

# OPERATION CLOSED CAMPUS

2011 FULL SCALE EXERCISE (FSE)

POTTAWATTAMIE COUNTY, IOWA



March 26, 2011

## EXERCISE PLAN

(ExPlan)



**Pottawattamie County Emergency Management Agency**  
**Homeland Security Exercise and Evaluation Program (HSEEP)**

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## **PREFACE**

Operation Closed Campus is sponsored by the Pottawattamie County Emergency Management Agency. This Exercise Plan (ExPlan) was produced with input, advice, and assistance from the Operation Closed Campus Exercise Planning Team, which followed guidance set forth in the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP).

This ExPlan gives officials, observers, media personnel, and players from participating organizations information they need to observe or participate in a school shooting/domestic terrorism response exercise that focuses on participants emergency response plans, policies, and procedures as they pertain to school shooting. The information in this document is current at the date of publication, March 21, 2011, and is subject to change as dictated by the Exercise Planning Team.

## HANDLING INSTRUCTIONS

1. The title of this document is the **Operation Closed Campus Exercise Plan (EXPLAN)**.
2. Information gathered in this ExPlan is designated as For Official Use Only (FOUO) and should be handled as sensitive information that is not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from the Emergency Management Agency is prohibited.
3. At a minimum, the attached materials will be disseminated strictly on a need-to-know basis and, when unattended, will be stored in an area that offers sufficient protection against inadvertent access and unauthorized disclosure.
4. For more information about the exercise, please consult the following points of contact (POCs):

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# CHAPTER 1: GENERAL INFORMATION

## Introduction

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The Operation Closed Campus is designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to school shooting. A school shooting is a complex event that requires detailed planning. To ensure an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies have taken part in the planning process and will take part in exercise conduct and evaluation.

This Exercise Plan (ExPlan) was produced at the direction of the Emergency Management Agency with input, advice, and assistance from the Operation Closed Campus Exercise Planning Team. This exercise is evidence of the growing public safety partnership between jurisdictions regarding the response to the threat of this type that our Nation and communities face.

## Confidentiality

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Operation Closed Campus is an unclassified exercise. Control of information is based on public sensitivity regarding the nature of the exercise rather than actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials that are deemed necessary to their performance. All exercise participants may view this ExPlan. The Controller and Evaluator (C/E) Handbook is a restricted document that is intended for controllers and evaluators only.

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

Public release of exercise materials to third parties is at the discretion of the Emergency Management Agency.

## Purpose

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The purpose of this exercise is to evaluate player actions against current response plans and capabilities for a domestic terrorism/school shooting response.

## Target Capabilities & Universal Tasks

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The National Preparedness Guidelines (The Guidelines) adopt a Capabilities-Based Planning process supported by three planning tools: the National Planning Scenarios, Target Capabilities List (TCL), and the Universal Task List (UTL). The Guidelines have steered the focus of homeland security toward a capabilities-based planning approach which takes an all-hazards approach to planning and preparation that builds capabilities that can be applied to a wide variety of incidents.

The Target Capabilities List describes the generalized all-hazards capabilities related to the four emergency management & homeland security mission areas: Prevent, Protect, Respond, and Recover. It defines and provides the basis for assessing preparedness.

The Universal Task List (UTL) is the catalogue of critical tasks that may need to be performed by governmental, non-governmental, and private-sector organizations, and the general public to achieve identified capabilities. Subsets of tasks will be selected based on specific roles, missions, and functions, and the appropriate level of capabilities will depend upon risk and need.

States and urban areas use capabilities-based planning to identify a baseline assessment of their emergency management & homeland security efforts by comparing their current capabilities against the Target Capabilities List (TCL) and the critical tasks of the Universal Task List (UTL). This approach identifies gaps in current capabilities and focuses efforts on identifying and developing priority capabilities and tasks for the jurisdiction.

The capabilities listed here have been selected by the Operation Closed Campus Exercise Planning Team from the TCL and exercise objectives have been written to specific tasks or task subsets located in the UTL.

The purpose of this exercise is to measure and validate performance of these capabilities and their associated critical tasks.

### Identified Target Capabilities

TCL MISSION	TCL AREA	EXERCISE RELATION
Common Capabilities	Communications	Response interoperability, public information, public warning
Respond Capabilities	On-site Incident Management	Multijurisdictional & multidisciplinary unified command
Respond Capabilities	EOC Management	Coordination & facilitation of on-site unified command, ICP support, logistical & resource support operations
Respond Capabilities	Emergency Public Safety & Security	Law enforcement response to active shooter scenario at a public school
Respond Capabilities	Explosive Device Response Ops	Law enforcement response to explosive devices in conjunction with active shooter scenario
Respond Capabilities	Emergency Public Info & Warning	Multijurisdictional & multidisciplinary joint information services
Respond Capabilities	Emergency Triage & Pre-hospital treatment	Fire & EMS response to mass casualty shooting at a public school
Respond Capabilities	Medical Surge	Hospital response to mass casualty shooting at a public school

### Exercise Objectives

The Exercise Planning Team selected objectives that focus on evaluating emergency response procedures, identifying areas for improvement, and achieving a collaborative attitude. This exercise will focus on both common objectives, applicable to all participating organizations as well as targeted objectives applicable to each respective participating organization and referenced to the UTL.



**Common Objectives (applicable to all participating organizations)**

#	UTL Reference	Objective	Description
1	ResB1a 5 ResB1a 5.3.2 ResB1a 6	Incident Command/Unified Command	Evaluate the local decision-making process, the capability to implement ICS, and effective transition to Unified Command in response to a school shooting.
2	ComC 4	Communications	Assess the ability to establish & maintain interoperable communications networks during response to a school shooting.
3	ResB1f 4 ResB1f 5 ResB1f 7	Public Information	Assess the ability to establish a Joint Information System that will provide emergency warnings, media information, family information & reunification processes.

