liability company licensed with the State of New Hampshire.

Sub-Consultants: Hubbard Consulting LLC has employed the services of McGrew Management Services LLC since 2006. These services include administrative and planning support. Resumes for Hubbard Consulting LLC and McGrew Management Services LLC are attached to this Proposal.

Project Experience: Since 1998, Hubbard Consulting LLC has completed numerous projects with local, county and state agencies in New Hampshire. Hubbard Consulting LLC has experience with a variety of HSEEP Exercise. In the last seven years, Hubbard has developed, organized and facilitated over fifty workshops, table-top exercise, drills, Full-Scale Exercise and full-scale exercise. Exercise clients range from local emergency services to public health entities and NH state agencies. In addition, Hubbard has evaluated several exercise and was senior controller for three different graded exercise for the Seabrook Station Nuclear Power Plant. Jane Hubbard recently received her Master Exercise Practitioner certification from the Federal Emergency Management Agency. See attached resume for more information.

References:

Sgt. Michael Pearl
Concord Police Department
603-225-8600
mpearl@concordnh.gov

Chief David Chamberlain
Jaffrey Fire Chief
603-532-8377
chamberlaind@town.jaffrey.nh.us

Chief Chris Christopoulos
Lebanon Fire Chief
603-448-8810
chris.christopoulos@lebcity.com

Scope of Work

Hubbard Consulting LLC proposes to conduct a Full-Scale Active Shooter Exercise for the Town of Allenstown. The exercise will meet the requirements of the US Homeland Security Exercise and evaluation Program (HSEEP), the NH Department of Safety/Division of Homeland Security and Emergency Management, the Town of Allenstown, NH.

Hubbard Consulting LLC will complete the following Tasks to coordinate and facilitate the Full-Scale Exercise which meet the recommendations of HSEEP. Hubbard Consulting LLC will work closely with the Police Chief, Emergency Management Director and other local officials as necessary, in order to obtain the proper information to complete the tasks below.

Full-Scale Exercise Tasks:

The Town of Allenstown is looking to exercise the town's emergency response to an active shooter at a local school. The Full-Scale Exercise will utilize a Sim-cell and an incident command post. The targeted audience will be Allenstown police, fire and EMS officials. The following tasks will be completed for the development and implementation of the Full-Scale Exercise:

TASK 1: CONCEPTUAL DEVELOPMENT MEETING

- Meet with Police Chief, EMD and/or other representatives to discuss process and timeline.
- Define Scope.
- Identify Exercise Design Team.
- Set date for initial Planning Conference.

TASK 2: INITIAL PLANNING CONFERENCE

- Convene the Design Team (EMD, Police, Fire, etc).
- Provide orientation to Design Team.
- Review Scope.
- Develop Statement of Purpose.
- Develop the Exercise Directive.
- Identify Exercise Objectives.
- Set date(s) for Full-Scale Exercise.

TASK 3: DEVELOP SCENARIO NARRATIVES

- Under the scope of the grant develop narratives that compliment the exercise objectives.
- Prepare rough draft of Master Sequence of Events List based upon finished objectives.

TASK 4: FINAL PLANNING CONFERENCE

- Finalize Master Sequence of Events List based.
- Complete the exercise package (Explan & C/E Manual) and distribute to participants prior to the exercise.

TASK 5: FULL-SCALE EXERCISE:

- Conduct Full-Scale Exercise (Fall 2017).

TASK 6: CONDUCT AN AFTER ACTION REVIEW:

- Coordinate with agency heads.
- Develop an After Action Report (AAR) for Allenstown.
- Submit Draft AAR to participants for review/comment.
- Develop Corrective Action Plan (a.k.a. Improvement Plan).
- Finalize the AAR for the Town Allenstown.
- Final meeting with agencies to review AAR and Corrective Action Plan.

