

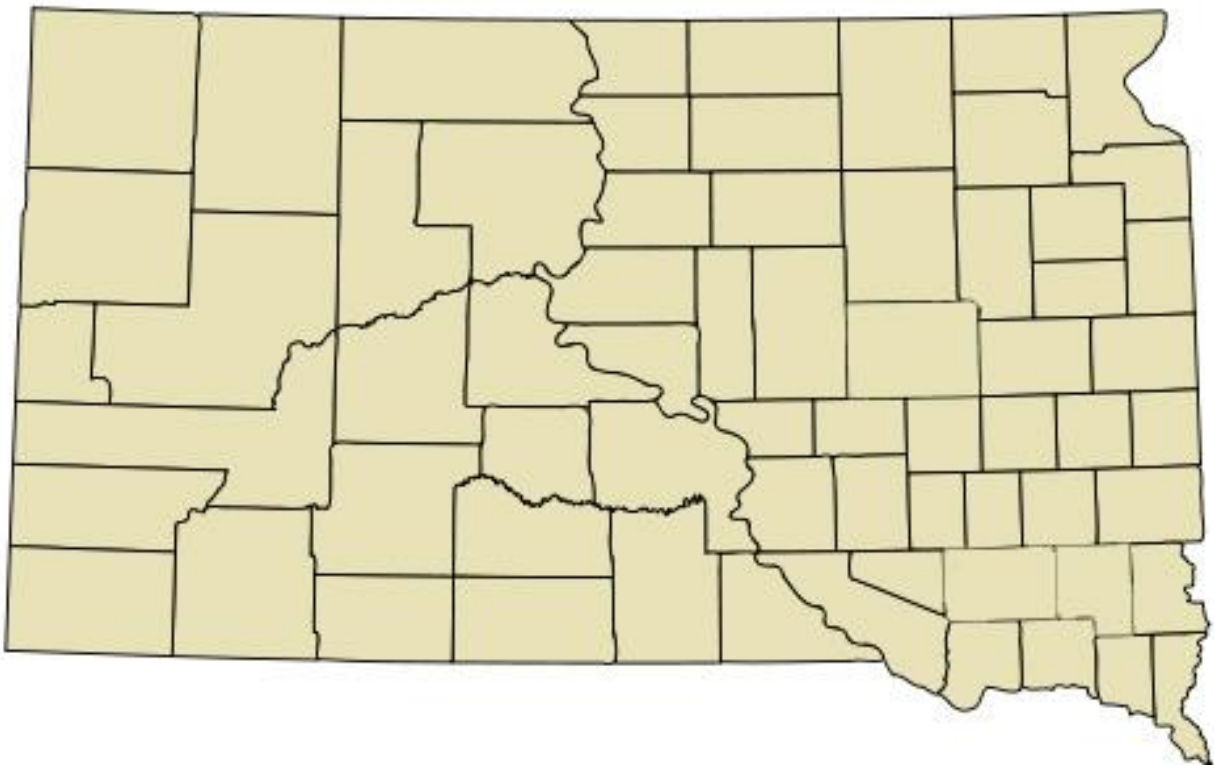
Davison County

Full Scale Exercise

June 17, 2015

AFTER ACTION REPORT/IMPROVEMENT PLAN

June 25, 2015



Davison County

South Dakota

Homeland Security Exercise and Evaluation Program (HSEEP)
After Action Report/Improvement Plan (AAR/IP)

ADMINISTRATIVE INFORMATION

1. The title of this document is Davison County Full Scale Exercise AAR/IP 2015.
2. There is no classification for this document and is considered an “Open” document.
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EXECUTIVE SUMMARY

The Davison County Full Scale Exercise conducted on June 17, 2015 was developed to raise awareness of the Emergency Plan, assist in identifying gaps in the planning process and identify needs for additional planning, training, and organization; and to familiarize the Key Positions with what it will take to respond to an emergency or disaster situation. The Core Capabilities identified for this exercise are listed below:

- Objective 1: Operational Communications (Required)
- Objective 2: Operational Coordination (Required)
- Objective 3: Environmental Response/Health & Safety
- Objective 4: Public Health, Healthcare, and Medical Services

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of additional subjects to be included in the planning process.