**Targeted Objectives (additional to the identified common objectives)**

[Pottawattamie County Sheriff's Office & Council Bluffs Police Department]

#	UTL Reference	Objective	Description
LE1	ResB3d 3 ResB3d 5 ResB3d 6 ResB3d 4	Initiate a rapid response plan with on-duty personnel.	Assess the capability of road patrol units to implement a rapid response procedure to stop the assault & to secure the incident site with adequate perimeter security.
LE2	ResB3d 4 ResB3d 5 ResB3d 7	Integrate Tactical Operations Forces into the security operations.	Assess the capability of the County & City Tactical Response Teams to integrate & operate as a single force to secure hostile subjects & clear the facility.
LE3	ResB2c 4 ResB2c 5 ResB2c 6	Initiate Explosive Device Response Operations (EDRO).	Assess the capability of County & City Bomb Technicians to integrate & operate as a single force in conjunction with tactical units to identify & render safe all explosive devices detected at the incident site.

[Treyner Community School District]

#	UTL Reference	Objective	Description
TS1	ResB3a 3	Direct & Coordinate in-place protection measures.	Assess the ability to implement the "Stay Put/Lockdown" procedures in the School Crisis Plan.

[Pottawattamie County E-911 Communications Center]

#	UTL Reference	Objective	Description
CC1	ComC 3	Conduct alert & dispatch notifications.	Assess the ability to notify and dispatch appropriate response agencies based on call information received.
CC2	ComC4	Provide interoperable communications.	Assess the ability of communications staff in proper use of the trunked radio system functions.
CC3	ComC4 ComC5	Provide timely & accurate information to response authorities.	Assess the ability to provide accurate/timely information to emergency responders & documentation of events & actions.
CC4	N/A	Activate dispatch personnel emergency call-back procedures.	Assess the ability to enhance staffing during critical incidents to ensure continuity of operations.

[Pottawattamie County Fire & Rescue Association / LifeNet Air Medical Services]

*Comprised of all fire & ems agencies within Pottawattamie County*

#	UTL Reference	Objective	Description
FE1	ResC1a 4	Activate County Mass Casualty Response Plan.	Assess the ability to evaluate incident & activate the appropriate element(s) of the mass casualty plan.
FE2	ResC1a 5 ResC1a 6	Effectively triage & treat incident victims.	Assess the ability to provide timely & efficient on-scene rapid triage and treatment in conjunction with tactical security operations.
FE3	ResC1a 7	Effectively transport incident victims.	Assess the ability to manage victim transportation operations ensuring all victims are transported to an appropriate medical facility & accountability of victim destinations is maintained.

[Jennie Edmundson Memorial Hospital]

#	UTL Reference	Objective	Description
JE1	ResC1b 4 ResC1b 6	Activate & Implement Hospital Surge Response Plans.	Assess the ability & effectiveness of implementing the Code Triage Mass Casualty Plan & Staff Call-Back Plan.
JE2	ResC1b 4.5.1	Monitor available patient beds.	Assess the ability to monitor the number & location of available beds during a mass casualty incident.
JE3	ResC1b 3.7 ResC1b 3.7.1	Mass Casualty/Surge Communications Support.	Assess the hospital's ability to utilize both primary & redundant communications systems (800MHz, in-house radio equipment, telephony) to communicate internally & externally with all stakeholders.
JE4	ResC1b 3.7.2 ResC1b 3.7.3	Participate in the Joint Information System.	Assess the hospital's ability to integrate into the established Joint Information System to effectively communicate with the media and family members of victims.

[Mercy Hospital]

#	UTL Reference	Objective	Description
AM1	ResC1b 5.2	Activate ACF(s) for mass casualty surge.	Test the capability of MOUs by establishing an alternate care facility (ACF) for mass casualty patients.
AM2	ResC1b 3.7 ResC1b 3.7.1	Mass Casualty/Surge Communications Support.	Assess the hospital's ability to utilize both primary & redundant communications systems (800MHz, in-house radio equipment, telephony) to communicate internally & externally with all stakeholders.
AM3	ResC1b 6.1	Activate Volunteer Health Workers.	Test the availability & activation of Volunteer Health Workers from mutual aid sources such as CERT, DMAT, MMRS, MRC, ISERV, etc.
AM4	ResC1b 4.5.1	Monitor available patient beds.	Assess the ability to monitor the number & location of available beds during a mass casualty incident.
AM5	ResC1b 3.7.2 ResC1b 3.7.3	Participate in the Joint Information System.	Assess the hospital's ability to integrate into the established Joint Information System to effectively communicate with the media and family members of victims.

[Pottawattamie County Public Health]

#	UTL Reference	Objective	Description
PH1	ResC4a 1.4.2 ResC4a 1.4.4 ResC4a 1.4.7	Establish a Family Assistance Center.	Test the capability to supervise the establishment & operation of a Family Assistance Center that will provide victim location & family reunification services.
PH2	ResC4a 1.4.3 ResC4a 1.4.6 RecC3b 7.3	Assess mental health needs of victims, families and emergency responders.	Assess the capability to oversee the assessment of citizens & responders directly affected by the incident for needs such as mental health services, chaplain services, traumatic stress treatments, etc.

[American Red Cross]

#	UTL Reference	Objective	Description
PH1	ResC4a 1.4.2 ResC4a 1.4.4 ResC4a 1.4.7	Assist in establishing the FAC.	Test the capability to integrate into the local command structure & assist in the establishment & operation of a Family Assistance Center that will provide victim location & family reunification services.
PH2	ResC4a 1.4.3 ResC4a 1.4.6 RecC3b 7.3	Assist in the needs assessment(s) for victims, families and emergency responders.	Assess the capability to assist in the assessment of citizens & responders directly affected by the incident for needs such as mental health services, chaplain services, traumatic stress treatments, etc.

