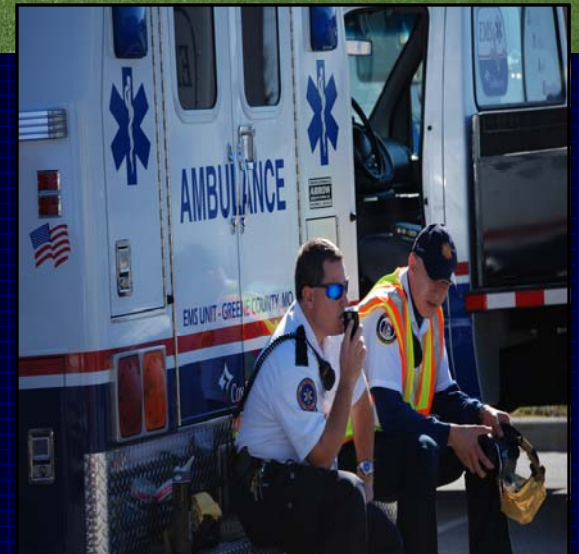




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## After-Action Report

**Greene County  
Homeland Security Response Team  
Full-Scale Exercise**

**Hammons Field  
Springfield, Missouri  
November 9, 2007**

# **AFTER-ACTION REPORT**

## **GREENE COUNTY HOMELAND SECURITY RESPONSE TEAM FULL SCALE EXERCISE (FSE)**

**November 9, 2007**

Prepared for:

**Missouri Emergency Response Commission  
2303 Militia Drive  
Jefferson City, MO 65101**



**Springfield-Greene County Office of Emergency Management  
833 Boonville  
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Greene County HSRT (Terrorism-Based FSE)

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**EXECUTIVE SUMMARY**

This Exercise was initiated by the 7<sup>th</sup> Civil Support Team from Ft. Leonard wood. The local Hazard Search and Rescue (HSRT) teams and the Cardinals Management team were invited to participate in this exercise.

**The Scenario part A:**

In the days prior to the exercise patients with symptoms of upper respiratory illness are reported to the Department of Public Health. Hospitals are reporting patients with a combination of symptoms. In a short time a total of 119 patients are presenting with the same symptoms and the Center for Disease Control is notified.

**The Scenario part B:**

A fan appreciation day is held at the Hammons Field facility visitors notice field workers in the stadium spraying the grass. A student from the group begins to get agitated and aggressive. An altercation breaks out. The student displays an object that looks like it is attached to a back pack. Some substance is then released from the back pack. The student drops the pack and runs further into the stadium complex. The group of visitors then moved to the indoor training complex for their safety.

Overall the objectives set by each discipline were met. Some area's of improvement were identified and will be addressed following a plan of action.

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**EXERCISE OVERVIEW**

Date: November 9, 2007

Location: Springfield Cardinals Stadium Hammonds Field

**Exercise Facilitators:**

Design: Davis Defense Group  
Coordination: Springfield-Greene County Office of Emergency Management  
Missouri National Guard (7<sup>th</sup> Civil Support Team)  
Venue Host: Springfield Cardinals L.L.C.  
Springfield-Greene County Office of Emergency Management

Davis Defense Group designed the exercise at the request of and in cooperation with the 7<sup>th</sup> CST. Limited scenario information and no player handbooks were available for distribution during the exercise, which was a mission assignment for Davis Defense Group. The sole source of documentation, provided by Davis Defense Group and the 7<sup>th</sup> CST, was the Master Scenario Events List (MSEL). As a result of these two out of area agencies cooperation the Greene County HSRT was enlisted to facilitate the completion of the exercise objectives. The primary objective was identified to verify the local response to a CBRNE based terrorist incident. The secondary objective was to exercise the 7<sup>th</sup> CST's mobility to aid local response community during a CBRNE related incidents.

