

PROPOSAL

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This document responds to the RFQ from Franklin County Emergency Management. It includes extra data and detail beyond that requested, but I feel it is necessary to outline the methodology needed to ensure a safe, successful exercise and tests.


A disaster is not defined by an event, but rather by our inability to adequately respond to it.

The primary object of all exercises and test should be training, to ensure the commission, staff, outside agencies, and individuals maximize their confidence, skill, and capability. Doing so in a controlled environment of an exercise significantly reduces the risk that an untoward event befalling the county turns into a disaster.

Emergency operations impact everyone. Building redundancy into our cities, towns, neighborhoods, our staffs, and our organizations ensures that we survive as a community. The purpose of such exercises is to find out where we are not resilient, and recommend actions that will help us grow to be more survivable.

The exercise for the county should be a challenging learning experience, be a true attempt to determine the ability to respond to stress, challenge assumptions of current plans, validate county All Hazards Threat Assessment, validate corrective actions and recommendations from previous exercises, and provide a real return on the investment of people and resources. Anything less is a waste of time.

I operate as an independent contractor, and have no association with any other organization as part of this RFQ.



Kenneth Schroeder, MBCP, MBCI

Schedule of Events

Note: The dates listed in the following schedules are based on recommended time intervals to accomplish the planning assessments, coordination, publishing, and approvals needed to adequately develop a successful exercise, especially for the HSEEP exercise. A greater flexibility exists with the first responder drills. All dates are flexible, based on other operational requirements, actual disasters, or directions from higher authority.

I. HSEEP Exercise

A. Exercise Planning Meetings

1. Meeting 1: Determine Exercise Requirements

Date: Tue, Jun 28, 10:00 am. Duration 2 hours

Attendees: Emergence Office staff, county board liaison

- a) *Review Board guidance.*
- b) *Review county All Threats Assessment.*
- c) *Review previous exercise methodology, findings & corrective actions.*
- d) *Select potential participating agencies and invitees.*
- e) *Define Exercise type, scope and length.*
- f) *Determine exercise objectives*
- g) *Determine exercise format.*
- h) *Assign activities for Meeting 2.*

2. Meeting 2: Develop Exercise goals and tasks for participants.

Date: Tue, Jul 12, 10:00 am. Duration 3 hours

Attendees: Subject Matter Experts (SMEs) from county offices and selected invitees from private agencies, individual participants, schools, hospitals, etc.

- a) *Identify individual goals for participants.*
- b) *Clarify exercise scope.*
- c) *Discuss potential exercise events, including ramifications and possible runaway conditions.*
- d) *Discuss safety limitations & guidelines.*
- e) *Identify Exercise team members for each participant.*
- f) *Determine communication methodology from Exercise Team to participants.*
- g) *Identify operational risks imposed as a part of the exercise, and determine mitigations or cancellation criteria.*
- h) *Determine public affairs notifications, press releases, and participation.*

- i) *Assign activities for Meeting 3.*
 - j) *Draft Exercise Plan. (NOTE: Exercise coordinator will submit final exercise plan for approval to County Emergency Planner.)*
- 3. **Meeting 3: Scenario Development and Exercise Team training**
Date: Tue, Jul 26, 10:00 am. Duration 4 hours
Attendees: Exercise Team members, County Emergency Management liaison.
 - a) *Develop scenario.*
 - b) *Identify scenario input methods*
 - c) *Determine scenario injects, need for background material handouts.*
 - d) *Define recordkeeping requirements (Exercise Team logs).*
 - e) *Define exercise team communication methodology-internal & external.*
 - f) *Determine need for team assistants, outside injects, victim simulation. Identify potential individuals or agencies.*
- 4. **Meeting 4: Pre-kickoff meeting**
Date: August 15, 10:00 am. Duration: 2 hours
Attendees: Exercise Team members, county Emergency Management Liaison.
 - a) *Receive last-minute guidance from county EM Liaison.*
 - b) *Review last minute scenario changes.*
 - c) *Make individual team member assignments.*
 - d) *Review safety measures.*
 - e) *Answer last minute concerns.*
- B. **Exercise.**
 - 1. Kickoff: August 16, 8:00 am. Duration: As determined by Meeting 1.
 - 2. Hot Wash Debriefing: One Hour after Exercise Termination. Duration: 1 hr.
 - 3. Exercise Team Review: August 17, 10:00am
 - 4. Preliminary After-Action Report: Sep 13.
 - 5. Return Comments: Sep 27.
 - 6. Final After-Action Report: Oct 4.

