



Homeland Security Exercise Evaluation Program (HSEEP) Compliant Exercise and Drill Planning and Execution

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Prepared for:

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In response to:

Franklin RFQ 2016-1

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Executive Summary and Introduction

Digital Fusion Solutions, Inc. (DFI), a wholly-owned subsidiary of Kratos Defense and Security Solutions, Inc., (NASDAQ: KTOS), will provide a training and exercise program for the Franklin County Emergency Management Office based on the guidelines of the Homeland Security Exercise & Evaluation Program (HSEEP). Particular exercises will be developed with County Officials' input to address specific threats and concerns. Based on the initial request, the best approach will be a table-top exercise and a drill for First Responders to practice and maintain current skills. An after action report and improvement plan will document any weaknesses identified and propose follow-on training as appropriate. Exercises and drills will be offered at customer offices and facilities or in combination with the Kratos Integrated Special Operations Training Facility (KISOTF) in Altha, FL.

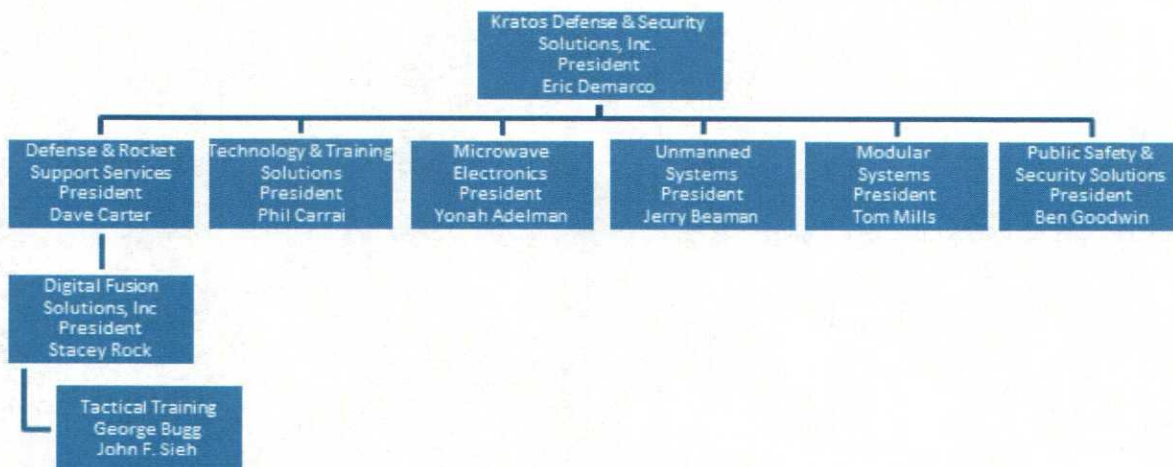
Our Master Trainer, Mr. John Sieh, has over 30 years of experience as a tactical operator, advisor and instructor. He has under his direction a highly qualified cadre of law enforcement, emergency response, and corrections professionals to supplement as adjunct instructors as needed. In addition to a full catalog of civilian and professional courses, Mr. Sieh has developed specialized programs and exercises for a variety of agencies, including a security assessment and HSEEP compliant Active Shooter table top exercise for Calhoun County, FL in March 2016 and a counter-terrorism and hostage negotiation exercise for Panama City Beach, Panama City and surrounding agencies' tactical teams in 2000.

The Kratos Special Operations Training Services Group (KSOTS-G) will work closely with county officials to identify areas of concern and determine the most appropriate exercises to address the threats. Initial training would likely involve tabletop exercises and small-scale role-playing drills with various county personnel. Larger, multi-agency scenario would follow to address a wider threat as funding allows. A sustainment training option is also included in this proposal to provide multi-year refreshers and to address emerging threats because the KSOTS Group recognizes that the skills presented are perishable and require refresher courses on an annual basis.

Many of the exercise options will be most appropriately conducted at the customer's sites – government buildings, schools, libraries, etc. However, KSOTS-G also maintains a 70 acre training facility in Altha, FL that can be added to the training venues to allow more dynamic training options. The Group also maintains the appropriate mix of subject matter professionals to ensure the attending clients leave the exercises with an enhanced proficiency in all areas of instruction. For law-enforcement agencies, our multi-story, multi-entrance live-fire capable shoot house provides an ideal environment to work on multi-team active-shooter response operations focused on approach, entry methods, close quarters battle (CQB), tactical searches, negotiation and hostage rescue. Our wooded and open maneuver areas provide ample room for tracking and stalking drills. And our flat ranges offer known and unknown distance tactical marksmanship training opportunities from 25m to 550m. Pictures of the facility are presented in Appendix A.