**Participants:**

**Local**

- The Springfield Cardinals Operations, Management, and Executives
- Springfield Fire Department's Hazardous Materials Team and Command Staff
- Logan-Rogersville Fire Protection District's Hazardous Materials Team and Command Staff
- Springfield Police Department's Special Response Team, Patrol Officers and Command Staff
- St. John's Emergency Medical Service (EMS)
- Cox Emergency Medical Service (EMS)
- Springfield-Greene County Health Department
- Springfield-Greene County Office of Emergency Management (OEM)
- Community Emergency Response Team (CERT) Volunteers
- Community Hero Volunteers

**State**

- The 7<sup>th</sup> Civil Support Team (7<sup>th</sup> CST)

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**Number of Participants:**

<input type="radio"/> Players	78
<input type="radio"/> Victim Actors	22
<input type="radio"/> Controllers	6
<input type="radio"/> Evaluators	4
<input type="radio"/> Safety Officer	1
<input type="radio"/> Observers	4

**Scenario:**

A fan appreciation event is held at Hammons Field Facility, some of the visitors notice workers on the field. A student in the group becomes agitated and starts to behave with aggression. The student then pulls his back pack off and it starts spraying something all around. He then throws the pack on the ground and run's in the direction of the restrooms. The facility management escorts the visitors to the indoor training area for shelter in place. The facility management call 911 and the SHRT teams arrive. During a sweep of the stadium the officers find a large bomb in the ladies rest room. The bomb squad is notified. The sheltered in place visitors are decontaminated by the teams.

## **Exercise Goals and Objectives**

### **Homeland Security Response Team:**

1. Identify specific monitoring equipment
2. Demonstrate team collaboration
3. Identify the need for mass decontamination
4. Effectively decontaminate law enforcement officers effectively and handle weapons appropriately

### **Emergency Medical Service:**

1. Command and Control ICS
2. EMS researches victim symptoms
3. Entry Team monitoring and rehab
4. Response to medical needs of HSRT

### **Special Weapons and Tactics/Special Response Team:**

1. Clearing/Securing a known contaminated area
2. Processing contaminated weapons
3. Reacting to the “man down” drill

### **Health Department:**

1. Location, collecting and securing agent
2. Prepare, package and arrange transport of sample
3. Effective communication with response partners

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**Master Sequence of Events (MSEL) Distributed by Davis Defense Group**

Event #	Scheduled Event Time	Actual Event Time	Recipient Players	Event Description
<b>Exercise Background, Intelligence and Expected Event</b>				
1	3-Nov This date may need to be changed to October in order to allow realistic time to effect, presentation of patients and medical community identification of increased need for epidemiological investigation		All players	A fan appreciation event is held at Hammons Field. 420 people participate including both staff and fans.
2	6-Nov		All players	The Ferrell-Duncan Clinic reports 12 patients with symptoms of upper respiratory illness to Public Health. The patients range in age from 12 to 56 years of age. The patient's complaints include flu like aches and fatigue, rhinorrhea, congested chest and bouts of uncontrollable diarrhea. The doctor is concerned about possible flu epidemic.
3	6-Nov		All players	Lakeland Regional Hospital reports 9 ranging in age from 12 to 36 from various ethnic backgrounds have self presented with a combination of symptoms including the following: fatigue, fever, anorexia, rhinorrhea, and chest congestion.
4	7-Nov		All players	Local media (KY3 KYTV, KOLR TV 10, KSPR-TV 33) broadcasts story citing potential outbreak and the symptoms that individuals should watch for. They report that anyone experiencing those symptoms should see a doctor as soon as possible.
5	7-Nov		All players	Hospitals begin to see a drastic increase in emergency room traffic due to local news reports. Several people want to be examined and assured they are healthy.
6	7-Nov		All players	Medical surveillance reports identify addition 26 patients exhibiting the same symptoms as the 21 patients reported on 6-Nov. The non descript symptoms have progressed in some patients to polydipsia, uncontrollable diarrhea, and eventually right sided headaches accompanied by persistent anorexia and in some cases dehydration.
7	8-Nov		All players	72 Additional patients reported bringing the total to 119
8	8-Nov		All players	Health alerts filed and Public Health in Coordination with the CDC orders blood draw and analysis for all patients presenting with the symptoms
9	8-Nov		All players	Blood tests begin to arrive at State Lab for analysis
10	9-Nov 0700 hrs		TBD	The coordinator of Sports Management Certification from Missouri State University in Springfield has arranged a visit to Hammon's Field to meet with Cardinal's Manager and staff for students and faculty involved in the Sports Management program. Students and staff arrive for tour of facility.

