

Board of County Commissioners Agenda Request

Date of Meeting: March 15, 2016

Date Submitted: March 1, 2016

To: Honorable Chairperson and Members of the Board

From: Robert M Presnell, County Administrators
Morris A. Young, Sheriff

Subject: Request for Law Enforcement Educational Funds for Training Purpose

Statement of Issue:

This agenda item seeks Board approval to use Law Enforcement Educational Funds (LEEF) for the Gadsden County Sheriff's Office Active Shooter Training Exercise at Gadsden County Schools, and Civil Processing Training for Law Enforcement Personnel.

Background:

See attached forms CJSTC 24

Analysis:

Funding for the Gadsden County Sheriff's Office Active Shooter Training Exercise at Gadsden County Schools (\$8,000) and Civil Processing Training for Law Enforcement Personnel (\$4,400) will be provided by the Law Enforcement Educational Fund totaling \$12,400.

Fiscal Impact:

None

Options:

Option 1: Approve the proposal and grant budgetary authority.

Option 2: Do not approve.

Option 2: Board direction.

County Administrator's Recommendation:

Option 1

Attachments:

FDLE Form CJSTC 24, Request for the Gadsden County Sheriff's Office Active Shooter Training Exercise Expenditure reimbursements.

FDLE Form CJSTC 24, Request for Civil Processing Training for Law Enforcement Personnel Expenditure reimbursements.

FDLE

Florida Department of
Law Enforcement

Request for Program Approval
Local Dollar Expenditure Under
Chapter 938.15, F.S.



CJSTC
24

TRAINING

Name of education/training program: Gadsden County Sheriff's Office Civil Processing Training
for Law Enforcement Personnel

Sponsor of education/training: GADSDEN COUNTY SHERIFF'S OFFICE

Dates of program/course: — 2015/ 2016 (TBA) —

Purpose of program/course: Civil Processing Training for Law Enforcement Officers to provide
updates on civil processing policies, procedures and laws.

Direct relationship to the officer/s job:
Provides updates to Law Enforcement Officers on enforceable and non-enforceable writs/service of process.

Direct benefits to officer and agency: — The direct benefits is to keep the Officer and Agency in compliant
with the Civil Processing Procedures and Laws to avoid legal issues.

Tuitions and training manuals for each Officer (40 attendees @ 110 per attendee equals \$4,400)

RELATED COST

Total projected expenditure: —\$4,400—

(a) Tuition: —\$4,400— (b) Per Diem: — (c) Travel: —
(d) Other Costs: —

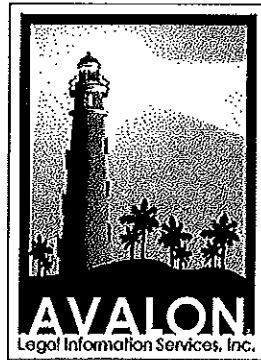
Criminal Justice Agency: — Gadsden County Sheriff's Office & Avalon Legal Information Services, Inc.

Administrator's signature

Date

****Use this form for program approval by the employing agency administrator. DO NOT forward this form to FDLE.****

Revised 7/1/1988



P.O. Box 291745
Port Orange, FL 32129-1745
(386) 760-6520
September 17, 2015

Veneka Brown
Gadsden Co. Sheriff's Office
P.O. Box 1709
Quincy, FL 32353-1709

PROPOSAL

2- 4 hour classes, AM only classes, on Road Patrol to accommodate approximately 40 people, over a 2 day sequence.(Thurs/Fri,)

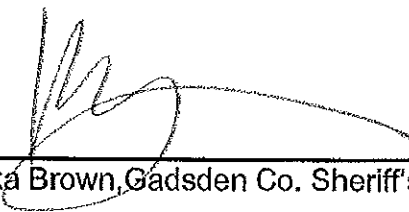
Manuals included

Cost for 40 attendees.....\$110,00 per person

Gadsden Co. agrees to guarantee 40 people and pay \$4400.00, and Any additional attendee over the 40, will pay \$110 per person, additionally.

Gadsden Co. agrees to provide a room for the classes at no expense to Avalon.

Classes will be scheduled, on an agreed upon dates in 2015/16.