[Emergency Management]

#	UTL Reference	Objective	Description
EM1	ResB1c 3.1.2.2	Identify staff liaisons and points of contact to provide technical and subject matter expertise, data, advice and staff support operations.	Utilize EM specific mutual aid (surrounding EMAs) to support incidents with subject matter experts.
EM2	ResB1c 3.5 ResB1c 3.5.1 ResB1c 3.5.6	Provide logistical support for the operation and requests of the IC/EOC.	Coordinate & direct multi-agency coordination in response to the event. Provide support to all response partners. Establish and manage staging site & provide logistical support for the operation and requests of the IC. Process and manage requests for additional personnel or equipment.
EM3	ResB1c 6 ResB1c 7	Identify Issues to be addressed through EOC decision-making & Implement multi-agency coordinated decisions.	Establish priorities of issues to be resolved, in coordination with IC/UC and Area Commands Provide strategic coordination and direction Coordinate and resolve policy issues.

**Exercise Scenario**

*Terrorism* - the unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. (28 Code of Federal Regulations, Section 0.85)

**DISCLAIMER**

Although some demographic, geographic and institutional names are accurate to the jurisdiction the exercise takes place in, the details and circumstances of the exercise scenario are completely fictitious. Details and circumstances of this scenario reflect no actual conditions, attitudes or current threat assessments in or around Pottawattamie County, the City of Treynor, its Citizens or the Treynor Community School District.

**Scenario Set-Up:**

In the past 6 months, the City of Treynor and Treynor Community School District has received a significant influx of minority residents. Increasing economic instability and public service cuts in a neighboring metropolitan area had forced minority populations into smaller, more affordable rural communities where commodities and cost of living is significantly less. The economic migration of minority residents, both legal and non-legal into Pottawattamie County Communities has sparked controversy regarding national immigration policies as well as racial tensions with a few embedded, typically silent, white supremacy affiliates. This tension has sparked public demonstrations, propelled city and state illegal immigrant legislation proposals and the law enforcement community has seen an increase in incidents of racially motivated crimes and incidents. Earlier in the school week, staff found a hand-written note left on a cafeteria table that stated “If you won’t get rid of them, we will.” Similar notes have been found twice before over the past 3 months. Law enforcement, aware of the

situation, have found no strong evidence to take action or make an arrest. Similar occurrences have happened in other schools and public places over the past 6 months throughout the region.

**Suspect Background:** Susp1: Timothy Jasper. White male, 18 year old high school senior. Lives in isolated rural area in Treynor School District. Little is known of the family, not originally from the area. The suspect participates in no school activities, relatively low to mediocre grades and attendance. Has been disciplined for fights at school, threats to staff and students as well as being known to law enforcement. The student has been seen with anti-immigration demonstrators and community rumors indicate a violent, quick-tempered

father with ties to an underground white supremacy group that was involved in a small demonstration and assault 30 days ago in another community. The family is known to be firearm enthusiasts, if not fanatics. Suspect 1 has access to a significant cache of firearms, ammunition and materials suitable to make improvised explosive devices.

Susp2: John Jackson. White male, 17 year old high school junior. Isolated, quiet personality at school. No social interaction with students in or out of the school setting. Has often been the victim of hazing and bullying his entire school career. He has participated in school athletics with little achievement often riding the bench, which has also contributed to continual hazing and a diminishing self-worth. This student has befriended Suspect 1 within the past year. His attitude has began to migrate from quiet meekness to anti-social aggressiveness with changes in appearance, hair style and clothing style that mimics that of his new friend and quasi-protector.

**Scenario:**

It is a seemingly typical Friday morning. Students have arrived at school in Treynor and the initial morning activities and classes have been completed. It is approximately 10:00 a.m. and the current period has let out. Students and staff floods into the hallways and common areas of the high school.

Suspect 1 approaches a small group of minorities in the northeast corner of the cafeteria. Suspect 1 begins blurting racial slurs and that he is tired of them moving in and stealing jobs and money from Americans. As the altercation is about to become physical and is noticed by a staff member, Suspect 1 pulls a handgun from his waistband, shooting one of the minority students. As chaos ensues, suspect 2 yells “the Revolution begins” and pulls out a weapon himself. The suspects begin firing upon anyone in their path and chasing down anyone who is against their ill-perceived stand as they make good on their unanswered written warnings.

## CHAPTER 2: EXERCISE LOGISTICS

### Exercise Summary

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#### General

The Operation Closed Campus is designed to establish a learning environment for players to exercise their plans and procedures for responding to a school shooting. The Operation Closed Campus exercise will be conducted on 03/26/11, beginning at 09:00 hours. Exercise play is scheduled for 4 hours or until the Exercise Director determines that the exercise objectives have been met at each venue.

#### Assumptions

Assumptions constitute the implied factual foundation for the exercise and are assumed to be present before the exercise starts. The following general assumptions apply to this 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 and will contain sufficient detail from which players can respond.
- Exercise players will react to information and situations as they are presented, in the same manner as if the simulated incident were real.

#### Constructs and Constraints

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

- Exercise communication and coordination will be limited to participating exercise venues and the Simulation Cell (SimCell).
- Only communication methods listed in the Communications Directory & Plan will be available for players to use during the exercise.
- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies will take priority.

#### Exercise Participants

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise are as follows:

- **Players.** Players are agency personnel who have an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Players initiate actions that will respond to and mitigate the simulated emergency.
- **Controllers.** Controllers set up and operate the exercise site, plan and manage exercise play, and act in the roles of response individuals and agencies that are not playing in the exercise. Controllers direct the pace of exercise play; they routinely include members of the Exercise Planning Team. They provide key data to players and may prompt or initiate certain player actions to ensure exercise continuity.
- **Simulators.** Simulators are control staff personnel who role play nonparticipating organizations or individuals. They most often operate out of the SimCell, but they may occasionally have face-to-face contact with players. Simulators function semi-independently under the supervision of SimCell controllers, enacting roles (e.g., media reporters or next of kin) in accordance with instructions provided in the Master Scenario Events List (MSEL). All simulators are ultimately accountable to the Exercise Director and Senior Controller.
- **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. They are chosen on the basis of their expertise in the functional area(s) they have been assigned to review during the exercise and their familiarity with local emergency response procedures. Evaluators assess and document participant's performance against established emergency plans and exercise evaluation criteria, in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) standards. They typically are chosen from planning committee members or agencies or organizations that are participating in the exercise.
- **Actors.** Actors simulate specific roles during exercise play. They typically are volunteers who have been recruited to play the role of victims or other bystanders.
- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. VIPs are also observers, but they frequently are grouped separately. A dedicated group of exercise controllers will be assigned to manage these groups.
- **Media Personnel.** Some media personnel may be present as observers, pending approval by Emergency Management Agency and the Exercise Planning Team. Media interaction also may be simulated by the SimCell to enhance realism and meet related exercise objectives. A dedicated group of exercise controllers will be assigned to manage these groups.
- **Support Staff.** The exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise (e.g., registration, catering).