Company Overview

Digital Fusion Solutions, Inc. (DFSI) is a wholly-owned subsidiary of Kratos Defense & Security Solutions, Inc. Kratos is a specialized technology company providing mission critical products, solutions and services for United States National Security. Kratos' core capabilities are sophisticated engineering, manufacturing and system integration offerings for National Security platforms and programs. Kratos' areas of expertise include Command, Control, Communications, Computing, Combat and Intelligence, Surveillance and Reconnaissance (C5ISR) systems, satellite communications, electronic warfare, unmanned systems, hypersonic systems, directed and high power energy systems, electromagnetic railgun, missile defense, cyber warfare, cybersecurity, information assurance, and critical infrastructure security. Kratos has a work force of approximately 3,100 and annual sales of approximately \$700M. DFSI provides services and expertise to local, state, and Federal Government in the areas of integration, test, training, and analysis; advanced technology; technical services; enterprise and program solutions; and tactical training solutions. The Tactical Training Services Group primarily supports law enforcement and corrections professionals with comprehensive training programs developed specifically for agency requirements, but also offers professional training to the general civilian population. The organizational chart below shows the relationship of the Tactical Training Group to the larger corporate organization. Kratos/DFSI has been in operation since 1995 successfully completing hundreds of contracts for federal, state, local, and commercial customers. DFSI established the Tactical Training Group through a partnership with Special Operations Tactical Training International (SOTT-I) by acquiring their training staff, courses of instruction, and training management system. This key acquisition combines the track record of SOTT-I with the strength and stability of a large, publicly traded company.



Past Experience

The Kratos Special Operations Training Services Group (KSOTS-G) conducts Special Operations and Patrol training as well as advisory assistance within the law enforcement, corrections and military communities including international clients. KSOTS-G also provides foundation and specialized programs within the security and personal protection arenas with emphasis on preparing for and surviving an active shooter/high-risk threat event.

The KSOTS-G body of work is unsurpassed within the law enforcement, corrections and military community and includes the following significant training/advisory assistance programs and projects:

- In March 2016, the KSOTS Group conducted a security assessment and active shooter table-top exercise for the Calhoun County, FL Courthouse staff. As part of the HSEEP process, an After Action Report/Improvement Plan was submitted with recommended corrective actions and follow-on training. Our team worked closely with the County Clerk's office to make sure all submittals were HSEEP compliant and the county's obligations were met for reimbursement.
- Operating as SOTT-I, the current KSOTS-G Group developed and executed a variety of specialized full-scale active shooter/high-risk threat event exercises that covered the complete spectrum of emergency response within law enforcement, EMS, fire services and city, county, and state government.
 - February 2000 – The training group executed a multi-agency scenario with Panama City Beach and Panama City PD Tactical Teams that involved the public school system and citizen role players. The school was "attacked" by a foreign threat, "hostages" were taken and the local LE agencies responded to the threat, negotiated with the perpetrators, and affected the rescue of the "hostages".
 - Late 2008 – The training group executed a similar large-scale training scenario in Whitman, Massachusetts that involved local, regional, and state emergency responders – patrol, fire, EMS, technical rescue, SWAT, and used government officials as role players.
- The Group developed, authored, and is currently implementing a complete suite of programs directed towards developing emergency response plans and training for the business world, churches, academia and government offices with emphasis upon preparing for, responding to, and surviving active shooter and high-risk threat events.
- Our Master Trainer has seventeen years of experience implementing mobile training team (MTT) instruction with local, state and federal law enforcement clients nationally and internationally
- KSOTS-G has developed, authored and implemented specialized programs of instruction for the US Border Patrol Tactical Unit (BORTAC) that were taught to respective members of the USBP Special Operations Group as a part of an overall tactical build-up and doctrine development project. Programs included tactical vehicle operations, bus assault/recovery operations and aircraft assault/recovery operations.

- We have developed, authored and implemented law enforcement special operations/counter terrorism tactical training programs for a Southwest Asian National Level Law Enforcement Counter-Terrorism (CT) Organization as part of an OSCE law enforcement training initiative. The ongoing program includes all aspects of law enforcement special operations/counter terrorism and includes kinetic tactical areas (tactical marksmanship-precision marksmanship-CQB), tactical planning, methods of entry/MOE (ballistic-mechanical-explosive breaching), crisis negotiation and a variety of specialized CT specific disciplines. In addition the overall program includes a CT instructor course designed to develop trainers within the respective organization who will implement a continuity of training and TTPs.
- We have also developed, authored and are currently implementing a suite of specialized assessment and selection programs within the law enforcement and corrections special operations community. These programs are cutting edge and based upon the philosophy of assessing the best candidates available and ultimately selecting the "right" personnel for a respective organization.
- Our Master Trainer has also developed and authored a specialized training management system (TMS) for law enforcement/corrections special operations organizations and units. The TMS concentrates on development of core individual, subunit and collective skill sets with emphasis upon four main core areas that include the tactical law enforcement decision making process (TLEDMP), tactical methods of entry/breaching (TMOE), tactical combat marksmanship (TCMMS) and open air/interior less lethal-lethal tactics (OAT-DCQB/CQB).