II. First Responder Drill #1

A. Exercise Planning Meetings

- 1. **Meeting 1: Determine Exercise Requirements**
Date: Tue, Jul 6, 2016, 10:00 am. Duration 2 hrs
Attendees: Emergence Office staff, county board liaison
 - a) *Review Board guidance.*
 - b) *Review county All Threats Assessment.*

- c) *Review previous exercise methodology, findings & corrective actions.*
- d) *Select potential participating agencies and invitees.*
- e) *Define Exercise type, scope and length.*
- f) *Determine exercise objectives*
- g) *Determine exercise format.*
- h) *Assign activities for Meeting 2.*

2. **Meeting 2: Develop Exercise goals and tasks for participants.**

Date: Tue, Jul 20, 10:00 am. Duration 2 hrs

Attendees: Subject Matter Experts (SMEs) from first responder agencies and selected invitees from private agencies, individual participants, schools, hospitals, etc.

- a) *Identify individual goals for participants.*
- b) *Clarify exercise scope.*
- c) *Discuss potential exercise events, including ramifications and possible runaway conditions.*
- d) *Discuss safety limitations & guidelines.*
- e) *Identify Exercise team members for each participant.*
- f) *Determine communication methodology from Exercise Team to participants.*
- g) *Identify operational risks imposed as a part of the exercise, and determine mitigations or cancellation criteria.*
- h) *Determine public affairs notifications, press releases, and participation.*
- i) *Assign activities for Meeting 3.*
- j) *Draft Exercise Plan. (NOTE: Exercise coordinator will submit final exercise plan for approval to County Emergency Planner.)*

3. **Meeting 3: Scenario Development and Exercise Team training**

Date: Tue, August 3, 10:00 am. Duration 4 hrs

Attendees: Exercise Team members, County Emergency Management liaison.

- a) *Develop scenario.*
- b) *Identify scenario input methods*
- c) *Determine scenario injects, need for background material handouts.*
- d) *Define recordkeeping requirements (Exercise Team logs).*
- e) *Define exercise team communication methodology-internal & external.*
- f) *Determine need for team assistants, outside injects, victim simulation. Identify potential individuals or agencies.*

4. **Meeting 4: Pre-kickoff meeting**

Date: August 24, 2016, 10:00 am. Duration: 2 hrs

Attendees: Exercise Team members, county Emergency Management Liaison.

- a) *Receive last-minute guidance from county EM Liaison.*
- b) *Review last minute scenario changes.*
- c) *Make individual team member assignments.*
- d) *Review safety measures.*
- e) *Answer last minute concerns.*

B. Drill:

- 1. Test Date: Thursday, August 25, 2016. Time: TBD.
- 2. Hot Wash: 1 hour after exercise termination.
Attendees: All test participants.
- 3. Preliminary After-Action Report: Sep 22, 2016.
- 4. Return Comments: Oct 6, 2016.
- 5. Final After-Action Report: Oct 26, 2016

NOTE: RFQ Deliverables refers to only one First Responder drill. However, the "Basis for Selection" refers to three such drills. If three drills are required, the following is the proposed meetings and dates for these drills.

III. First Responder Drill #2

A. Exercise Planning Meetings

- 1. **Meeting 1: Determine Exercise Requirements**
Date: Tue, Oct 4, 2016, 10:00 am. Duration 2 hrs
Attendees: Emergence Office staff, county board liaison
 - a) *Review Board guidance.*
 - b) *Review county All Threats Assessment.*
 - c) *Review previous exercise methodology, findings & corrective actions.*
 - d) *Select potential participating agencies and invitees.*
 - e) *Define Exercise type, scope and length.*
 - f) *Determine exercise objectives*
 - g) *Determine exercise format.*
 - h) *Assign activities for Meeting 2.*
- 2. **Meeting 2: Develop Exercise goals and tasks for participants.**
Date: Tue, Oct 18, 10:00 am. Duration 2 hrs
Attendees: Subject Matter Experts (SMEs) from first responder agencies and selected invitees from private agencies, individual participants, schools, hospitals, etc.
 - a) *Identify individual goals for participants.*