Veneka Brown, Gadsden Co. Sheriff's Office

Date: 2/29/16

Cathy Kent - Avalon

Date: _____

Checks will be made out to: AVALON

Thank you for this opportunity and we look forward to this opportunity in Gadsden County.

**TRAINING**

Name of education/training program: Gadsden County Sheriff's Office Active Shooter Training

Exercise

Sponsor of education/training: GADSDEN COUNTY SHERIFF'S OFFICE

Dates of program/course: — March 11, 2016 —

Purpose of program/course: Gadsden County Sheriff's Office Active Shooter Training Exercise

purpose is to facilitate conceptual understanding, identify strengths and area of improvement, and/or achieve
changes in perceptions through facilitated discussion of existing plans and procedures in a no-fault environment.

Direct relationship to the officer/s job: Specialized training in response and recovery to critical and/or high-risk incidents.

Direct benefits to officer and agency: — Officers and School participants will receive direct training on
handling critical active shooter situations.Trainers, Course materials and Equipment**RELATED COST**

Total projected expenditure: — \$8,000 —

(a) Tuition: — **\$8,000** — (b) Per Diem: — (c) Travel: —
(d) Other Costs: —Criminal Justice Agency: — GADSDEN COUNTY SHERIFF'S OFFICE & Prevention and Response Solutions,
Inc._____
Administrator's signature_____
Date

Use this form for program approval by the employing agency administrator. DO NOT forward this form to FDLE.



Prevention and Response Solutions, Inc.
2700 Chaires Cross Road
Tallahassee, FL 32317

Invoice

Date	Invoice #
2/1/2016	0015

Bill To
GADSDEN COUNTY SHERIFF'S OFFICE 339 EAST JEFFERSON STREET QUINCY, FLORIDA 32351

P.O. No.	Terms	Project

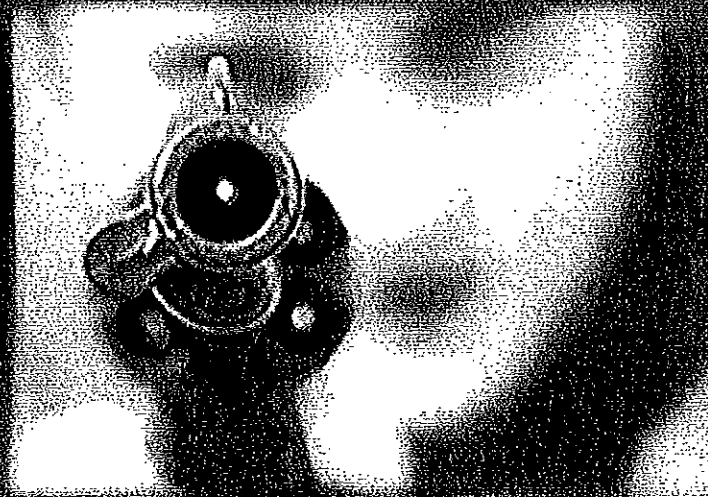
Item	Quantity	Description	Rate	Amount
Active Shooter-Admin & L...	1	Active Shooter Training	8,000.00	8,000.00
		3 Instructors	0.00	0.00
		2 Facilitators	0.00	0.00
		Classroom Material		
		LEO Training Materials		

Total	\$8,000.00
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GADSDEN COUNTY

ACTIVE SHOOTER

Exercise Plan



CRIME SCENE DO NOT ENTER

Executive Summary

An Exercise Plan is a general information document that helps operations-based exercises run smoothly by providing participants with a synopsis of the exercise. In addition to addressing exercise objectives and scope, an Exercise Plan assigns activities and responsibilities for exercise planning, conduct, and evaluation.

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms and there is no pattern or method to their selection of victims.

Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.

Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

EXERCISE SYNOPSIS

EXERCISE NAME	GADSDEN COUNTY ACTIVE SHOOTER EXERCISE
EXERCISE TYPE	TABLETOP EXERCISE (TT)
EXERCISE SCENARIO	ACTIVE SHOOTER
EXERCISE SPONSOR	GADSDEN COUNTY SHERIFF'S OFFICE
EXERCISE DATE	To be Determined
EXERCISE REGISTRATION	8:00 AM
EXERCISE TIME	8:30 AM – 4:00 PM
EXERCISE DURATION	8 HOURS
EXERCISE LOCATION	To be Determined
EXERCISE COMPONENTS	BRIEFING – EDUCATION SESSION – EXERCISE – HOTWASH
EXERCISE DIRECTOR	HAYWARD WALKER
EXERCISE DESIGN / CONDUCT	DISASTERS, STRATEGIES & IDEAS GROUP, LLC

EXERCISE SCHEDULE

8:00 AM REGISTRATION AND CHECK-IN

8:30 AM MODULE 1: WELCOME AND INTRODUCTIONS

9:00 AM MODULE 2: THE ACTIVE SHOOTER

9:30 AM MODULE 3: SCHOOL'S RESPONSE to an ACTIVE SHOOTER

10:00 AM MODULE 4: LAW ENFORCEMENT'S RESPONSE to an ACTIVE SHOOTER

10:30 AM MODULE 5: ACTIVE SHOOTER TABLETOP EXERCISE (INCLUDING HOTWASH)

12:00 PM LUNCH

1:00 PM MODULE 6 - ACTIVE SHOOTER SIMULATION (LAW ENFORCEMENT PERSONNEL)

3:30 PM HOTWASH

4:00 PM CLOSE

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1. Introduction and Overview

The Active Shooter Exercise for Gadsden County is sponsored by the Gadsden County Sheriff's Office. This Exercise Plan (ExPlan) is produced with input, advice, and assistance from the exercise planning team, and follows the guidance set forth in the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP).

The Gadsden County Active Shooter Exercise Plan provides exercise participants with an opportunity in a controlled environment to test, discuss/evaluate, and modify if needed existing School District and Law Enforcement plans and procedures.

Tabletop exercises (TTX) are discussion-based sessions where team members meet in an informal, classroom setting to discuss their roles during an emergency and their responses to a particular emergency situation. A facilitator guides participants through a discussion of one or more scenarios. The duration of a tabletop exercise depends on the audience, the topic being exercised and the exercise objectives. Many tabletop exercises can be conducted in a few hours, so they are cost-effective tools to validate plans and capabilities.

A Tabletop Exercise is intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident. Generally, TTXs are aimed at facilitating conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perceptions.

During a TTX, players are encouraged to discuss issues in depth, collaboratively examining areas of concern and solving problems. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

2. Exercise Management and Design

The Gadsden County Active Shooter Exercise is designed to establish a learning environment for players to exercise their plans and procedures for responding to an active shooter incident. The Gadsden County Active Shooter Exercise will be conducted on ~~**to be determined**~~ starting with registration at 8:00 am. Exercise play is scheduled to last eight hours or until the Exercise Director determines that the exercise objectives have been met. To conduct an effective exercise, subject matter experts (SMEs) and local representatives from several agencies have taken part in the planning process and will also take part in exercise conduct and evaluation.

Exercise Planning Team

Tommy Mills, Major Gadsden County Sheriff's Office 850-643-2339 tommyrnills@tds.net	Shawn Wood, Major Gadsden County Sheriff's Office 850-643-5615	Bruce James Gadsden County School District 850-627-9657 Ext. 1248 jamesbr@gcpsmail.com
Tim Ashely Gadsden County Sheriff's Office timashley@tds.net	Tashonda Whaley Emergency Management Jackson County Sheriff's Office 850-875-8642 tashondawhaley@tds.net	Virgil Watson, Captain Jackson County Sheriff's Office 850-643-2426
Hayward Walker Exercise Director Prevention and Response Solutions, Inc. 850-544-4293 Hwalker3102@gmail.com		

Purpose

The purpose of the Gadsden County Active Shooter tabletop exercise is to facilitate conceptual understanding, identify strengths and areas for improvement, and/or achieve changes in perceptions through facilitated discussion of existing plans and procedures in a no-fault environment.

Exercise Objectives

Exercise Plan

Exercise objectives are formulated based on input from the Gadsden County Active Shooter Exercise Planning Team. The Gadsden County Active Shooter Exercise Planning Committee has selected the following exercise objectives.

Objective 1: Provide participants with further education and integration on the proper procedures and tactics used during an "active shooter" situation.