Exercise Work Products

Allenstown will receive one digital and five hard copies of the After Action Report (AAR) for the Full-Scale Exercise. In addition, the Exercise Training Coordinator at HSEM will receive one copy of the AAR. At a minimum, the AARs will include:

- **Executive Summary:**
Briefly describes a summary of the information contained in the AAR, including an overview of the exercise, major strengths demonstrated and areas that require improvement.
- **Exercise Overview:**
Briefly describes details of exercise, identifies participants, the exercise structure and how it was implemented.
- **Exercise Goals and Objectives:**
List the goals and objectives developed during the exercise planning and design phase.
- **Exercise Events Synopsis:**
According to the objectives identified for the Exercise, each evaluator is assigned an expected action to record for each event scenario. The Expected Action Matrix provides an overview of the scenarios presented and the expected actions for the players.
- **Analysis of Objective Performance:**
The Analysis of Objective Performance Matrix provides an overview of each expected action and whether or not it was met and what improvements are recommended.
- **Corrective Actions:**
Reviews the performance of individual tasks and objectives as defined in the evaluator checklists. A Corrective Action will be identified for those tasks that were not performed as expected.

Proposed Work Schedule

The exact timeline of the exercise is not yet established. However, it is anticipated that the Active Shooter Full-Scale Exercise will occur in the fall of 2017. The documents for the Exercise, as identified in the sections above, will be completed no later than December 31, 2017.

Budget

The total cost to meet the Proposed Work Plan and Work Products will not exceed \$13,200. The costs for each exercise are outlined in the table below. Costs include management of the grant, meeting preparation, coordination of meetings, distribution of documents, travel expenses, evaluators/contractors and cost of supplies. Invoices will be submitted on a monthly basis. Any match for grants provided to the Town will not be covered by Hubbard Consulting LLC; however, Hubbard Consulting will assist the Town with grant reporting requirements.

Budget Expenses	
Line Item	Total
1. Total Wages	\$ 8,000
2. Subcontracts (4 HSEEP evaluators for 16 hours each)	\$ 4,800
	\$
TOTAL	\$ 12,800

Monthly invoices will be submitted according to the following fee schedule:

- Month 1 \$1,000
- Month 2 \$2,000
- Month 3 \$2,000
- Month 4 \$2,000
- Month 5 \$2,000
- Month 6 \$3,800

- **TOTAL** **\$12,800**

EXPIRATION

This Proposal is a firm offer and shall expire on April 1, 2017

SIGNATURE

This Proposal is submitted by Jane Hubbard of Hubbard Consulting LLC. Jane Hubbard is the managing member of Hubbard Consulting LLC and has the authority to sign contracts.

Jane Hubbard

Jane Hubbard
Managing Member

12/28/2016

Date

HUBBARD CONSULTING LLC

Jane Hubbard
PO Box 445
Andover, NH 03216
Phone: (603) 848-8801
Email: jhubb_99@yahoo.com
Website: www.janehubbardconsulting.com

Hubbard Consulting LLC

- A consulting practice that provides emergency management resources and services to public and private agencies.
- Expertise includes, emergency operations planning, drills and exercise, hazard mitigation planning public health emergency planning, grant writing and administration.

Consulting Services

2004 to Present

Table Top Exercise / Full Scale Exercise

(Over 50 exercise for multiple towns, public health regions & State agencies; list available upon request)

- Coordinate and facilitate conceptual development meetings.
- Coordinate design team meetings to include.
- Develop and Facilitate Table Top Exercise and/or Full-Scale Exercise, After-Action Report and Implementation Plan.

Hazard Mitigation Plans

(Thirty-Eight plans prepared and FEMA-approved since 2004; list of towns available upon request.)

- Manage, coordinate and facilitate Planning Committee Meetings.
- Research and collect information on natural and man-made hazards affecting the communities.
- Develop GIS maps that reflect the potential and historical hazards.
- Write and develop a Hazard Mitigation Plan that meets the federal requirements of DMA 2000.

New Hampshire Emergency Operations Plans

(Eighty plans prepared since 2004; list of towns available upon request.)

- Coordinate, manage and facilitate meetings with Town/City Department heads.
- Collect and gather data to update existing EOP.
- Develop user-friendly Emergency Operations Plan that meets NIMS/ICS requirements and the Guidance from the NH Homeland Security and Emergency Management.

Wildfire Response and Evacuation Plan

NH Towns: Freedom, Madison, Ossipee, Tamworth

- Manage, coordinate and facilitate the development of a Wildfire Response & Evacuation Plan for the Ossipee Pine Barrens.
- Facilitate committee meetings with representatives from the four towns, private partners, County and State representatives.

Flood Acquisition Project Coordinator

Allenstown, Epsom, Pembroke, NH

- Coordinate the management of Flood Mitigation Assistance (FMA) Grants, Repetitive Flood Claim (RFC) and State grants.
- Manage the acquisition of over 30 homes in the Floodplain.
- Prepare and submit grant applications through E-Grants which were approved by FEMA (a total of over four million dollars in total project costs).