## Exercise Tools

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### Controller and Evaluator (C/E) Handbook

The Operation Closed Campus *C/E Handbook* is designed to help exercise controllers and evaluators conduct and evaluate an effective exercise. The handbook also enables controllers and evaluators to understand their roles and responsibilities in exercise execution and evaluation. If a player, observer, or media representative finds an unattended handbook, he or she should give it to the nearest controller or evaluator.

## Master Scenario Events List (MSEL)

The MSEL outlines benchmarks and injects that drive exercise play. It also details realistic input to exercise players, as well as information expected to emanate from simulated organizations (i.e., nonparticipating organizations, agencies, and individuals who usually would respond to the situation). An inject includes several items of information, such as inject time, intended recipient, responsible controller, inject type, a short description of the event, and the expected player action.

## Exercise Implementation

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### Exercise Play

Exercise play will begin at approximately 09:00 hours, with a situation update for each participating venue. Play will proceed according to events outlined in the MSEL, in accordance with established plans and procedures. The exercise will conclude after completion of operations and attainment of exercise objectives, as determined by the Exercise Director. The exercise is expected to end at 14:00 hours.

### Exercise Rules

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise participants will comply with real-world response procedures, unless otherwise directed by the control staff.
- All communications (e.g., written, radio, telephone) during the exercise will ***begin and end*** with the statement ***“This is an exercise”***.
- Exercise participants who place telephone calls or initiate radio communication with the SimCell must identify the organization, agency, office, or individual with whom they wish to speak.

## Safety Requirements

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### General

Exercise participant safety takes priority over exercise events. Although the participants involved in the Operation Closed Campus come from various response agencies, they share the basic responsibility for ensuring a safe environment for all personnel involved in the exercise. Because 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:

- A Safety Controller will be identified and will be responsible for participant safety.
- All controllers, evaluators, and exercise staff members will serve as safety observers while exercise activities are underway. Any safety concerns must be immediately reported to the Safety Controller.



- Participants will be responsible for their own and each other's safety during the exercise. All persons associated with the exercise must stop play if, in their opinion, a real safety problem exists. After the problem is corrected, exercise play can be resumed.
- All organizations will comply with their respective environmental, health, and safety plans and procedures, as well as appropriate Federal, State, and local environmental health and safety regulations.

### Exercise Setup

Exercise setup involves prestaging and dispersal of exercise materials, including registration materials, documentation, signage, and other equipment as appropriate.

### Emergency Medical Services (EMS)

A dedicated, nonparticipating advanced life support (ALS) crew will be onsite throughout the exercise to provide any needed real-world medical support.

### Weapons Policy

Please see Appendix C for a detailed description of the weapons policy.

### Accident Reporting and Real Emergencies

For an emergency that requires assistance, use the phrase **real-world emergency**. The following procedures should be used in case of a real emergency during the exercise:

- Anyone who observes a participant who is seriously ill or injured will first advise the nearest controller and 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 real-world emergency broadcast on the controller radio network and provide the following information to the Senior Controller and Exercise Director:
  - Venue and function
  - Location within the venue and function
  - Condition
  - Requirements
- The SimCell will be notified as soon as possible if a real emergency occurs.
- If the nature of the emergency requires suspension of the exercise at the venue or function, all exercise activities at that facility will immediately cease. Exercise play may resume at that venue or function after the situation has been addressed.
- Exercise play at other venues and functions should not cease if one venue or function has declared a real-world emergency, unless they rely on the affected venue.

- If a real emergency occurs that affects the entire exercise, the exercise may be suspended or terminated at the discretion of the Exercise Director and Senior Controller. Notification will be made from the SimCell.

## Site Access

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### Security

Officers of Pottawattamie County Conservation will control entry to designated exercise venues and the SimCell. To prevent confusion and interruption of the exercise, access to exercise sites and the SimCell 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.

### Observer Coordination

Each organization with observers will coordinate with the Emergency Management Agency for access to the exercise site. Observers will be required to register prior to arrival at the exercise venue. All observers will be escorted to an observation area for orientation and conduct of the exercise. All observers must remain within the designated observation area during the exercise.

### Parking and Directions

Parking information and directions to each venue area are available from the Emergency Management Agency.

### Refreshments and Restroom Facilities

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

### Exercise Identification

Identification badges will be issued to the exercise staff. All exercise personnel and observers will be identified by agency uniforms and/or identification badges distributed by the exercise staff. Table 2.1 describes these identification items.

Table 2.1. Exercise Identification

Group	Badge Color
Exercise Director	White
Exercise Staff	Black
Controllers	Green
Evaluators	Red
Actors	Orange
Support Staff	Yellow
Observers	Blue
Media Personnel	Pink
Players, Uniformed	None
Players, Civilian Clothes	Gray

**Communications**

**Exercise Start, Suspension, and Termination Instructions**

The exercise is scheduled to run for 2 hours or until the Exercise Director determines that exercise objectives have been met. From the SimCell, the Exercise Director will announce the start of the exercise and exercise suspension or termination through the controller communications network.