Objective 2: Provide participants with an opportunity to practice response and recovery operation functions for an active shooter scenario focusing on plans, command structure, and coordinated actions between schools, law enforcement, and other first responders.

Objective 3: Identify and discuss further steps that can be taken to enhance school security and an effective, coordinated response with emergency response agencies to an active shooter situation.

Core Capabilities

Core Capabilities List (CCL) provides a guide to addressing priorities in support of achieving the National Preparedness Guidelines. Capabilities provide the means to accomplish a mission and achieve desired outcomes by performing critical tasks, under specified conditions, to target levels of performance. Appropriate combinations of planning, organization, equipment, training, and exercises develop capabilities. The CCL supports an all-hazards approach to building capabilities that may be needed in the event of terrorist attacks, natural disasters, health emergencies, and other major events.

Core capabilities for the Gadsden County Active Shooter Exercise include:

- **Planning:** Conduct a systematic process engaging the whole community as appropriate in the development of executable tactical, operational, and/or community-based approaches to meet defined objectives.
- **Situational Assessment:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
- **On-Scene Security and Protection:** Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.
- **Interdiction and Disruption:** Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Scope

The Scope of the Exercise include:

- Participants will include Emergency Management, Sheriff's Office, School District and Fire/Rescue employees and representatives from key emergency response agencies in and around Gadsden County.
- Gadsden County plans and procedures related to an Active Shooter incident will be reviewed, discussed, and tested during the exercise.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, hence, are assumed to be present before the start of the exercise. The following general assumptions apply to the Gadsden County Active Shooter Exercise:

- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- Exercise simulation will be realistic and plausible, containing sufficient detail from which to respond.
- Exercise players will react to the information and situations as they are presented, in the same manner as if this had been a real event.

Constructs and Constraints

Constructs are exercise devices designed to enhance or improve exercise realism. Alternatively, constraints are exercise limitations that may detract from exercise realism. Constraints may be the inadvertent result of a faulty construct or may pertain to financial and staffing issues. Although there are a number of constructs and constraints (also known as exercise artificialities) for any exercise, the Gadsden County Active Shooter Exercise planning team recognizes and accepts the following as necessary:

- Exercise communication and coordination will be limited to the participating exercise venues.
- The participating agencies may need to balance exercise play with real-world emergencies. It is understood that real-world emergencies will take priority.

Exercise Plan**Primary Exercise Documents**

Exercise Plan	Situation Manual: Participant's Guide	After Action Report and Improvement Plan
<p>Exercise Plans (ExPlans) are general information documents that help operations-based exercises run smoothly by providing participants with a synopsis of the exercise. They are published and distributed to the participating organizations following development of most of the critical elements of the exercise. In addition to addressing exercise objectives and scope, ExPlans assign activities and responsibilities for exercise planning, conduct, and evaluation.</p>	<p>Situation Manuals (SitMans) 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 and serves as the primary reference material for all participants during conduct.</p>	<p>The After Action Report (AAR) summarizes key exercise-related evaluation information, including the exercise overview and analysis of objectives and core capabilities. The AAR is developed in conjunction with an IP.</p> <p>The Improvement Plan (IP) identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion.</p>
<p>RECIPIENTS: Exercise Planning Committee Members</p>	<p>RECIPIENTS: All Participants</p>	<p>RECIPIENTS: All County Agencies and Organizations assigned follow-up responsibilities.</p>

Exercise Plan

3. Exercise Guidance

Exercise education refresher session and briefings will start at 8:30 AM on to be determined at School to be determined. The Tabletop exercise for all participants is scheduled to begin at 10:00 AM. Simulated exercise play will begin for Law Enforcement officers at 1:00 PM. Play will proceed according to the events outlined in the MSEL, in accordance with established plans and procedures. The exercise will conclude upon the completion of operations and attainment of the exercise objectives, as determined by the Exercise Director in collaboration with Gadsden County personnel. The exercise is expected to end no later than 4:00 PM.