Key Personnel

The training staff is a professional group with a combined 200 years of law enforcement, military and corrections special operations and law enforcement patrol experience. This includes a fulltime and adjunct instructor cadre with an extensive collective background from service in a variety of organizations that include:

- U.S. Federal-State-Local Law Enforcement
- State and Federal Corrections
- U.S. Army Special Forces (USSF)
- U.S. Army Special Mission Units (SMU)
- U.S. Army (USA)
- U.S. Marine Corps (USMC)
- U.S. Air Force (USAF)

In addition all KSOTS-G advisor/instructors sustain their respective skill sets within the following core training areas:

- Tactical Marksmanship/Firearms
- Entry Techniques (CQB)
- Combatives-Weapon Retention-Officer Survival

- Methods of Entry (breaching/barrier penetration)
- Small Unit Tactics/Patrolling
- Special Operation Target Interdiction (Precision Marksman-Sniper Observer)
- Tactical Driving (on-road/off-road)
- Tactical Medicine
- Robotics (tactical applications)
- Weapons of Mass Destruction (WMD)
- Protective Security Operations and Executive Protection
- High Risk Transportation Operations
- Specialized Target Environment Operations (sedan-van/bus/aircraft/rail/maritime)
- Corrections Special Operations
- Law Enforcement and Corrections Less-Lethal Operations
- Canine Specific Operations
- Crisis Negotiation Operations
- Human Performance/Tactical Fitness
- Security Management Operations
- Infrastructure Assessment-Security Operations

Director of Strategic Programs – George M. Bugg

A graduate of Auburn University in Aerospace Engineering with over 25 years of experience in mechanical design, analysis, fabrication and test of military weapons systems, unmanned air systems, and specialty tools for special operators, Mr. Bugg is a licensed Professional Engineer and a certified Project Management Professional. Mr. Bugg served as the Program Manager for Robotics and Tactical Systems for Mesa Robotics and was responsible for overseeing the development and production of several small unmanned ground system and tactical robots. He worked closely with civilian law enforcement and US military special operations professionals providing onsite training and development of specialized tactics, techniques, and procedures for mission specific unmanned systems applications. He has also supported specialized training exercises for simulated disaster response scenarios, terrorist attacks, largescale hostage situations, and building clearing missions.

As the Director of Strategic Programs at Kratos Defense, Mr. Bugg has overall responsibility for the operation of the KSOTS Group – coordinating contracts, actively supporting training, and interfacing up the chain of command.

Master Trainer – John F. Sieh

Mr. Sieh has thirty five years of qualified experience as an operator, project leader, director, advisor and instructor providing consultation and training in unconventional, security and

counter terrorism operations to various US military, US federal, state and local law enforcement and friendly foreign military/LE special operations units. Specialized in developing programs of instruction and presenting instruction to friendly foreign military and law enforcement personnel/elements through within varied environments with extensive expertise in Southwest Asia, Africa, Eastern Europe and the Middle East.

Mr. Sieh has held and worked the following Army/Special Forces military occupational specialties (MOS):

- Infantry (11B)
- Special Operations Demolition's Sergeant (18C)
- Special Operations Communications Sergeant (18E) Special Operations Weapons Sergeant (18B)
- Special Operations Intelligence Sergeant (18F)
- Special Forces Detachment Operations Sergeant (18Z)
- Special Forces RECCE-DA Element Senior Sergeant (18Z)

Mr. Sieh holds training and operational proficiency in the following identified areas:

- Tactical Planning
- Tactical Marksmanship/Firearms
- Entry Techniques (Disorder CQB and CQB) Combatives-Weapon Retention-Officer Survival
- Tactical Methods of Entry (Mechanical-Ballistic-Explosive breaching/barrier penetration)
- Small Unit Tactics/Patrolling
- Patrol Officer Tactics (High Risk Threat-Active Shooter Response) Special Operation Target Interdiction (Precision Marksman-Sniper) Tactical Driving (on-road/off-road)
- Tactical Medicine
- Robotics (Tactical Applications) Weapons of Mass Destruction (WMD)
- Protective Security Operations and Executive/VIP Protection High Risk Transportation Operations
- Specialized Target Environment Operations (sedan-van-bus/ aircraft/rail/maritime)
- Tactical Maritime Operations Corrections Special Operations
- Tactical Canine (Conventional and Special Operations) Crisis Negotiation Operations
- Human Performance/Tactical Fitness Less Lethal Applications/Operations Air Operations
- Instructor Training (military-law enforcement-corrections/conventional and special operations)

Mr. John Sieh maintains the following affiliations and instructor training/certifications:

- California Association Tactical Officers (CATO-#312)
- International Association of Bomb Technicians and Investigators (IABTI-#211757)
- Special Forces Association (LIFE/D-7072)
- Special Operations Association (LIFE/2246-GL)
- American Board for Certification in Homeland Security (A.B.C.H.S.-#103927- CHS-V/DABCHS)