Major Strengths

The major strengths identified during this exercise are as follows:

1. Participants felt the exercise was very realistic and that everyone played a very important role.
2. The EOC staff were anticipating the needs at the disaster site, showing they were “ahead of the incident”.
3. Press releases were accurate, detailed, and spaced appropriately to give the community the information they needed.
4. Entire exercise was well planned and executed.
5. Agencies supported the separate radio communications, in an effort to have less traffic on each station; even though this resulted in some not receiving information.

Primary Areas for Improvement

Throughout the exercise, the following opportunities for improvement were identified. Possible recommendations for corrective action are found on pages 11-13.

1. Better plan to return the injured from the hospital after the incident.
2. Communication. Some appreciated the separate channel to not have too much traffic. However, others were unsure what was going on. Suggestion of having two radios, having dual band radios, or using a special ops channel.
3. Better inspection of equipment prior to the exercise. The large generator had a fuel transfer issue from one tank to the other.
4. POET Biorefinery could have been called to supply foam, as they have plenty on hand.

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Although there were many other subjects brought to the surface that need additional attention in the planning process, these were the main areas that are in need of refinement and continued work. The participation of the players and their interaction was crucial to the successful outcome of the exercise.

SECTION 1: EXERCISE OVERVIEW

Exercise Details

Exercise Name

Davison County Full Scale Exercise 2015

Type of Exercise

Full Scale

Exercise Start Date

June 17, 2015

Exercise End Date

June 17, 2015

Duration

1000-1315 (3.25 Hours)

Location

Mitchell Soccer Complex Parking Lot, Mitchell, SD

Sponsor

SD OEM Region 6: Yankton, Bon Homme, Hutchinson, Hanson, Davison, Miner, Sanborn, Beadle, Kingsbury, and Brookings Counties.

Program

EMPG

Mission

Select those that apply: Common, Respond

Capabilities

- Operational Communications (Required)
- Operational Coordination (Required)
- Environmental Response/Health & Safety
- Public Health, Healthcare, and Emergency Medical Services

Scenario Type

HAZMAT Vehicle Accident

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Exercise Schedule

The Davison County Full Scale Exercise was conducted on June 17, 2015 at the Mitchell Soccer Complex Parking Lot, Mitchell, SD starting at 0630.

Schedule

May 15, 2014

0630.....Exercise Site Setup/Test equipment
0930.....Exercise Key Players report to MEOC
0940.....Exercise Players Briefing
0950.....Controller/Evaluator Briefing
1000.....Exercise begins (BEGINEX)
1230.....Exercise ended (ENDEX)
1230.....Hot Wash / Debriefing
1315.....Exercise Ends
1315.....Exercise Site Cleanup

All Controller, Observer, Evaluator, and Participant comments and evaluations were due into the Emergency Manager at the end of the exercise.

Exercise Planning Team Leadership

Exercise planning was conducted primarily by the Davison County EM Jeff Bathke. The Leadership Team consisted of the following Davison County LEPC members:

1. Chief of Public Safety Lyndon Overweg
2. Auditor Susan Kiepke
3. Sheriff Steve Brink
4. Assistant Fire Chief Paul Morris
5. Fire Marshall Marius Laursen
6. Red Cross Director Summer Geraets

Participating Organizations

- Mitchell DPS (PD, Fire, EMS, 911 Center), Davison County Sheriff's Office, Davison County Emergency Management, Davison County Auditor, American Red Cross, Davison County Search and Rescue, Davison County Highway Department, Diedrich Bus Service, Avera Queen of Peace Hospital, Mitchell Daily Republic, Q107, and KMIT.
- The following Agencies were simulated participants SD HWY Patrol, Mitchell Regional Airport, City of Mitchell Street Department, DENR, Mitchell School District, and Dick's Body Shop.

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Number of Participants

- Players –38
- Controller/Facilitators – 1
- Evaluators – 1
- Observers – 1

SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

This Full Scale Exercise was designed to test and raise awareness of the Emergency Operations Center (EOC) Plan and the Local Emergency Operations Plan (LEOP), to be utilized during emergency or disaster operations.