Safety

Exercise participant safety takes priority over exercise events. Although the organizations involved in the Gadsden County Active Shooter Exercise comes from various response agencies, they share the basic responsibility for ensuring a safe environment for all personnel involved in the exercise. In addition, aspects of an emergency response are dangerous. Professional health and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. The following general requirements apply to the exercise:

- Participants will be responsible for their own and each other's safety during the exercise. It is the responsibility of all persons associated with the exercise to stop play if, in their opinion, a real safety problem exists. Once the problem is corrected, exercise play can be restarted.
- All organizations will comply with their respective environmental, health, and safety plans and procedures, as well as the appropriate Federal, State, and local environmental health and safety regulations.
- An exercise Safety Controller will be identified and be responsible for participant safety.
- All exercise controllers, evaluators, and staff will serve as safety observers while the exercise activities are underway. Any safety concerns must be immediately reported to the Safety Controller. A communication announcing: **"STOP EXERCISE – SAFETY"** will indicate the need for halting the exercise due to a safety situation.

Accident Reporting and Real Emergencies

Real-world emergency actions take priority over exercise actions. The Exercise Director will be notified as soon as possible if a real emergency occurs. If a real emergency occurs that affects the entire exercise, the exercise may be suspended or terminated at the discretion of the Exercise Director. The notification will be made by the Exercise Director.

Exercise Plan

For an emergency that requires assistance, the phrase used will be **"Real-World Emergency."**

Exercise participants will comply with real-world response procedures, unless otherwise directed by control staff.

All communications (written, radio, telephone, etc.) made during the exercise will begin and end with the phrase, **"This is an exercise."**

Exercise participants placing telephone calls or initiating radio communication must identify the organization, agency, office, and/or individual with whom they wish to speak.

Anyone observing a participant who is seriously ill or injured will first advise the nearest controller, then if possible, render aid, provided the aid does not exceed his or her training. The controller who is made aware of a real emergency will initiate the broadcast "Real-World Emergency" on the controller radio network, providing the following information to the Exercise Manager and Exercise Director:

- Venue/function
- Location within the venue/function
- Condition
- Requirements

Exercise play at other venue/functions should not cease if one venue/function has declared a "Real-World Emergency" unless they are reliant on the affected venue.

If the nature of the emergency requires a suspension of the exercise at the venue/function, all exercise activities at that facility will immediately cease. Exercise play may resume at that venue/function once the "Real-World Emergency" situation has been addressed.

Security

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and protect this material in accordance with current HSEEP rules.

The information gathered in this ExPlan and accompanying exercise documents are For Official Use Only (FOUO) and should be handled as sensitive information NOT to be disclosed. At a minimum, the attached materials will be disseminated only on a need-to-know basis and when unattended, will be securely stored in an area offering sufficient protection against theft.

Exercise Plan

The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials deemed necessary to their performance.

Public release of exercise materials to third parties is at the discretion Gadsden County's Sheriff's Office, Emergency Management Agency, and School Districts.

The Gadsden County Sheriff's Office will control entry to the exercise venues. To prevent confusion and interruption of the exercise, access to the exercise sites will be limited to exercise participants only. Players should advise their venue's controller or evaluator if an unauthorized person is present. Each organization should follow its internal security procedures, augmented as necessary to comply with exercise requirements.

Weapons Policy

It is the policy of FEMA to ensure that every effort is made to provide a safe and secure environment at all exercises for its participants, observers/VIPs, control/evaluation staff, volunteers, and the general public.

For the purpose of this policy, a weapon shall include all firearms, knives, explosive devices, less than lethal weapons/tools/devices, and any other object capable of causing bodily harm.

Qualified personnel (law enforcement, security, military, etc.) with legal authority to carry weapons that have an assigned exercise role (responder, tactical team, etc.) and have the potential for interaction with other exercise participants shall NOT carry a loaded weapon within the confines of the exercise play area. They may continue to carry their weapon only after it has been properly cleared and rendered safe (i.e., no ammunition in chamber, cylinder, breach, or magazines) and only after being marked or identified in a conspicuous manner (i.e., bright visible tape around the visible stock or holster). The use of an area clearly marked as "off limits," and with assigned armed personnel to secure weapons in a container, vehicle, or other security area is acceptable, and should be consistent with host jurisdiction weapons security policies.

Please see Appendix C for a detailed description of the Gadsden County Active Shooter Exercise Weapons Policy.