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11	9-Nov 0730 hrs		TBD	Visitors with the Missouri State notice field workers in the stadium performing field restoration.
12	9-Nov 0745 hrs		TBD	A student from the group begins to show signs of agitation. Other students and staff notice he is behaving aggressively as an altercation breaks out. The disgruntled student begins to shout threats at anyone who approaches him, the student states that he has a weapon and that everyone is going to listen to him.
13	9-Nov 0750 hrs		TBD	As the student is ranting about the lack of tuition assistance for white males he squeezes an object in his hand which appears to be connected to his backpack. He removes his backpack and throws it at another student and runs further into the stadium complex. The student who catches the pack is sprayed in the face. That student drops the pack which then sprays upward affecting the rest of the group.
14	9-Nov 0753		TBD	The Hammon's Field representative immediately calls for help via cell phone. Several students surround the individual who caught the pack and is now lying on the ground writhing and claiming he is blind.
15	9-Nov 0800		Fire Hazmat, Law Enforcement	911 dispatch alerts first responders of an incident at Hammon's Field involving a spray device used by a student against approximately 50 people at the stadium. The student is reported at large and medical assistance is needed for the 50 people exposed. The nature of the spray device is assumed chemical as it was reported to smell like pesticide.
16	9-Nov TBD		Fire Hazmat, Law Enforcement	First Responders arrive at Hammon's Field
17	9-Nov TBD		Fire Hazmat, Law Enforcement	First Responders communicate instructions to the 50 exposed personnel to move to practice field for processing through decontamination. Be on the lookout for the male student who initiated the attack. Communication occurs via cell phone.
18	9-Nov TBD		SWAT	SWAT makes entry
19	9-Nov TBD		Fire Hazmat	Decontamination is set up for the 50 exposed to chemical spray inside stadium complex.
20	9-Nov TBD		SWAT	SWAT entry complete perpetrator recovered in custody.
21	9-Nov 0900		Public Health	Preliminary results from blood tests show positive result for a four fold change in agglutinin antibody titer which is diagnostic for Francisella Tularensis commonly known as Tularemia. Additional information on patient pathology includes chest x-rays displaying right middle lobe bronchopneumonia, weight loss of 10% or greater, fever in adults above 102 F and in children above 104 F. Benign ENT evaluations as well as benign abdominal exams.
22	9-Nov TBD		Fire Hazmat	Decontamination begins for the 50 Exposed
23	9-Nov 1000		Public Health	CDC compiles data from health care providers and facilities detailing patient histories. The commonality among all is a visit to the November 3 event at Hammon's Field. Alert is forwarded immediately to Public Health and Hammon's Field officials. Public Health alerts Emergency Manager of report from CDC and need for sampling at Hammon's Field.