This exercise serves to identify where plans may need to be refined or modified, and thus lead to a strengthening preparedness. It will focus on the policies, processes, procedures, planning, and resources of Emergency Operations as well as the working relationships and communications both internally and externally of the jurisdiction.

Goal

To determine whether current *Plan(s)* created and *Training* accomplished to this point adequately addresses anticipated challenges faced by the community and jurisdiction as a result of an emergency or disaster, and identify those gaps in both planning and coordination that remain.

Exercise Objectives, Capabilities, and Activities

Capabilities-based planning allows for exercise planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Core Capabilities List. The capabilities listed below form the foundation for the organization of all objectives and observations in this exercise. Additionally, each capability is linked to several corresponding activities and tasks to provide additional detail.

Based upon the identified exercise objectives below, the exercise planning has decided to demonstrate the following capabilities during this exercise. Not all Capabilities will be addressed by every scenario:

OVERARCHING CAPABILITIES

Capability #1: Operational Communications

- **Mission Area:** Response
- **Description:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

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Capability #2: Operational Coordination

- **Mission Areas:** All
- **Description:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Capability #3: Environmental Response/Health and Safety

- **Mission Area:** Response
- **Description:** Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Capability #4: Public Health, Healthcare, and Emergency Medical Services

- **Mission Area:** Response
- **Description:** Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Scenario Summary

The Scenario utilized for this exercise is based on a Fuel Truck colliding with a school bus in the Soccer Complex Parking Lot. Resources requested will be a HAZMAT Team, Foam Truck, Evacuation, Ambulances, Hospitals, etc. A small engine fire will be simulated at the scene, as well as a small leak in the fuel truck.

The Incident Commander was the local Chief of Public Safety. The Emergency Manager activated the Mobile Emergency Operation Center (MEOC), where all operations took place. Support was provided by the Hanson County Emergency Manager.

The Soccer Complex, as well as the airport were evacuated or notified of the incident via the 911 Center, as the request of the Incident Commander. Several casualties (Fuel Truck Driver, Bus Driver, students, and life sized mannequins) were transported to Avera Queen of Peace Hospital for treatment of non-life threatening injuries, such as burns, cuts, bruises, and broken bones. A moulage kit was used, as well as each person having a triage stick provided by the hospital. The hospital treated this as a mandatory Full Scale Exercise on their end, due to a mass casualty event.

The local Fire Department extinguished the fire and a HAZMAT Team was called to address the minor fuel spill, by containing the fuel and unloading the remaining fuel into another truck.

Media releases were sent out each hour by the PIO, who was the Davison County Sheriff. Parents showed up to find their children, of which some had already been transported to the hospital; frustrating the parents. The Emergency Room was overwhelmed with the amount of

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injured, and were responding to three real life situations at the same time. This mass casualty event required the hospital to request mutual aid from three additional hospitals. The hospital decided to take the scenario up two notches as well, by admitting patients over the lunch hour and cutting the electricity to the ER. The backup generator was activated. All injured were transported to the hospital, the fuel was contained, and both the fuel truck and the bus were hauled away by a local towing company.

Several agencies participated in person, or simulation.

SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the exercise capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the exercise objectives are listed below, followed by a corresponding description. Each activity is followed by related observations, analysis, and recommendations.

Core Capabilities:

Capability #1: Operational Communications

- **Mission Area:** Response
- **Description:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Observation: Good communication between the MEOC, Incident Commander, and those on the ground. Due to the size of the area, some were up to a block away stopping any traffic from entering the scene. PIO briefing protocols and intervals need identified. Good communication with agencies and local service providers. Communication was identified as the most important aspect of the exercise.

Analysis: The Team was very prepared for the event, extensive preparation and planning was obvious. The PIO, Davison County Sheriff, did a good job of listening to all the activities and preparing regular press releases to the media. Although parts of the exercise were simulated, the Team “played the game” and thought about situations that were likely to happen, such as Emergency Services having to respond to real life situations.