Emergency Medical Services

Dedicated Gadsden County EMS and Fire crew will be on-site throughout the exercise to provide any needed real-world medical support.

Exercise Plan

Observer Coordination

Each organization with observers will coordinate with Exercise Director for access to the exercise site. Observers will be escorted to an observation area for orientation and conduct of the exercise. All observers will be asked to remain within the designated observation area during the exercise. Sponsoring agency representatives and/or the Observer Controller will be present to explain the exercise program and answer questions for the observers during the exercise.

Parking

Parking will be available at the exercise venue.

Refreshments and Restroom Facilities

Refreshments and water will be provided for all exercise participants throughout the exercise. Restroom facilities will be available at each venue.

Participant and Staff Roles

Exercise Director

The Exercise Director has the overall responsibility for planning, coordinating, and overseeing all exercise functions. He/she manages the exercise activities and maintains a close dialogue with the Exercise Manager regarding the status of play and the achievement of the exercise design objectives. The Exercise Director monitors exercise progress and coordinates decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The Exercise Director monitors actions by individual controllers and ensures they implement all designated and modified actions at the appropriate time.

Players

Players are agency personnel who have an active role in responding to the simulated emergency and perform their regular roles

Safety Officer

The Safety Officer is responsible for monitoring exercise safety during setup, conduct and clean-up of the exercise. All exercise participants will assist the safety controller with safety concerns.

Support Staff

Exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise (i.e., registration, catering, etc.).

Actors

Actors are exercise participants who act or simulate specific roles during exercise play. They are typically volunteers who have been recruited to play the role of victims or other bystanders.

Evaluators

Evaluators work as a team with controllers. Evaluators are SMEs who record events that

Exercise Plan

and responsibilities during the exercise. Players initiate actions that will respond to and mitigate the simulated emergency.

Controllers

The individual controllers issue exercise materials to players as required, monitor the exercise timeline, and monitor the safety of all exercise participants. Controllers also provide injects to the players as described in the MSEL. Specific controller responsibilities are addressed in the C/E Handbook.

Media Personnel

Some media personnel may be present as observers pending approval of Gadsden County and exercise support team members. Media interaction may also be simulated by the Controllers to enhance realism and meet related exercise objectives. A dedicated group of exercise controllers or PIOs should be assigned to manage these groups.

take place in their assigned location and submit documentation for review and inclusion in the After Action Report (AAR). Evaluators should not have any direct interaction with the players. Specific evaluator responsibilities are addressed in the C/E Handbook.

Observers

Observers visit or view selected segments of the exercise. Observers do not play in the exercise, and do not perform any control or evaluation functions. Observers will view the exercise from a designated safe area and will be asked to remain within the safe area during the exercise. VIPs are a type of observer, but are frequently grouped separately. A dedicated group of exercise controllers should be assigned to manage these groups.

Participant Identification

All exercise personnel and observers will be identified by agency-issued credentials or by ribbons/badges distributed by the exercise staff. The chart below describes identification items:

Exercise Director	Red Shirt	Player	Green Ribbon	Media Personnel	Media Badge
Controller	Red Shirt	Actor	Pink Ribbon	First Responder – Uniformed & Civilian Clothes	Agency Badge
Evaluator	Red Shirt	Observer/V.I.P.	Orange Ribbon	Support Staff	Red Shirt

Before the Exercise Begins

- Please sign in at the exercise registration table.
- Read your Situation Manual, which includes information on exercise safety.
- Be at the appropriate site at least 30 minutes before the start of the exercise briefing.
- Wear appropriate uniform/badge/identification ribbon.
- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.

Exercise Plan

Simulation Guidelines

Because the Gadsden County Active Shooter Exercise is of limited duration and scope, the physical description of what would fully occur at the incident sites and surrounding areas will be relayed to the players by Controllers.

Exercise Overview

This module will consist of an active shooter scenario to which participants will have to "respond". **Participants will be grouped by County** to enhance integration and implementation actions of School and Law Enforcement personnel, as well as provide an opportunity to improve existing plans and procedures.

During the Exercise

In addition to specific actions that will have to be taken by school employees and supervisors, representatives from county emergency response agencies will be called upon to discuss actions that they would be taking in response to the scenario. Periodic "report outs" will be utilized to identify what has transpired and what actions have been taken to handle the active shooter incident event.