**ALL SPOKEN & WRITTEN EXERCISE COMMUNICATIONS WILL BEGIN & END WITH THE STATEMENT  
 THIS IS AN EXERCISE**

**Player Communications**

Players will use routine, in-place agency communication systems. Additional communication assets may be made available as the exercise progresses. The need to maintain capability for a real-world response may preclude the use of certain communication channels or systems that usually would be available for an actual emergency. In no instance will exercise communications interfere with real-world emergency communications. Each venue will coordinate its own internal communication networks and channels.

The primary means of communication among the SimCell, controllers, and venues will be the Pottawattamie County 800MHz radio system. A list of key telephone and fax numbers and radio call signs will be available in a Communications Directory before the exercise starts. In addition, the communications plan is attached at Appendix D.

### Communications Check

Before the exercise starts, the SimCell will conduct a communications check with all interfacing communication means to ensure redundancy and uninterrupted flow of control information.

### Participant Briefings

Exercise participants will undergo mandatory briefings (as assigned). The briefings will be conducted prior to exercise play to ensure all participants are aware of safety procedures and other information important to the success of the exercise.

Such briefings may include, but are not limited to: controller/evaluator briefing, staff briefing, player briefing, etc.

### Public Affairs

This exercise enables players to demonstrate increased readiness to deal with a school shooting. Any public safety exercise may be a newsworthy event. Special attention must be given to the needs of media representatives, allowing them to get as complete and accurate a story as possible; however, their activities must not compromise exercise realism, safety, or objectives.

Only designated agencies will be responsible for disseminating public information before Operation Closed Campus. The Emergency Management Agency will coordinate this function.

## CHAPTER 3: PLAYER INFORMATION AND GUIDANCE

### Exercise Staff

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#### Exercise Director

The Exercise Director has overall responsibility for planning, coordinating, and overseeing all exercise functions. The Exercise Director also manages exercise activities and maintains close dialogue with the Senior Controller about the status of play and achievement of exercise objectives.

#### Chief Controller

The Senior Controller is responsible for overall organization of the exercise and takes direction from the Exercise Director. The Senior Controller monitors exercise progress and coordinates decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The Senior Controller monitors actions by individual controllers and ensures that they implement all designated and modified actions at the appropriate time. The Senior Controller debriefs controllers and evaluators after the exercise and oversees setup and takedown of the exercise.

#### Safety Controller

The Safety Controller is responsible for monitoring exercise safety during setup, conduct, and cleanup of the exercise. All exercise participants will assist the Safety Controller by reporting any safety concerns. Assistant Safety Controllers may be assigned, as needed, to assist in this effort.

#### Controllers

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 players, as described in the MSEL. Specific controller responsibilities are addressed in the C/E Handbook.

#### Evaluators

Evaluators work as a team with controllers. Evaluators are SMEs who record events that 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 players. Specific evaluator responsibilities are addressed in the C/E Handbook.

### Player Instructions

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#### Before the Exercise

- Review appropriate emergency plans, procedures, and exercise support documents.
- Be at the appropriate site at least 15 minutes before the designated reporting time. Wear the appropriate uniform and identification item(s).
- Sign in when you arrive.

- 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.
- Read your Player Information Handout, which includes information on exercise safety.

### During the Exercise

- Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- Do not engage in personal conversations with controllers, evaluators, observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
- If you do not understand the scope of the exercise, or if you are uncertain about an organization's or agency's participation in an exercise, ask a controller.
- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise's trusted agents to balance realism with safety and to create an effective learning and evaluation environment.
- All exercise communications will begin and end with the statement **This is an exercise.** This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.
- When you communicate with the SimCell, identify the organization, agency, office, or individual with whom you wish to speak.
- Speak when you take an action. This procedure will ensure that evaluators are aware of critical actions as they occur.
- Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a controller or evaluator.

### After the Exercise

- Participate in the Hot Wash at your facility with controllers and evaluators.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

### Simulation Guidelines

Because the Operation Closed Campus 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 players by simulators or controllers as needed.

## CHAPTER 4: EVALUATION AND POSTEXERCISE ACTIVITIES

### Exercise Documentation

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The goal of the Operation Closed Campus is to comprehensively exercise and evaluate Pottawattamie County's plans and capabilities as they pertain to a school shooting. After the exercise, data collected by controllers, evaluators, SimCell personnel, and players will be used to identify strengths and areas for improvement in the context of the exercise objectives.

### Hot Wash

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Immediately after completion of exercise play, controllers will facilitate a Hot Wash with players from their assigned location. The Hot Wash is an opportunity for players to express their opinions about the exercise and their own performance. At this time, evaluators can seek clarification regarding certain actions and what prompted players to take them. The Hot Wash should not last more than 30 minutes. Evaluators should take notes during the Hot Wash and include these observations in their analysis.

### Controller and Evaluator Debriefing

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Controllers, evaluators, and selected exercise participants will attend a facilitated Controller and Evaluator Debriefing immediately at the conclusion of the exercise. During this debriefing, these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. Evaluators should take this opportunity to complete their EEGs for submission to the Exercise Director to begin the analysis process outlining issues to be included in the AAR.

### **After Action Report (AAR)**

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The AAR is the culmination of Operation Closed Campus. It is a written report that outlines strengths and areas for improvement identified during the exercise. The AAR will include the timeline, executive summary, scenario description, mission outcomes, and capability analysis. The AAR will be drafted by a core group of individuals from the Exercise Planning Team.

### **After Action Conference and Improvement Plan (IP)**

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The improvement process represents the comprehensive, continuing preparedness effort of which Operation Closed Campus is a part. Lessons learned and recommendations from the AAR will be incorporated into an Improvement Plan (IP).

#### **After Action Conference (AAR)**

The After Action Conference is a forum for jurisdiction officials to hear the results of the evaluation analysis, validate findings and recommendations in the draft AAR, and begin development of the IP.

#### **Improvement Plan (IP)**

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 the Operation Closed Campus participating agencies during the After Action Conference.