- International Law Enforcement Educators and Trainers Association (ILEETA-#4571)
- National Rifle Association (NRA-LIFE/137635393)
- International Association of Hostage Negotiators (IAHN)
- Texas Tactical Police Officers Association (TTPOA)
- New York Tactical Officers Association (NYTOA)
- Anti-Terrorism Instructor Certification Program (USSF)
- Instructor Training Course Certification Program (USSF)
- SOT/SOTC and SFAUC Instructor Training Certification Course (USSF)
- SFARTAETC Instructor Certification Training Course (USSF)
- Tactical Team (SWAT) Instructor Certification Program (USSF and SOTT-I LLC/TAG)
- Live Fire CQB Facility Management Certification Program (USSF and SOTT-I LLC/TAG)
- Special Operations Live Fire Instructor Course-CQB (SOTT-I LLC/TAG)
- Special Operations Live Fire Instructor Certification-MMS (SOTT-I LLC/TAG)
- Firearms Instructor Certification Program (USSF and SOTT-I LLC/TAG)
- Precision Rifle/Sniper-Observer Instructor Certification Program (USSF and SOTT-I LLC/TAG)

The following highlight specific experience relevant to Safety Training Services:

- Senior Sergeant of a USSF enhanced reconnaissance-direct action element. Responsible for training/leading thirty-six personnel in the conduct of specialized operations with emphasis on specialized urban combat. Led a 36 man Troop. Planned the employment of assault elements in all phases of special operations in permissive, uncertain, denied, or politically sensitive areas throughout the CENTCOM AOR while conducting operations in support of the Global War on Terrorism (GWOT). Specialized in Close Quarters Battle and Personnel Recovery. Responsible for the training, performance and professional growth of 24 assaulters and 12 RECCE personnel. Also responsible for the training, professional, and tactical development of a Battalion Commander and his staff and 3 RECCE/DA Company Commanders and their staffs.
- Identified and assigned as the subject matter professional for the development of an integrated special operations training facility designed to train and sustain counter terrorism, law enforcement special operations, military special operations, specialized emergency response and operations versus weapons of mass destruction.
- Member, element leader and lead trainer of a multi-jurisdictional counter-drug unit responsible for operations in a three state region of the eastern United States with responsibility for training unit members and leading them on LE operations.
- Advisor/instructor with the Ministry of Defense of the United Arab Emirates.
- Worked as a member of a joint US-UK Special Operations Training and Advisory Team dedicated to the development of SOF doctrine and respective programs of instruction (POI). Also responsible for course instruction and validation of personnel/units. Specialized in developing programs of instruction and presenting that instruction through interpreters to specialized units.

- Member and assault team leader with a US Army Special Mission Unit (SMU) with responsibility for planning, conducting and teaching counter terrorism and urban special operations techniques. Specialized in close quarters battle, personnel recovery and urban special operations. Responsible for the training, performance and professional growth of operators in an active, operational, direct action CT Section/Troop.
- Developed course curriculum and was a lead instructor with the USAJKFSWCS for the Special Forces Counter Terrorism Training Program (SFARTAETC) and the Special Operations Training Course (SOTC). Initially given responsibility that included developing, authoring as doctrine and ultimately teaching the tactics, techniques and procedures relative to interior tactics/CQB and all related TTPs.
- Developed course curriculum and was a lead instructor for Special Operations Training (SOT) at Mott Lake Compound as a member of 5th SFG (A). Core training included combative techniques, tactical marksmanship, CQB, planning and sniper operations.

Senior Trainer – Richard Biss

Mr. Biss has twenty seven years of qualified experience as an Assistant Warden, Federal Correctional Officer, Police Officer, tactical advisor, trainer, and instructor providing consultation and leadership in all aspects of tactical response training for law enforcement and corrections. Areas of proficiency include developing and implementing tactical response training curriculum, organizational leadership, conflict resolution, and firearms instruction.

Mr. Biss has held the following occupational specialties:

- Staff Development and Training Manager, Florida Department of Corrections.
- Department of Corrections Tactical Leadership
- S.W.A.T Team Leader and Instructor -Florida Department of Corrections
- Correctional Emergency Response Team Leader
- Range Master
- Instructor for Florida Department of Corrections and two community colleges
- Federal Bureau of Prisons Correctional Officer
- Acting Warden, Assistant Warden, Colonel, Major, Captain, Lieutenant, Sergeant, Correctional Officer

Mr. Biss holds training and operational proficiency in the following areas:

- Firearms
- Defensive Tactics
- Chemical Agents
- Specialty Impact Munitions
- Force Cell Extraction
- Immobilization Devices
- First Responder
- Less Lethal Applications/Operations
- Instructor Training (law enforcement-corrections and special operations)

Mr. Biss has received instructor training/certification in the following:

- Tactical Team (SWAT) Instructor
- Florida Emergency Management Institute
 - National Incident Management System (NIMS)
 - Introduction to the Incident Command System
- The Florida Department of Corrections Commission on Criminal Justice Standards and Training
 - Special Operations and Tactics
 - Instructor Certification
 - Defensive Tactics (DT)
 - Field Training Officer Law Enforcement & Corrections
 - Forced Cell Extraction – Train the Trainer
 - M.A.C.E. (Managing Aggressive and Combative Elements) Level 1&2 Training, Impulse Control / Self-Management & Interpersonal Human Behavior
 - First Responder Instructor
- Smith and Wesson Academy, Chemical Munitions Instructor
- Defense Technology Training Academy, Chemical Munitions Instructor
- Lake City Community College, Lake City, FL.
 - First Responder to Medical Emergencies