Recommendations: The Team plans to continue to discuss ways to improve during the monthly LEPC meetings, and focusing on how to do a better job for future exercises or real World emergencies. Communication (phone and computer) need to be up and running prior to the exercise. The EOC and MEOC have been upgraded over the last year with all new computers, printers, wifi, etc.

Capability #2: Operational Coordination

- **Mission Areas:** All
- **Description:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Observation: Extensive preparation by the Emergency Management office allowed the Team to have a good plan prior to the exercise. A meeting was held prior to the exercise with the key players for a dry run, as well as to identify any alibis. The Incident Briefing was conducted verbally, off of an ICS 201 format; which allowed the Team to have a good understanding of the scenario and their responsibilities. Logistics was thinking

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ahead of the injects, searching for assets they assumed we may need for the exercise.

Analysis: The Team was very prepared for the event, extensive preparation and planning was obvious. However, many details were not provided prior to the incident, in an effort to provide the element of surprise for emergency responders. Having ICS trained staff was essential to the success of the incident, resulting in all responders being on the same page. It is important to note several members of the Team have never been involved in an ICS format exercise or training, so familiarization of the Incident Command System was stressed during preparation. Most blank ICS forms used during the exercise were readily available in the MEOC. The Incident briefing identified the scenario, as well as the responsibilities of the Team members. The Team opted to use the Emergency Support Function (ESF) format in assigning responsibility of the injects. Following the Incident Briefing, the Logistics Team started to brainstorm what assets they would need initially, as well as a few hours into the event; such as emergency lighting.

Recommendations: The biggest recommendation is to be sure everyone knows their part. Some agencies were either not involved in the planning, or did not pay attention and were not prepared for the situation. Logistics did an exceptional job finding assets, but needs to have the equipment list updated and on hand, or access to the website; in an effort to know what can be acquired locally and what needs to be requested from a higher level.

Capability #3: Environmental Response/Health and Safety

- **Mission Area:** Response
- **Description:** Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Observation: The Scenario utilized for this exercise is based on a Fuel Truck colliding with a school bus, creating a HAZMAT incident. Resources requested were a HAZMAT Team, Foam Truck, Evacuation, Ambulances, Hospitals, etc. A small engine fire and a small leak in the fuel truck were also simulated at the scene.

Analysis: The Soccer Complex, as well as the airport were evacuated or notified of the incident via the 911 Center, at the request of the Incident Commander. The local Fire Department extinguished the fire and a HAZMAT Team was called to address the minor fuel spill by containing the fuel and unloading the remaining fuel into another truck.

Recommendations: The biggest recommendation is to give a better description of the scenario prior to the incident. The fuel truck is owned by Davison County, but has “Schmidt Oil” on the side. This seemed to confuse participants, who wanted to contact “Schmidt Oil”. Since this did not alter the scenario, the controller did not intervene. However, the 911 dispatch center was unable to locate a “Schmidt Oil”, which did cause some confusion among the players.

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Capability #4: Public Health, Healthcare, and Emergency Medical Services

- **Mission Area:** Response
- **Description:** Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Observation: Resources requested were Ambulances, Hospitals, etc. Several casualties (Fuel Truck Driver, Bus Driver, students, and life sized mannequins) were transported to Avera Queen of Peace Hospital for treatment of non-life threatening injuries, such as burns, cuts, bruises, and broken bones. A moulage kit was used, as well as each person having a triage stick provided by the hospital explaining their injuries.

Analysis: Parents showed up to find their children, of which some had already been transported to the hospital; frustrating the parents. The Emergency Room was overwhelmed with the amount of injured, and were responding to three real life situations at the same time. This mass casualty event required the hospital to request mutual aid. A mass casualty event for this hospital is five patients at a given time. The hospital decided to take the scenario up two notches as well, by admitting patients over the lunch hour and cutting the electricity to the ER. The backup generator was activated. All injured were transported to the hospital.

The use of the life sized mannequins (borrowed from Turner County) assisted in making the scenario realistic. Often a stick or an injury card is used as a body. Having an actual size mannequin with injuries allowed the EMS and ER staff to treat a realistic patient.