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24	9-Nov 1015		Emergency Manager	Emergency Manager requests CST assistance with sampling and analysis at Hammon's Field
25	9-Nov TBD		7th CST	7th CST Commander notifies Emergency Manager that ADVON is enroute and requests staging location
26	9-Nov TBD		7th CST	7th CST ADVON arrives and begins to coordinate with Public Health
27	9-Nov TBD		7th CST	7th CST Main Body arrives begins to establish foot print
28	9-Nov TBD		Fire Hazmat	HAZMAT teams prepare for entry to monitor backpack and to take a sample of its contents if possible.
29	9-Nov TBD		Fire Hazmat	HAZMAT team packages the backpack for retrieval and continues to monitor the area in order to identify if residual contamination exists.
30	9-Nov TBD		Public Health, 7th CST	Entry plan is discussed and sample locations are identified.
31	9-Nov TBD (after mass decon is complete)		Fire Hazmat	Hazmat team member goes down
32	9-Nov TBD		Fire Hazmat	Recover, decontaminate, monitor man down and transfer to EMS for medical transport
33	9-Nov TBD		Public Health, 7th CST	Request permission to enter facility for purpose of sampling location identified by SWAT as containing a spray device that may be the source of the possible bio weapon release.

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**EVALUATIONS**

Hazardous Material Team

Points of Review:

Please answer the following: Y = Yes, N = No, NA = Not Applicable, NO = Not Observed				
	Y	N	NA	NO
1. Did the HAZMAT team identify the need for utilizing monitoring equipment	Y			
2. Did the HAZMAT team communicate effectively with other team discipline	Y			
3. Did the HAZMAT team identify the need to request the 7 <sup>th</sup> CST team	Y			
4. Did HAZMAT team leader interview first responder upon arrival	Y			
5. Did the HAZMAT team communicate effectively with other team discipline	Y			
6. Did the HAZMAT team identify the need for mass decontamination	Y			
7. Did the HAZMAT team explain the decontamination procedure to the exposed civilians	Y			
8. Did the HAZMAT team utilize either departments tents	Y			
9. Did the HAZMAT team effectively decontaminate the SWAT team members	Y			
10. Did the HAZMAT team correctly package weapons for decontamination at a later date	Y			

**COMMENTS:**

- Use of Emergency Decontamination for injured SWAT officer? **YES**
- Emergency Decontamination members need to be ready for injured personnel.

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**Emergency Medical Service**

Points of Review:

	Y	N	NA	NO
1. EMS provides a representative into IC / UC	Y			
2. EMS integrates into site command structure	Y			
3. Face to Face Contacts	Y			
4. EMS researches victim symptoms utilizing resources to determine possible source	Y			
5. EMS utilizes 7 <sup>th</sup> CST as resource in determining possible sources	Y			
6. Sitrep on Decon prior to medical	Y			
7. EMS assists with monitoring V/S and assists with preparation of entry teams.	Y			
8. EMS assists with rehab of entry teams	Y			
9. HSRT and SWAT	Y			
10. Appropriately triages and treats any HSRT responder injured or ill during response	Y			
11. Work as a liaison with local EMS to coordinate care and transport of citizen victims or perps during response.	Y			

**COMMENTS:**

- A mass decon officer was contaminated by a victim taken care of by EMS
- Need to discuss a plan to take care of mass decontaminated victims
- Confusion as to transport plan for HSRT injured member
- Should have been an initial briefing to responders about the event prior to the 911 call
- Perhaps more radio traffic about being an exercise

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**Special Weapons and Tactics/Special Response Team**

Points of Review:

Please answer the following: Y = Yes, N = No, NA = Not Applicable, NO = Not Observed				
	Y	N	NA	NO
1. Donning appropriate PPE	Y			
2. Following established entry procedures	Y			
3. Safety/security sweep of facility	Y			
4. Remove ammo magazines & shells from weapon belt & vest	Y			
5. Clear pistol place loaded magazines/shells on weapons drop tarp	Y			
6. Did team leader account for personnel and their weapons on a weapons drop form	Y			
7. Radio Incident command of man down in hot zone	Y			
8. Did team members decontaminate the man down	Y			
9. Did team communicate with EMS the nature of injuries and potential exposure	Y			

**COMMENTS:**

- All objectives met.