Participants should respond to the exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller. Controllers will only give you information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels. Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require the incorporation of unrealistic aspects. Note that every effort has been made by the trusted agents to balance realism with safety in the creation of an effective learning and evaluation environment. Do not engage in personal conversations with controllers, evaluators, observers, or media personnel while the exercise is in progress. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate so, but report back with an answer at the earliest time possible. Ask a controller if you do not understand the scope of the exercise or if you are uncertain about an organization or agency's participation in an exercise. When communicating with the Exercise Director, identify the organization, agency, office, and/or individual with which you want to speak. Verbalize when taking an action. This will ensure that Evaluators are made aware of critical actions as they occur.

Exercise Scenario

The Scenario will be added when the School has been identified as the location to conduct the exercise.

4. After Action Report

The AAR is the culmination of the Gadsden County Active Shooter Exercise. It is a written report outlining the strengths and areas for improvement identified during the exercise. The AAR will include a summary of issues, decisions, and "lessons learned," and capability analysis. The AAR will be drafted by DSI and will be reviewed by individuals from the exercise planning team. The AAR will be used to identify key issues that need to be included in future exercises and will help participants formulate an Improvement Plan (IP) to enhance future operations.

The AAR is the document that summarizes key information related to evaluation. The length, format, and development timeframe of the AAR depend on the exercise type and scope. The main focus of the AAR is the analysis of core capabilities. Generally, AARs also include basic exercise information, such as the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and POC.

The AAR should include an overview of performance related to each exercise objective and associated core capabilities, while highlighting strengths and areas for improvement. Therefore, evaluators should review their evaluation notes and documentation to identify the strengths and areas for improvement relevant to the participating organizations' ability to meet exercise objectives and demonstrate core capabilities.

5. Improvement Plan

Exercises afford organizations the opportunity to evaluate capabilities and assess progress toward meeting capability targets in a controlled, low-risk setting. After the evaluation phase concludes, organizations should reach consensus on identified strengths and areas for improvement and develop a set of improvements that directly addresses core capability gaps. This information is recorded in the AAR/IP and resolved through the implementation of concrete corrective actions, which are prioritized and tracked as part of a corrective action program. This process constitutes the improvement planning phase and the final step in conducting an exercise.

The improvement process represents the comprehensive, continuing preparedness effort of which the Gadsden County Active Shooter Exercise is a part. The IP identifies how recommendations will be addressed, including what actions will be taken, who is responsible, and the timeline for completion. It is created by key stakeholders from Gadsden County Active Shooter Exercise participating agencies.

Once the organization's reviewer has confirmed the draft areas for improvement and identified initial corrective actions, a draft IP is developed for review at an After Action Meeting (AAM). AAMs serve as forums to review the revised AAR and the draft IP. Prior to the AAM, as appropriate, the exercise sponsor will distribute the revised AAR, which incorporates feedback on the strengths and areas for improvement, and the draft IP to participants. Distributing these documents for review prior to the meeting helps to ensure that all attendees are familiar with the content and are prepared to discuss exercise results, identified areas for improvement, and corrective actions. The organization's elected and appointed officials, or their designees, should attend the AAM along with exercise planners to answer any questions or provide necessary details on the exercise itself. During the AAM, participants should seek to reach final consensus on strengths and areas for improvement, as well as revise and gain consensus on draft corrective actions. Additionally, as appropriate, AAM participants should develop concrete deadlines for implementation of corrective actions and identify specific corrective action owners/assignees. Participant organizations are responsible for developing implementation processes and timelines, and keeping their elected and appointed officials informed of the implementation status.

The organization's reviewer should use the following questions to guide their discussion when developing corrective actions:

- What changes need to be made to plans and procedures to improve performance?
- What changes need to be made to organizational structures to improve performance?
- What changes need to be made to management processes to improve performance?
- What changes to equipment or resources are needed to improve performance?
- What training is needed to improve performance?
- What are the lessons learned for approaching similar problems in the future?