The following highlight specific experience relevant to Safety Training Services:

- Employee with the Florida Department of Corrections stemming a 27-year career that included work as a Correctional Officer through Assistant Warden with key leadership positions within Special Operations. Lead, managed and supervised Institutions with over 500 staff and 2800 inmates.
- Identified and assigned as the subject matter professional for the development of an integrated special operations training facility designed to train and sustain counter terrorism, law enforcement special operations, military special operations, specialized emergency response and operations versus weapons of mass destruction.
- Member, element leader and lead trainer within a variety of Florida Department of Corrections Special Operations Teams operating in both an institution and state-wide role.
- Worked as a member of a Special Operations Training and Advisory Team dedicated to the development of LE and Corrections doctrine and respective programs of instruction (POI) for the Massachusetts Department of Correction Special Operations Division (SOD). Also responsible for course instruction and validation of personnel/units.
- Developed course curriculum for the Florida Department of Corrections Confrontation Management Teams and was a lead instructor with Special Operations Training Unit. Initially given responsibility that included developing, authoring as doctrine and ultimately teaching the tactics, techniques and procedures relative to interior tactics/CQB and all related TTPs.

Exercise Program Methodology

KSOTS-G designs and develops a wide variety of exercises and scenarios with emphasis on preparing the first responder and the public at large to succeed and survive during high-risk threat events.

Within the scope of specific exercise or scenario development KSOTS-G follows the HSEEP system resulting in HSEEP compliant products. The following narrative details the HSEEP systems as implemented by the KSOTS-G team.

The Exercise Program

Exercises bring together and strengthen the whole community in its efforts to prevent, protect against, mitigate, respond to, and recover from all hazards. A comprehensive exercise program offers a means by which the jurisdiction may:

- Validate existing plans, policies and procedures.
- Demonstrate new capabilities gained through training.
- Demonstrate local capabilities and responder proficiency.
- Identify lessons learned and areas for improvement.
- Improve public recognition of emergency services programs.

Exercise Program Management

An Exercise Program Manager is responsible for ensuring exercises are scheduled and carried out according to plan. Scheduling of exercises is normally accomplished through the use of a jurisdictional Multi-year Training and Exercise Plan (TEP). In many local jurisdictions, the County Emergency Manager may assume the Exercise Program Manager role. Exercise Program Management begins with budget management which allocates funding needed to conduct exercises after a program has been established. Exercise Program Management involves overseeing and guiding the overall cyclical process of:

1. Design & Development
 - Identify the need
 - Design and Develop the Exercise
 - This includes beginning evaluation planning
2. Conduct
 - Carry out exercise activities as planned
3. Evaluation
 - Complete the after action review process
 - Initiate improvement planning
 - Report completion for programmatic requirements



4. Improvement Planning

- Complete the Improvement Plan
- Implement the Improvement Plan
- Track progress of planned improvements

The Local Exercise Program

- Exercise activities should be based upon needs that are identified through gap analysis processes. Threat and Hazard Identification and Risk Assessment (THIRA) planning, hazard mitigation planning or similar process will help to focus the exercise program.
- The local program should utilize expertise from within the jurisdiction to create and conduct local exercises. Counties should consider participation in a multi-jurisdictional training and exercise committee in order to leverage exercise scheduling, and capitalize on neighboring expertise and resources.
- County exercise programs should:
 - Be locally driven to ensure that local jurisdiction identified needs are being met.
 - Be guided by elected and/or appointed officials.
 - Be capability based, objective driven.
 - Use a progressive planning approach.
 - Include whole-community integration.
 - Be informed by risk.
 - Use a common methodology.

Multi-Year Training and Exercise Plan (TEP)

A Multi-year Training and Exercise Plan (TEP) is the foundation document guiding a successful exercise program. The TEP articulates overall exercise program priorities and outlines a schedule of training and exercise activities designed to meet those priorities.

A Multi-year Training & Exercise Plan:

- Takes stock of current program plans and capabilities.
- Lays out long-term program goals and objectives.
- Develops a mix of exercises to meet goals and objectives.
- Determines what training is needed as a prerequisite to planned exercises.
- Sets a multi-year schedule of exercises.
- Sets a multi-year schedule of training events.

Exercise coordination is accomplished through the use of the Multi-year Training and Exercise Schedules. These schedules present a long-term plan for potential training dates and exercises. They also serve as a method of planning mutually beneficial and cooperative exercise activities with neighboring jurisdictions.

Program managers use the Multi-year Training and Exercise Schedules to:

- Avoid duplicating their efforts.
- Combine exercises and ensure the exercises don't conflict.
- Combine training and ensure training does not conflict.

Optimize and combine funding where possible.
Prevent "over" training and exercising.

In keeping with the recommendations of HSEEP and IDBHS grant program policy, counties must document future training and exercise activities. This documentation is accomplished by developing and regularly updating the Multi-year Training and Exercise Schedules. These schedules and completed training and exercises are required to be reported on quarterly reports for the Emergency Management Performance Grant (EMPG).