- b) *Clarify exercise scope.*
- c) *Discuss potential exercise events, including ramifications and possible runaway conditions.*
- d) *Discuss safety limitations & guidelines.*
- e) *Identify Exercise team members for each participant.*
- f) *Determine communication methodology from Exercise Team to participants.*
- g) *Identify operational risks imposed as a part of the exercise, and determine mitigations or cancellation criteria.*
- h) *Determine public affairs notifications, press releases, and participation.*
- i) *Assign activities for Meeting 3.*
- j) *Draft Exercise Plan. (NOTE: Exercise coordinator will submit final exercise plan for approval to County Emergency Planner.)*

3. **Meeting 3: Scenario Development and Exercise Team training**

Date: Tue, Oct 25, 10:00 am. Duration 4 hrs

Attendees: Exercise Team members, County Emergency Management liaison.

- a) *Develop scenario.*
- b) *Identify scenario input methods*
- c) *Determine scenario injects, need for background material handouts.*
- d) *Define recordkeeping requirements (Exercise Team logs).*
- e) *Define exercise team communication methodology-internal & external.*
- f) *Determine need for team assistants, outside injects, victim simulation. Identify potential individuals or agencies.*

4. **Meeting 4: Pre-kickoff meeting**

Date: Nov 1, 2016, 10:00 am. Duration: 2 hrs

Attendees: Exercise Team members, county Emergency Management Liaison.

- a) *Receive last-minute guidance from county EM Liaison.*
- b) *Review last minute scenario changes.*
- c) *Make individual team member assignments.*
- d) *Review safety measures.*
- e) *Answer last minute concerns.*

B. **Drill:**

- 1. Test Date: Thursday, Nov 2, 2016. Time: TBD.
- 2. Hot Wash: 1 hour after exercise termination.
Attendees: All test participants.
- 3. Preliminary After-Action Report: Nov 16, 2016.
- 4. Return Comments: Nov 30, 2016.

IV. First Responder Drill #3

A. Exercise Planning Meetings

1. **Meeting 1: Determine Exercise Requirements**

Date: Tue, Nov 9, 2016, 10:00 am. Duration 2 hrs

Attendees: Emergency Office staff, county board liaison

- a) *Review Board guidance.*
- b) *Review county All Threats Assessment.*
- c) *Review previous exercise methodology, findings & corrective actions.*
- d) *Select potential participating agencies and invitees.*
- e) *Define Exercise type, scope and length.*
- f) *Determine exercise objectives*
- g) *Determine exercise format.*
- h) *Assign activities for Meeting 2.*

2. **Meeting 2: Develop Exercise goals and tasks for participants.**

Date: Tue, Nov 16, 10:00 am. Duration 2 hrs

Attendees: Subject Matter Experts (SMEs) from first responder agencies and selected invitees from private agencies, individual participants, schools, hospitals, etc.

- a) *Identify individual goals for participants.*
- b) *Clarify exercise scope.*
- c) *Discuss potential exercise events, including ramifications and possible runaway conditions.*
- d) *Discuss safety limitations & guidelines.*
- e) *Identify Exercise team members for each participant.*
- f) *Determine communication methodology from Exercise Team to participants.*
- g) *Identify operational risks imposed as a part of the exercise, and determine mitigations or cancellation criteria.*
- h) *Determine public affairs notifications, press releases, and participation.*
- i) *Assign activities for Meeting 3.*
- j) *Draft Exercise Plan. (NOTE: Exercise coordinator will submit final exercise plan for approval to County Emergency Planner.)*

3. **Meeting 3: Scenario Development and Exercise Team training**

Date: Tue, Nov 30, 10:00 am. Duration 4 hrs

Attendees: Exercise Team members, County Emergency Management liaison.