Continuity of Operations Plan (COOP)

Southwest New Hampshire Fire District Mutual Aid, Grafton County Dispatch

- Develop a Continuity of Operations Plan to ensure continuous performance of essential Agency functions and operations during an emergency. The Plan identifies procedures and policies to protect essential facilities, equipment, records, and other assets.

Comprehensive Emergency Management Plan

Vashon, WA

- Coordinate and facilitate Planning Committee Meetings.
- Develop a comprehensive emergency management plan to include a hazard mitigation plan, emergency operations plan and a recovery plan.

Public Health Emergency Planning

Portsmouth, Franklin/Bristol, Sullivan County, North Country, Greater Manchester and Exeter Health Regions

- Coordinate and facilitate Regional Meetings with municipal, hospital, state, and private non-profit representatives.
- Research and collect information to develop a Pandemic Influenza Plan, Mass Vaccination (i.e. POD) Plan, Medical Surge Plan, Isolation and Quarantine Plan and Risk Communication Plan.
- Develop Point of Distribution POD plans.
- Prepare, facilitate and conduct table top exercise and after action reports.

School Emergency Planning

Franklin Pierce University, Oyster River School District, North Hampton School District, Sanborn Regional School District

- Coordinate and facilitate planning meetings with School District representatives.
- Research and collect information to develop an Emergency Response Plan.
- Research and collect information to develop an overall District-Wide Emergency Response Plan for the School District.

Exercise Controller

Seabrook Station Nuclear Power Plant

- Lead Controller for the Town of Portsmouth – Seabrook Exercise in 2002.
- Lead Controller for the Town of Hampton – Seabrook Exercise in 2004 and 2006.

NH Office of Emergency Management / Consultant

Concord, NH

- Update the State of New Hampshire Hazard Mitigation Plan to meet the federal requirements of the Disaster Mitigation Act of 2000 (DMA 2000) .
- Research statewide information on natural hazards, vulnerability assessment, and capability assessment.
- Coordinate and facilitated the State Hazard Mitigation Planning Committee meetings on the State Plan.

Recovery Plan

Hampton & Allenstown, NH

- Facilitate and coordinate Planning Committee Meetings.
- Research and collect relevant information necessary for inclusion in the Recovery Plan.
- Produce a quality Plan that addresses all of the Recovery Support Functions (RSFs) identified by the Planning Committee.

Education/Training

1992 Bachelor of Science in Community Development, UNH Durham, NH
1994 National Flood Insurance Program Training, EMI
2001 ArcView 3.2 Basic Training, UNH, Durham, NH
2001 Using GPS with GIS, UNH Durham, NH
2002 Hazard Mitigation Planning Conference, Speaker, FEMA Region 1
2003 Cost/Benefit Analysis Training, FEMA Region 1
2005 Isolation and Quarantine, Police Standards & Training
2008 Homeland Security Exercise Evaluation Program (HSEEP) Certification
2008-11 Member of International Association of Emergency Managers
2010, 2011 Cost/Benefit Analysis Training, NH HSEM
2013 FEMA Professional Development Series Certification
2013 Master Exercise Practitioner (MEP)
2013 *Currently pursuing Certified Emergency Manager certification*

IS-100 Intro to ICS	IS-520 Intro to COOP for Pandemic Planning
IS 120 Introduction to Exercise	IS-546 Continuity of Operations Awareness
IS-139 Exercise Design	IS-547.a Intro to Continuity of Operations
IS-195 Incident Command System (ICS), EMI	IS-700 National Incident Management System
IS-230 Principles of Emergency Management	ICS-800 National Response Framework
IS-235 Emergency Planning, EMI	L-948 Situation Awareness & Common Op. Picture
IS-242 Effective Communication, EMI	L-964 Situation Unit Leader Training
ICS-300 Intermediate ICS	E132 Exercise Design and Evaluation
ICS-400 Advanced ICS	E133 Operations Based Exercise Design
G-408 Homeland Security for Local Govt.	E136 Operations Based Exercise Development
S-440 Planning Section Chief	

Memberships

Type 3 Seacoast Incident Management Team (2013-Present)
Type 4 Lakes Region Incident Management Team, Assistant Chairperson (2012-Present)
International Association of Emergency Managers, Member (2009-Present)