**APPENDIX A: EXERCISE SCHEDULE**

Updated 3/10/11

Time	Personnel	Activity	Location
<b>FRIDAY - 3/25/11</b>			
TBD	Select Exercise Staff	Exercise Command/SimCell setup & walk-thru	Treynor Fire Station
14:00	Select Exercise Staff	Main venue setup & walk-thru	Treynor High School
<b>SATURDAY - 3/26/11</b>			
06:30	Select Exercise Staff	Final setup of venues	ALL
07:00	Exercise Staff	Staff sign-in & briefings	Treynor Fire Station Meeting Room
07:30	Participants	Sign-in	Treynor Community Center
07:30 – 08:00	Actors	Actor briefing & Moulage	Treynor Fire Station Bays
07:30 – 08:00	Players	Player briefing & Weapons checks	Treynor Fire Station Bays
08:00 – 08:30	Observers/VIPs	Observer/VIP briefing	Treynor Community Center
08:30 – 09:00	ALL	Transport to Venues	ALL
09:00 – 09:15	Media	Sign-in & media policy briefing	Treynor Community Center
09:15 – 09:30	Media	Escorted to media area	Treynor HS parking lot
09:30 – 10:00	Exercise Staff	Final preparations & Communications check	ALL
10:00	ALL	STARTEX	ALL
12:00	ALL	ENDEX	ALL
12:00 – 12:30	ALL	Participants return to Community Center	ALL
12:30 – 13:00	PARTICIPANTS	Lunch & Participant Feed-back forms	Treynor Community Center
12:30 – 13:00	ALL STAFF	Staff Debriefings	Treynor Fire Station Meeting Room
13:00 – 14:00	ALL	Hot Wash Debriefing & Turn in all paperwork	Treynor Community Center
14:00	Select Staff	Site clean-up	ALL

**APPENDIX B: PARTICIPATING AGENCIES AND ORGANIZATIONS**

<b>Participating Agencies and Organizations</b>	
<b>Federal</b>	
None.	
<b>State</b>	
None.	
<b>County</b>	
Pottawattamie County Sheriff's Office	Pottawattamie County Communications
Pottawattamie County Emergency Management	Pottawattamie County Public Health
Pottawattamie County Medical Examiner's Office	Pottawattamie County Attorney's Office
Pottawattamie County CERT	Pottawattamie County Fire & Rescue Association
Pottawattamie County ARES/RACES	Pottawattamie County Conservation
Cass County Emergency Management	Adams County Emergency Management
Page County Emergency Management	Harrison County Emergency Management
Union County Emergency Management	Mills County Emergency Management
Mills County Public Health	
<b>Municipal</b>	
Treynor Department of Public Works	Treynor Fire & Rescue
Council Bluffs Fire & Rescue	Council Bluffs Police Department
Carson Fire & Rescue	Avoca Fire & Rescue
Crescent Fire & Rescue	Carter Lake Fire & Rescue
McClelland Fire & Rescue	Hancock Fire & Rescue
Neola Fire & Rescue	Macedonia Fire & Rescue
Underwood Fire & Rescue	Minden Fire & Rescue
Walnut Fire & Rescue	Oakland Fire & Rescue
Silver City Fire & Rescue	
<b>NGOs</b>	
Treynor Community School District	Air Methods – LifeNet Air Medical Services
Loess Hills Chapter – American Red Cross	Jennie Edmundson Memorial Hospital
Mercy Hospital	Adams County Chapter – American Red Cross
Iowa Western Community College – EMS Program	Riverside Community School District

## APPENDIX C: WEAPONS POLICY

APPROVED – 3/4/11

It is the policy of the Pottawattamie County Emergency Management Agency and the Closed Campus Exercise Planning Team to ensure that every effort is made to provide a safe and secure environment during the exercise for its participants, observers/VIPs, control and evaluation staff members, volunteers, and the general public.

### Weapons

Exercise planners and controllers plan for and promulgate control measures with regard to weapons, whether introduced as a simulated device during exercise play or used by law enforcement officers in their normal scope of duties. For the purpose of this policy, a weapon includes all firearms; knives; less-than-lethal weapons, tools, and devices; and any other object capable of causing bodily harm.

Qualified personnel who have legal authority to carry weapons (e.g., law enforcement, security, military) and who have an assigned exercise role (e.g., responder, tactical team) with the potential for interaction with other exercise participants (e.g., actor victims) will **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 (e.g., bright tape visible around the stock or holster).

Qualified personnel who have legal authority to carry weapons (e.g., law enforcement, security, military) who are used 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 will not bring, introduce, or have in their possession any weapon of any type in any area associated with the exercise. All exercise participants will be provided with a safety briefing that specifies provisions and policies regarding weapons before the exercise starts.

### Explosives, Pyrotechnics, Simunition

Simulated ammunition, “flash bangs,” pyrotechnics, flares, smoke grenades, and so forth, will not be utilized as part of the tactical response to this simulated incident.

Use of simulated improvised explosive devices will be utilized in the exercise but will be completely inert.

### Aggressive Behavior

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

Law enforcement may engage actors but not in an aggressive manner under normal response conditions. Actors are volunteers and will comply with verbal orders as given. Securing and handcuffing of actors is allowable but shall be done so in a loose and comfortable fashion.