Mission Areas and Core Capabilities

It is essential to the success of the exercise planning effort for the jurisdiction to identify the core capability or capabilities that the county plans to exercise. As stated elsewhere in this document, planning activities such as the THIRA will help identify gaps in capability, or areas that the jurisdiction wishes to improve upon or validate.

The standard mission areas and associated core capabilities provide valuable insight into this effort. The chart provided on the following page illustrates the five standard mission areas of PREVENTION, PROTECTION, MITIGATION, RESPONSE and RECOVERY, along with the core capabilities associated with each.

An in-depth discussion of mission areas and core capabilities and additional helpful information can be found in the on-line National Response Framework at:

<http://www.fema.gov/national-response-framework>

The chart below illustrates the various mission areas and core capabilities associated with each. Note that the core capabilities of Planning, Information, and Operational Coordination are common to all areas.

PREVENTION	PROTECTION	MITIGATION	RESPONSE	RECOVERY
Planning	Planning	Planning	Planning	Planning
Public Information & Warning	Public Information & Warning	Public Information & Warning	Public Information & Warning	Public Information & Warning
Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination
Intelligence & Information Sharing	Intelligence & Information Sharing	Community Resilience	Critical Transportation	Economic Recovery
Interdiction & Disruption	Interdiction & Disruption	Long Term Vulnerability Reduction	Environmental Response\Health & Safety	Health & Social Services
Screening, Search & Detection	Screening, Search & Detection	Risk & Disaster Resilience Assessment	Fatality Management Services	Natural & Cultural Resources
Forensics & Attribution	Access Control & Identity Verification	Threats & Hazard Identification	Infrastructure Systems	Infrastructure Systems
	Cybersecurity		Mass Care Services	
	Physical Protective Measures		Mass Search & Rescue Operations	
	Risk Management for Protection Programs & Activities		On-Scene Security & Protection	
	Supply Chain Integrity & Security		Operational Communications	
			Public, Private Services/ Resources	
			Public Health & Medical Services	
			Situational Assessment	

Exercise Design and Development

In designing and developing individual exercises, the Exercise Planning Team schedules meetings, identifies and develops exercise objectives, aligns the objectives to core capabilities, designs the scenario, creates documentation, plans exercise conduct and evaluation, and coordinates logistics.

An 8-step process of exercise design and development has been created to assist exercise planners in creating exercises that are meaningful and relevant to their emergency management program. By following this systematic approach to exercise design, planners will ensure that important elements are captured, and that exercise activities remain focused on the identified need.

The 8 Step Exercise Design Process

1. Needs Assessment
2. Scope
3. Purpose
4. Objectives
5. Scenario
6. Major & Detailed Events
7. Expected Actions
8. Messages

Exercise Conduct

After design and development activities are complete, the exercise is ready to occur. Activities essential to conducting individual exercises include preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities.

Exercise Evaluation

Evaluation is the cornerstone of an exercise and must be considered throughout all phases of the exercise planning cycle, beginning when the exercise planning team meets to establish objectives and initiate exercise design. Effective evaluation assesses performance against exercise objectives, and identifies and documents strengths and areas for improvement relative to core capabilities.

Improvement Planning

During improvement planning, the corrective actions identified during individual exercises are tracked to completion, ensuring that exercises yield tangible preparedness improvements. An effective corrective action program develops Improvement Plans that are dynamic documents, which are continually monitored and implemented as part of the larger system of improving preparedness.

The 8 Steps of Exercise Evaluation and Improvement Planning

1. Plan and organize evaluation activities
2. Observe the exercise and collect data
3. Analyze the collected data
4. Develop a draft After Action Report (AAR)
5. Conduct the After Action Review Meeting (AAM)
6. Identify improvements needed
7. Finalize the AAR and Improvement Plan
8. Track implementation of identified improvements

Exercise Types and Purpose

During initial exercise planning efforts, the decision to select a particular exercise type should be driven by the intended purpose or desired outcome. Often an activity may require a series of exercises, beginning with a workshop to develop a plan or procedure, then validated through a tabletop, and demonstrated through an operations-based activity. Below are some points to consider when deciding upon an exercise type:

- Exercises should be organized to increase in complexity
- Built from previous exercises when possible
- Based on what type best meets the needs of the jurisdiction/organization
- Capability of a jurisdiction/organization to conduct an exercise
- Plan review and needs assessment
- Costs

Discussion Based Exercises

Seminar

- An overview or introduction to familiarize participants with roles and responsibilities, plans (new or existing), procedures or equipment
- Discussion of a topic or issue in a group setting providing participants an overview of authorities, strategies, plans, policies, procedures, protocols and resources.

Workshop

- A facilitated discussion activity focused on a specific issue with the intent to build a product such as

new standard operating procedures (SOPs), emergency operations plans, continuity of operations plans, or mutual aid agreements.

Tabletop (TTX)

- A facilitated exercise using interactive discussions of a hypothetical emergency situation designed to: confirm roles and responsibilities; validate emergency management and operational plans; rehearse concepts and/or assess levels of preparedness.