6. Appendix

<u>APPENDIX</u>	<u>TOPIC</u>
A	PARTICIPATING AGENCIES
B	WEAPONS POLICY
C	EXERCISE SITE MAPS

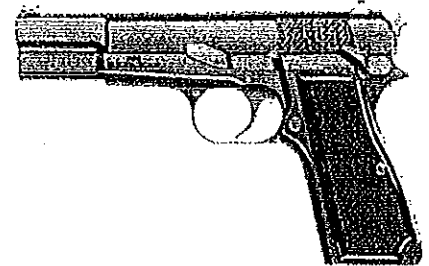
Appendix A Participating Agencies

PARTICIPATING IN EXERCISE PLAY		NOTIFIED/INVITED TO OBSERVE	
COUNTY	Gadsden County School District Gadsden County Sheriff's Office Gadsden County Fire/Rescue Gadsden County EMS Gadsden County Emergency Management Agency Jackson County Sheriff's Office	STATE	Pat Thomas Law Enforcement Center Regional Planning Council Regional Domestic Security Task Force

Appendix B Weapons Policy

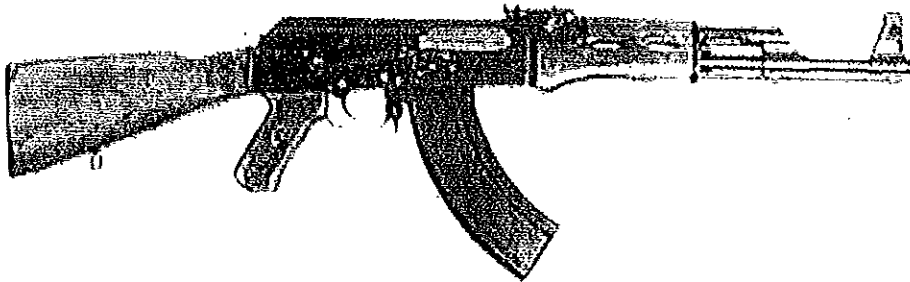
It is the policy of FEMA to ensure that every effort is made to provide a safe and secure environment at all exercises for its participants, observers/VIPs, control/evaluation staff, volunteers, and the general public.

Exercise planners and controllers shall plan for and promulgate control measures with regard to weapons, whether introduced as a simulated device during exercise play or utilized by law enforcement officers in their normal scope of duties.



For the purpose of this policy, a weapon shall include all firearms, knives, explosive devices, less than lethal weapons/tools/devices, and any other object capable of causing bodily harm.

Qualified personnel (law enforcement, security, military, etc.) with legal authority to carry weapons that have an assigned exercise role (responder, tactical team, etc.) and have the potential for interaction with other exercise participants shall NOT carry a loaded weapon



within the confines of the exercise play area. They may continue to carry their weapon only after it has been properly cleared and rendered safe (i.e., no ammunition in chamber, cylinder, breach, or magazines) and only after being marked or identified in a

conspicuous manner (i.e., bright visible tape around the visible stock or holster). The use of an area clearly marked as "off limits," and with assigned armed personnel to secure weapons in a container, vehicle, or other security area is acceptable, and should be consistent with host jurisdiction weapons security policies.

Qualified personnel (law enforcement, security, military, etc.) with legal authority to carry weapons that are utilized to provide "real world" perimeter security for the exercise and have no assigned or direct interaction with exercise participants may continue to carry loaded weapons as part of their normal scope of duty.

All other personnel with no legal authority to carry weapons shall not bring, introduce, or have in their possession any weapon of any type in any area associated with the exercise. Safety

Exercise Plan

briefings will be provided to all exercise participants specifying provisions and policies regarding weapons prior to the start of the exercise.

Simulated explosive devices, such as 'flash bangs', pyrotechnics, flares, smoke grenades, etc. will be handled and/or detonated only by qualified exercise staff or bomb technicians.

Aggressive behavior will not be tolerated during exercise conduct, except in matters of self-defense. Examples of aggressive behavior may include but are not limited to: excessive speeding; uncontrolled animals (i.e., K-9s, horses, etc.); employment of defense products (i.e., mace, pepper spray, stun guns, tasers, batons, etc.); and forceful use of operational response equipment or tools (i.e., pike poles, hose lines used at full stream on victims, etc.).

Appendix C Exercise Maps

Maps will be added when the School has been identified as the location to conduct the exercise.