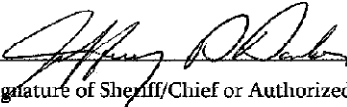
## Weapons Clearing & Security Procedure

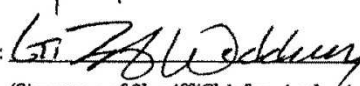
*This policy will be approved by the Sheriff of Pottawattamie County and Police Chief of the City of Council Bluffs or their authorized designee. Upon signed approval, all law enforcement officers and other participants shall yield to this policy and Exercise Staff in regards to enforcement of this policy under penalty. Failure to comply with this weapons policy or safety requirements imposed by Exercise Staff will result in immediate expulsive from exercise activities.*

1. After check-in at the Player Check-In Area (Treyner Fire Station apparatus bays), all participating law enforcement officers shall report to the Weapons Inspection Area in the apparatus bay along the south wall.
2. All weapons that will be carried as part of exercise play will be unloaded and inspected by the Chief Weapons Inspector and/or designated safety staff.
  - a. All weapon magazines will remain loaded, marked as to the officer/deputy it belongs to, and left in the identified security area.
  - b. Weapons will be marked with yellow caution tape through the breach and secured to the firearm to indicate the weapon is safe and clear. This tape shall only be removed once the exercise has concluded and the officer/deputy has returned to the Weapons Inspection Area to retrieve their magazines/ammunition.
  - c. All tasers, pepper spray, mace and extra containers of ammunition normally carried on the officer's person or vehicle will be secured in the trunk of the vehicle and may be retrieved at the conclusion of the exercise.
3. Any law enforcement officer "responding" to the exercise site will be directed to the site on a common route. At the end of this route, just prior to entering the main venue of action, a final weapons inspection will occur.
  - a. On approach, there will be a visible sign marked "Final Weapons Check" and the checkpoint will be staffed by a uniformed and armed law enforcement officer.
  - b. All personnel carrying weapons as part of exercise play shall stop at this final checkpoint and visibly show the inspector the breach marked weapon(s) being carried.
4. SWAT equipment trailers that will be used will be staged at the Treyner Fire Station. Trailers will be inspected by the weapons safety team and the SWAT Commander. Any weapons to be deployed from the trailer will be cleared in the same manner as above and any equipment needed will be made readily available. All other items in the trailer(s) such as ammunition, pyrotechnics, smoke, etc, considered a weapon under definition of this policy will be clearly marked and secured "not for use."
5. Any questions arising the day of the exercise regarding weapons use, simulation or safety measures will be determined by the Chief Weapons Inspector and the Exercise Director. That decision shall stand.

## Weapons Policy Approval

I have read and concur with the attached Operation Closed Campus Weapons Policy and associated security procedures. All departmental personnel will abide by the terms of this policy in support of a safe exercise environment that will safeguard all participants and citizens.

Approval Date: 3-4-11  
Approved By:   
(Signature of Sheriff/Chief or Authorized Designee)  
Title: Sheriff  
(Title of Authorizing Signer)

Approval Date: 3/04/11  
Approved By:   
(Signature of Sheriff/Chief or Authorized Designee)  
Title: CBPD EST COMMANDER  
(Title of Authorizing Signer)

## APPENDIX D: COMMUNICATIONS PLAN

### Exercise Start, Suspension, and Termination Instructions

Exercise play is scheduled to run for approximately 2 hours or until the Exercise Director and Chief Controller determines that exercise objectives have been met. From the Simulation Cell (SimCell), the Exercise Director will announce the start of the exercise and exercise suspension or termination through the controller communications network.

**All spoken and written communications will start and end with the statement "THIS IS AN EXERCISE."**

### Player Communications

Players will use routine, in-place agency communication systems. As needed, additional communications equipment will be signed out for exercise use. Players will use assigned talkgroups, channels or frequencies identified in this plan. Additional communication assets may be made available as the exercise progresses. The need to maintain capability for a real-world response may preclude the use of certain communication channels or systems that usually would be available for an actual emergency. In no instance will exercise communications interfere with real-world emergency communications. Each venue will coordinate its own internal communication networks and channels.

The primary means of communication among the SimCell, controllers, and venues will be the Pottawattamie County 800MHz Public Safety Communication System, backed up by published key staff cell phone numbers. A list of key telephone and fax numbers and radio call signs will be available as a Communications Directory before the exercise starts.

### Communications Check

Before the exercise starts, the SimCell will conduct a communications check with all interfacing communication means to ensure redundancy and uninterrupted flow of control information.

### Player Briefing

Controllers may be required to read specific scenario details to participants to begin exercise play. They may also have technical handouts or other materials to give to players to better orient them to the exercise environment.

### Public Affairs

This exercise enables players to demonstrate increased readiness to deal with a school shooting. Any public safety exercise may be a newsworthy event. Special attention must be given to the needs of media representatives, allowing them to get as complete and accurate a story as possible; however, their activities must not compromise exercise realism, safety, or objectives.

The Emergency Management Agency and participating is responsible for disseminating public information before the exercise.

RADIO COMMUNICATIONS PLAN			1. INCIDENT NAME OPERATION CLOSED CAMPUS	2. DATE/TIME PREPARED 03/01/2011	3. OPERATIONAL PERIOD DATE/TIME 03/26/2011 0700-1400
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY/TONE	ASSIGNMENT	REMARKS
Pott Co Pub Safety 800MHz Radio System	A9	Law Operations Channel	800MHz Trunked	PCSO ROAD DIVISION CBPD (as needed only)	Used for initial dispatch until ground channel requested or suggested.
Pott Co Pub Safety 800MHz Radio System	A10	Fire Rescue Operations Channel	800MHz Trunked	County Fire & Rescue	Used for initial dispatch & mutual aid dispatches. First units should be directed to the assigned ground channel.
Pott Co Pub Safety 800MHz Radio System	A8	Incident Site Operations	800MHz Trunked	ALL	Utilized as initial common ground channel, if requested by initial IC.
Pott Co Pub Safety 800MHz Radio System	BLOCK 1 (B2, B3, B4)	B2 – Command & Staff B3 – Perimeter/Traffic B4 – Tactical Ops	800MHz Trunked	B2 – Unified Command B3 – Perimeter Security B4 – SWAT/EOD	B2 – Unified Commanders & Team Supervisors. B3 – Law Enforcement assigned to perimeter security assignments B4 – SWAT & EOC tactical ops
Pott Co Pub Safety 800MHz Radio System	BLOCK 2 (B5, B6, B7)	B5 – Triage/Transport B6 – Transport/Hospital B7 – Family Assistance Ctr	800MHz Trunked	B5 – Fire/EMS B6 – Fire/EMS/ERs B7 – FAC Staff	B5 – Triage Ops & Treatment area B6 – Transport Ops & Hospital Comms B7 – Multiagency staff assigned to family assistance center
Pott Co Pub Safety 800MHz Radio System	BLOCK 3 (B8, B9, B10)		800MHz Trunked		Open for request & assignment by UC if needed.
Pott Co Pub Safety 800MHz Radio System	BLOCK 4 (B11, B12, B13)	B11 – SimCell B12 – Exercise Staff B13 –	800MHz Trunked	Exercise Command	B11 – Simulation Cell for inject delivery or resource requests B12 – Exercise Staff B13 – Open for Exercise Coordination
Pott Co Pub Safety 800MHz Radio System	A12 (PC HELO)	Transportation	800MHz Trunked	Air Operations Branch	Air transport coordination/operations.
5. PREPARED BY: D. Reed 6. APPROVED BY: J. Reynolds					