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**Health Department**

Points of Review:

Please answer the following: Y = Yes, N = No, NA = Not Applicable, NO = Not Observed

	Y	N	NA	NO
1. Did the Health Department personnel upon arrival at scene log in with the ICS	Y			
2. Did the Health Department personnel collaborate with the HAZMAT team for location and collection of the agent sample	Y			
3. Correctly recover a sample of the agent in the hot zone	Y			
4. Correctly package for decontamination and transport	Y			
5. Arrange for transportation of sample to a lab	Y			
6. Upon arrival on scene did the Health Dept. team report to the Incident Commander	Y			
7. Did the Health Dept team collaborate with the HAZMAT team members for effective location, and collection of sample	Y			
8. Did the Health Dept. team upon completion of mission log out with Incident Command		N		

**COMMENTS:**

- Although it took time to familiarize with each other (of how to proceed) simulated health to take samples to split with 7<sup>th</sup> CST.
- Health dept to provide samples without 7<sup>th</sup> CST entry
- Could improve procedure one to collect one to help, would have kept outer bag clean
- No split samples, forced sample handler to try which broke confinements
- Redundant packaging seeded OK
- Excellent collaboration and communication.

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**SUMMARY OF OBSERVATIONS**

There were excellent examples of information/intelligence sharing between the HSRT disciplines, and between the 7<sup>th</sup> CST and the HSRT.

**Issues that were observed:**

- The Health Department was dependent on the hazardous materials discipline for hazardous materials suits and all personal protective equipment (PPE)
- The cross band repeater has been under utilized and team members were unfamiliar with the operations of the device which resorted in the disciplines borrow radios from the fire department to be interoperable
- Both the 7<sup>th</sup> CST and health department personnel entered the hot zone, to recover samples, which lead to an unnecessary number of responders exposed
- The splitting of samples would have potentially led to cross contamination, of evidence, and would have lead to the loss of the evidence for further adjudication proceedings
- The Public Health Incident sheet was not included in with the sample which had been packaged for transport
- Mailing address for the State lab was incorrect

## **SUMMARY OF RECOMMENDATIONS**

### **Hazardous Materials Team**

1. Reoccurring training should be conducted on the cross band repeater system to familiarize team members with the functions, capabilities and operational perspective of the instrument
2. Assess the need for rapid deployment of a mass/gross decontamination area to facilitate the determination to erect a decontamination tent or to utilized available apparatus
3. Develop a procedure to incorporate information/intelligence dissemination to survivors sequestered to a quarantine area
4. Decontamination team members shall be kept vigilant during incident/exercise for incoming responders with particular attention paid to those responders who are injured
5. Safety Officer should be determined rapidly or predetermined
6. Team member safety and overall awareness of contaminated subjects should be stressed and trained on to prevent team members from becoming contaminated

### **Emergency Medical Service**

1. Reoccurring training should be conducted on the cross band repeater system to familiarize team members with the functions, capabilities and operational perspective of the instrument
2. Develop a procedure to incorporate information/intelligence dissemination to survivors sequestered to a quarantine area
3. Create a plan, FOG or Flip chart to aid in the determination what to do with subjects following decontamination
4. Develop a transportation plan for injured team member transport to area hospitals
5. Decontamination team members shall be kept vigilant during incident/exercise for incoming responders with particular attention paid to those responders who are injured

### **Special Weapons and Tactics/Special Response Team**

1. Reoccurring training should be conducted on the cross band repeater system to familiarize team members with the functions, capabilities and operational perspective of the instrument
2. Reoccurring training for patrol officers and supervisors that will be dispatched as first responders

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**Health Department**

1. Sample recovery and sample packaging should be conducted by the 7<sup>th</sup> CST with the Health Department, positioned at the incident command post, to provide subject matter expertise
2. Educate law enforcement disciplines (Departments and Agencies) with state laboratory procedures for evidence transport

**CONCLUSION**

All departments and agencies which participated in the exercise are responsible for implementing an action plan to address any issues that were identified in the evaluations, observations or were verbally addressed/communicated during the exercise.