Recommendations: The biggest recommendation is to have a liaison on scene coordinating with the ER. At times, it appeared we had two incidents; one at the soccer fields and one at the ER. However, it was one event that could have had better communication.

SECTION 4: CONCLUSION

Significant work has taken place in this Jurisdiction to prepare the community and jurisdiction for an Emergency Operation. Stakeholders have been brought to the table and ongoing planning has taken place at the monthly LEPC Meetings. The Davison County LEPC goes a step beyond the average LEPC, coordinating incidents and events with Search and Rescue and local authorities. This effort will continue even after the Plan is reviewed to make sure further planning and revisions are completed.

As a result of the exercise, areas of refinement, areas that need completion, and additional planning areas have been identified. Continued planning, training, and exercising will ensure Emergency Responders in the community are ready for future incidents.

A possible definition of a successful Exercise might include terms such as participation, engagement, thoughtful discussion, awareness of issues and challenges, and a learning process. All of these terms could be utilized to describe portions or all of the exercise conducted.

Many areas have been identified through this after action report. All involved in this exercise will be tasked with addressing any deficiencies.

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APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the Davison County Full Scale Exercise. These recommendations draw on the After Action Report and the evaluator comments.

Capability	Recommendation	Capability Element	Primary Responsible Agency	Start Date	Completion Date
Operational Communications	The Team plans to continue to discuss ways to improve during the monthly LEPC meetings, and focusing on how to do a better job for future exercises or real World emergencies. Communication (phone and computer) need to be up and running prior to the exercise. The EOC and MEOC have been upgraded over the last year with all new computers, printers, wifi, etc. Equipment will be checked monthly.	Equipment	Davison County Emergency Manager	June 2015	March 2016/ Continuous
Operational Coordination	The biggest recommendation is to be sure everyone knows their part. Some agencies were either not involved in the planning, or did not pay attention and were not prepared for the situation. Logistics did an exceptional job finding assets, but needs to have the equipment list updated and on hand, or access to the website; in an effort to know what can be acquired locally and what needs to be requested from a higher level.	Planning, Training, Exercising, Staffing, Equipment	Davison County Emergency Manager/ Incident Commander	June 2015	March 2016/ Continuous
Environmental Response/Health and Safety	The biggest recommendation is to give a better description of the scenario prior to the incident. The fuel truck is owned by Davison County, but has "Schmidt Oil" on the side. This seemed to confuse participants, who wanted to contact "Schmidt Oil". Since this did not alter the scenario, the controller did not intervene. However, the 911	Planning, Training	Davison County Emergency Manager	June 2015	March 2016/ Continuous

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	dispatch center was unable to locate a “Schmidt Oil”, which did cause some confusion among the players.				
Public Health, Healthcare, and Emergency Medical Services	The biggest recommendation is to have a liaison on scene coordinating with the ER. At times, it appeared we had two incidents; one at the soccer fields and one at the ER. However, it was one event that could have had better communication.	Planning, Training	Davison County Emergency Manager/ Hospital Liaison	June 2015	March 2016

APPENDIX B: COMMENTS SUMMARY

PARTICIPANT COMMENTS (GENERAL COMMENTS)

1. Based on the exercise today and the tasks identified, list the top 3 strengths of your plan or jurisdiction.
 - The EOC staff were anticipating the needs at the disaster site, showing they were “ahead of the incident”.
 - Press releases were accurate, detailed, and spaced appropriately to give the community the information they needed.
 - Entire exercise was well planned and executed.

2. Based on the exercise today and the tasks identified, list the top 3 areas that need improvement in your plan or jurisdictional response.
 - Better planning, for returning the injured from the hospital after the incident and contacting local partners for materials such as HAZMAT foam.
 - Communication. Some appreciated the separate channel to not have too much traffic. However, others were unsure what was going on. Suggestion of having two radios, having dual band radios, or using a special ops channel.
 - Better inspection of equipment prior to the exercise. The large generator had a fuel transfer issue from one tank to the other. However, this was corrected prior to the exercise.