Operations Based Exercises

Drill

- An activity designed to practice/test a specific function or capability in a single agency or organization. Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills. Drills are narrow in focus with clearly defined plans, procedures and protocols for participants to follow.

Functional Exercise (FE)

- An interactive activity that tests the capability of a jurisdiction or organization to manage a simulated incident based upon current operational plans, policies and procedures.

Full Scale Exercise (FSE)

- A multi-agency and/or multi-jurisdictional exercise that simulates a real event as closely as possible designed to evaluate operational capabilities including: testing emergency management and operational plans and the mobilization and application of emergency personnel, equipment

Exercise Documentation: Requirements and Recommendations

All Exercises require some form of documentation to both ensure proper conduct of the exercise, and to facilitate future planning. The chart below helps to illustrate the documentation requirements and/or recommendations associated with various exercise types.

	Seminar	Workshop	Table Top	Drill	Functional Exercise	Full Scale Exercise
Situation Manual (SitMan)	<i>Recommend</i>	<i>Recommend</i>	<i>Recommend</i>	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
Multi-media Presentation	<i>Optional</i>	<i>Optional</i>	<i>Recommend</i>	<i>Optional</i>	<i>Optional</i>	<i>Optional</i>
Exercise Plan (ExPlan)	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Recommend</i>	<i>Recommend</i>	<i>Recommend</i>
Player Handout	<i>Optional</i>	<i>Optional</i>	<i>Optional</i>	<i>Optional</i>	<i>Recommend</i>	<i>Recommend</i>
Controller-Evaluator Handbook (C/E Handbook)	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Recommend</i>	<i>Recommend</i>	<i>Recommend</i>
Master Scenario of Events List	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Recommend</i>	<i>Recommend</i>	<i>Recommend</i>
Extent of Play Agreement	<i>Optional</i>	<i>Optional</i>	<i>Optional</i>	<i>Optional</i>	<i>Recommend</i>	<i>Recommend</i>
Exercise Evaluation Guides	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>
Participant Feedback Form	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>
Weapons/Safety Plan	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>
After Action Report/Improvement Plan	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>
Sign-In Roster	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>	<i>Required</i>

Situation Manual (SitMan)

Situation Manuals are provided for discussion-based exercises as the core documentation that provides the textual background for a facilitated exercise. The SitMan supports the scenario narrative.

Multi-media Presentation

Multi-media presentations are often used to illustrate the general scenario for participants. They are given at the Start of Exercise (StartEx) and support the SitMan.

Exercise Plan (ExPlan)

Exercise Plans are general information documents that help operations-based exercises run smoothly by providing participants with a synopsis of the exercise. They are distributed to the participating organizations following development of most of the critical elements of the exercise.

Player Handout

The Player Handout provides key information to exercise players. A Player Handout can supplement the SitMan or ExPlan by providing a quick-reference guide to logistics, agenda or schedule, and key contact data for players.

Controller Evaluator Handbook (C/E Handbook)

The Controller/Evaluator Handbook describes the roles and responsibilities of exercise controllers and evaluators and the procedures they should follow during operations based exercises. Because it contains information about the scenario and about exercise administration, the C/E Handbook is distributed to only those individuals designated as controllers or evaluators.

Master Scenario of Events List (MSEL)

A Master Scenario of Events List is typically used during operations-based or complex discussion-based exercises and contains a chronological listing of the events that drive exercise play.

Extent of Play Agreement (XPA)

Extent of Play Agreements can be used to define the organizations participating in the exercise as well as their extent of play (e.g., one fire station for 8 hours, county Emergency Operations Center [EOC] activated at level A for 24/7 exercise operations). These agreements are formed between exercise participants and the exercise sponsor.

Exercise Evaluation Guide (EEG)

Exercise Evaluation Guides are intended to help evaluators collect relevant exercise observations. EEGs are aligned to objectives, and document the related core capability, capability target(s), and critical tasks.

Participant Feedback Form

Participant Feedback Forms are given to participants at the end of an exercise and ask for input regarding observed strengths and areas for improvement that were identified during the exercise.

Weapons and Safety Policy

All exercises, where applicable, should employ a written weapons and safety policy that is in accordance with applicable State or local laws and regulations. The IDBHS Weapons Policy can be found on the IDBHS public website.

After Action Report/Improvement Plan (AAR/IP)

The After Action Report summarizes key exercise-related information, including the exercise overview and analysis of objectives and core capabilities. The AAR is usually developed in conjunction with the Improvement Plan. The Improvement Plan identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion.

Detailed Training Plan

Building from the above described methodology, the KSOTS Group will coordinate closely with Franklin County leadership to determine the most appropriate exercise subject needed to address the concerns of the county. Following the “crawl, walk, run” philosophy, a simple discussion-based exercise is recommended as a starting point. A table-top exercise, in which a high-risk scenario is presented to county personnel who are, in turn, asked to respond as if the threat were real, presents an effective, low-cost first step for instructors to evaluate the baseline readiness within an organization. In addition, even the simplest of exercises will encourage personnel to consider difficult situations and will require them to take the first step toward survival – situational awareness. Following the establishment of a baseline, The Group will identify gaps in skills and any security concerns, document the assessment and make recommendations for follow-on training. A similar approach will be followed setting up a drill for first responders. Drills to confirm and reinforce the reactions of personnel are critical to keeping the skills fresh.