- a) *Develop scenario.*

- b) *Identify scenario input methods*
- c) *Determine scenario injects, need for background material handouts.*
- d) *Define recordkeeping requirements (Exercise Team logs).*
- e) *Define exercise team communication methodology-internal & external.*
- f) *Determine need for team assistants, outside injects, victim simulation. Identify potential individuals or agencies.*

4. **Meeting 4: Pre-kickoff meeting**

Date: Dec 7, 2016, 10:00 am. Duration: 2 hrs

Attendees: Exercise Team members, county Emergency Management

Liaison.

- a) *Receive last-minute guidance from county EM Liaison.*
- b) *Review last minute scenario changes.*
- c) *Make individual team member assignments.*
- d) *Review safety measures.*
- e) *Answer last minute concerns.*

B. **Drill:**

- 1. Test Date: Thursday, Dec 8, 2016. Time: TBD.
- 2. Hot Wash: 1 hour after exercise termination.
Attendees: All test participants.
- 3. Preliminary After-Action Report: Dec 14, 2016.
- 4. Return Comments: Jan 11, 2017.
- 5. Final After-Action Report: Jan 25, 2017

Qualifications and Experience

- Applicant is an individual professional, well versed in the foundations of emergency management, the principles of ICS, an understanding of the psychology of a disaster, the interactions of public sector planners with local businesses and non-profit support agencies.
- Certified as a Master Business Continuity Planner by Disaster Recovery Institute, International. (MBCP)
- Certified as a Member Business Continuity Institute. (MBCI)
- Developed scenario, exercise plan, and acted as exercise director for Disaster Recovery Journal Mock Disaster involving 120 participants, and approximately 35 exercise role players & scenario inject staff in Sep 2012.
- Worked 10 years as director of Business Continuity for \$4 billion corporate credit union, conducting exercises, public speaking, and consulting.
- Developed and facilitated exercises ranging from table-top to full failover of operations to backup capability. Exercise scenarios included cyber-security events, area disasters, multi-faceted events, pandemic events, terrorist events, public-private participation events. Exercise size ranged from single departments, events involving multi-lingual "victims", and multi-organization events.
- Serves on board of Public & Private Business, Inc. (www.PPBI.org), a non-profit organization of volunteers dedicated in developing, enhancing, and sustaining cooperation, understanding, and partnerships between public sector emergency planners and private sector business continuity planners. Published semi-annual newsletter. (www.ppbi.org/newsletters)
- Presented workshop at 11 of last `12 Disaster Recovery Journal conferences. Workshop includes principles of ICS, public-private cooperation, information flow during crises, impact of social media, psychological impacts of disasters.
- Written and published numerous articles related to disaster planning, crisis management team activities, and emergency communications. For a full list, go to www.pc-resilience.com/articles.
- Charter member Tallahassee Chapter of the Association of Contingency Planners.
- Worked with Leon County and City of Tallahassee emergency staff conducting similar exercise 2010.

- 21 years of leadership and planning experience as a pilot, deployment and employment planner, and search and rescue coordinator in the United States Air Force. Graduate of the Coast Guard National Search and Rescue school.
- Master of Science degree in Management from Troy State University.
- Bachelor of Science degree in Applied Math and Engineering Physics from the University of Wisconsin.
- References available on request.

Applicant is not a Minority Vendor

Homeland Security Exercise and Evaluation Program (HSEEP) and Contract Requirements

All exercise and test planning detailed in the schedule of events is completed in accordance to the Homeland Security Exercise and Evaluation Program (HSEEP) document dated April 2013. These principles will be used throughout the planning and execution process.

Key to the development of a successful exercise is complete evaluation of the threat environment, review of previous exercises, buy-in from participants at all levels, and creating a scenario that is challenging and realistic. All planning is based on the foundations of emergency and business continuity planning principles as described by accrediting agencies, best business practices, and regulated by the details in the issued Homeland Security contract.

Applicant will review the contract and ensure that all aspects of the exercise and drill will meet all contractual requirements.

Applicant will assist in all report preparation and submission required by the contract, including submission of requests for re-imbursement. In addition, the application will complete the draft after-action report to the county Emergency Action Coordinator, assist in funding reimbursement submissions, and assist in completing the final After-Action Report to the board for approval.

Applicant will provide draft End-of-Project report to the Emergency Action Coordinator for submission to project funder. Estimated delivery date: Nov 17.