3. Identify the corrective actions that should be taken to address the issues identified above. For each corrective action, indicate if it is high, medium, or low priority.
 - Prior to the exercise, have a dry run with observers who are tasked with identifying questions for the group; the “what ifs”. (Medium)
 - Prior to the exercise, explain to all players the communication barrier. If they feel they need access to dual bands, either equip them with a dual band radio or two radios. The MEOC is equipped with several radios. (High)
 - One month out, and again one week out, exercise the equipment to be sure everything is working properly. (High)

4. Describe the corrective actions that relate to your area of responsibility. Who should be assigned responsibility for each corrective action?
 - The Emergency Manager will facilitate a dry run event at least one week out. Any issues that surface will be assigned to a staff to address prior to the exercise.
 - The Emergency Manager/Search & Rescue COMS Specialist will address any radio issues.

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- The Emergency Manager, Deputy Emergency Manager, and Search and Rescue Members will exercise the equipment.
5. List the applicable equipment, training, policies, plans, and procedures that should be reviewed, revised, or developed. Indicate the priority level for each.
- The Team should continue to brainstorm ideas that will make all exercises more efficient. (Low)
 - The Team should complete the required ICS Courses, if not already completed. (High)
 - The LEOP and the EOC Plan need reviewed and possibly updated. This is in progress with the local Fire Marshall (LEPC Member). (High)

EXERCISE DESIGN AND CONDUCT: ASSESSMENT

Tabulation Data taken from Assessment Form: Table C1.

PART II – EXERCISE DESIGN AND CONDUCT: ASSESSMENT

Please rate, on a scale of 1 to 5, your overall assessment of the exercise relative to the statements provided below, with **1** indicating **strong disagreement** with the statement and **5** indicating **strong agreement**.

Table C.1: Participant Assessment

Assessment Factor	Strongly Disagree					Strongly Agree				
a. The exercise was well structured and organized.	1	2	3	4	5	1	2	3	4	5
b. The exercise scenario was plausible and realistic.	1	2	3	4	5	1	2	3	4	5
c. The facilitator/controller(s) was knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5	1	2	3	4	5
d. The exercise documentation provided to assist in preparing for and participating in the exercise was useful.	1	2	3	4	5	1	2	3	4	5
e. Participation in the exercise was appropriate for someone in my position.	1	2	3	4	5	1	2	3	4	5
f. The participants included the right people in terms of level and mix of disciplines.	1	2	3	4	5	1	2	3	4	5
g. This exercise allowed my agency/jurisdiction to practice and improve priority capabilities.	1	2	3	4	5	1	2	3	4	5
h. After this exercise, I believe my agency/jurisdiction is better prepared to deal successfully with the scenario that was exercised.	1	2	3	4	5	1	2	3	4	5

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EXERCISE DESIGN AND CONDUCT: RESULTS

Participant #	a	b	c	d	e	f	g	h	Participant Average
1	4	5	4	5	5	5	5	5	4.8
2	3	2	4	4	5	5	5	4	4.0
3	3	3	4	4	5	5	5	4	4.1
4	5	4	4	4	4	3	5	4	4.1
5	5	5	5	3	5	5	5	5	4.8
6	4	4	5	4	4	4	3	4	4.0
7	4	4	5	4	5	4	5	5	4.5
8	5	5	5	5	5	5	5	5	5.0
9	5	5	5	5	5	5	5	5	5.0
10	5	5	5	5	5	5	5	5	5.0
	3.9	3.8	4.2	3.9	4.4	4.2	4.4	4.2	4.1

General Comments

- Make the situation more realistic.
- The hospital needs to be more organized.
- Be sure the players are trained and know what they are doing.
- Good coordination.
- Training made it run smooth.
- Good equipment/personnel.
- Scene should be secured earlier.
- Search and Rescue needs better radios.
- Quick response time.
- Good triage of patients.
- Good opportunity to work out of the MEOC, which does not get used enough.
- Exercise was a success.
- County is fairly well prepared in the event of an actual event.

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PHOTOS

Photo #1: Victim (Truck Driver) taken from the site to the hospital.



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Photo #2: EMS searching the bus for victims.



Photo #3: Victim (student) taken from the site to the hospital via ambulance.



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Photo #4: Soccer Complex parking lot layout.