A variety of operational exercises is strongly recommended as a follow-on step. Regular active-shooter drills will keep personnel alert to possible threats. And full-scale exercises combining building security, local police, and first responders – fire, EMS, tactical teams – will test and

affirm response times and communication plans and protocols between differing agencies. They will also give a realistic look and feel to the personnel serving as role-players in the exercises. Reactions under stress for both responders and role-players are often very different than reactions to drills or classroom settings. Operational exercises can be conducted at a variety of locations including County Government buildings, schools, churches, and the KISOTF in Altha, FL.

In summary, the KSOTS-G Team will bring its 200+ years of combined experience in international law enforcement training to the Franklin County Board of County Commissioners to enhance the safety and survival of its most valued assets – its personnel. We will assess current security, help build a robust survival plan, and train the personnel and responders to react appropriately to the growing threat of an active-shooter situation or other identified security concerns.

It is our dedication to realistic training that continues to differentiate the KSOTS-G Team from other training providers. Following this program, the personnel of Franklin County will be better prepared to react without hesitation to a high-risk threat in the workplace. The lessons learned in this program will also apply directly to home and leisure situations which will lead to a safer community overall.

Cost Proposal

Digital Fusion Solutions and its KSOTS-G Team offer a fixed training rate of \$100 per hour per instructor for training activities conducted at county offices. Because of the close proximity of Franklin County to our facilities in Altha, FL, no travel expenses will be required.

The following table provides durations, KSOTS-G personnel requirements, and cost per activity.

	Instructors	Hours	Rate per Instructor	Cost
Exercise Planning	1	24	\$ 100.00	\$ 2,400.00
Tabletop Exercise	2	8	\$ 100.00	\$ 1,600.00
Eval and Wrap up	2	4	\$ 100.00	\$ 800.00
Drill Planning	1	30	\$ 100.00	\$ 3,000.00
Drill Execution	2	12	\$ 100.00	\$ 2,400.00
Eval and Wrap up	2	4	\$ 100.00	\$ 800.00

Total	\$11,000.00
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All planning and execution dates will be scheduled for the convenience of Franklin County Officials. The KSOTS Group will make itself available around the County's schedules.

References

The individuals and organizations represented below have participated in KSOTS-G training programs within the past 12 months and have agreed to supply references upon request.

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Lt. Andrew G. Schneider

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Ohio Department of Rehabilitation and Corrections

Special Tactics and Response Team

(w) 614-679-2755 (m) 419-615-5850

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Appendix A: KISOTF Photographs



Kratos Integrated Special Operations Training Facility (KISOTF), Altha, Florida



KISOTF Classroom Facilities (Interior)



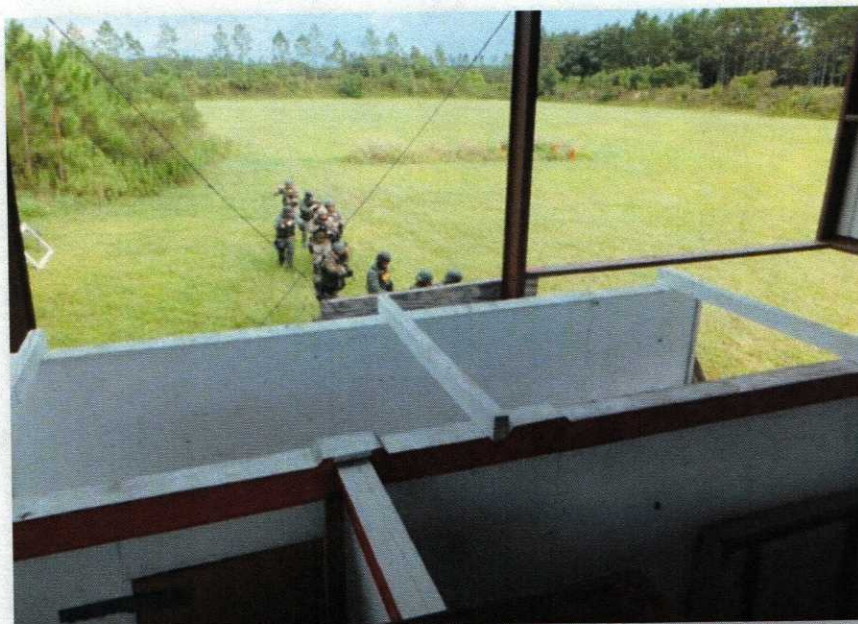
KISOTF Multi-story Shoot House (Exterior)



KISOTF Multi-story Live-fire Shoot House with Observation Level (Interior)



Tactical Team Live-fire Training at KISOTF, July 2015



Maneuver and Approach at KISOTF, July 2015



Exterior and Interior Views of Bunk Houses for Overnight Accommodations