**APPENDIX E: EXERCISE REFERENCE MAPS**



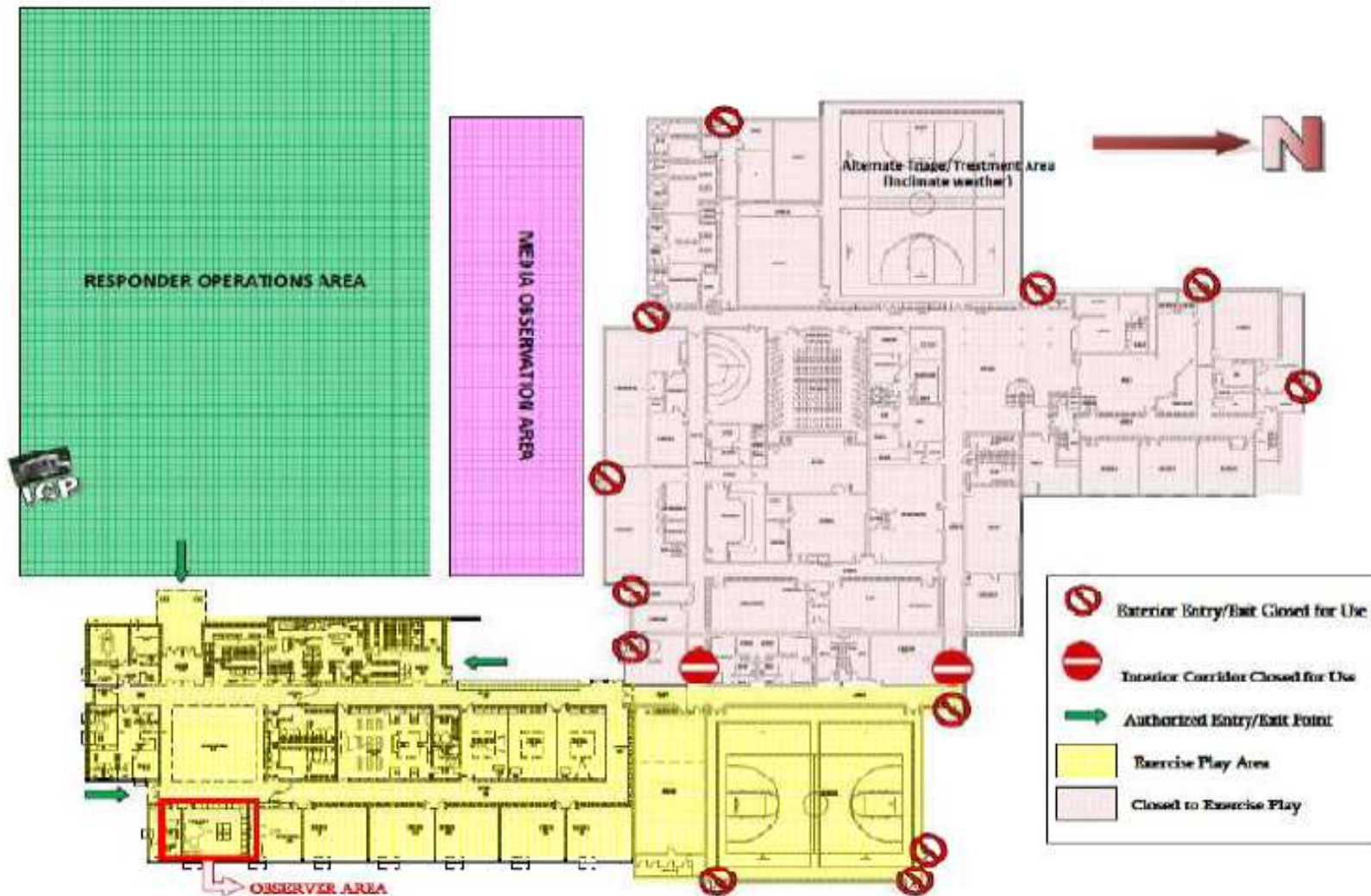




***Map 2 – Treynor Middle/Senior High***



*Map 3 – Treynor Fire Station & Community Center*



Map 4 - Exercise Play Areas / School Complex



Map 5 – Authorized Transportation Routes

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**APPENDIX F: EXERCISE STAFF ASSIGNMENTS**

Name	Role	Position
<b>Exercise Command Center &amp; SimCell</b>		
Doug Reed	ExDirector	ECC/SimCell
Galen Barrett	Chief Controller	ECC/SimCell
Larry Oliver	Participant Supervisor	ECC/SimCell
Jo Duckworth	Actor Services	Treynor Community Center
Don Willett	Actor Services	Treynor Community Center
Dawn Schmidt	Actor Registration	Treynor Community Center
Merrily Straats	Actor Registration	Treynor Community Center
Mike Kennon	Player Services	Treynor FD Bays
Rod Riley	Player Services	Treynor FD Bays
Roger Frieze	Player Registration	Treynor FD Bays
Michelle Mattes	Player Registration	Treynor FD Bays
Cherri Lynch	Moulage	Treynor Community Center
Rita Pierson	Moulage	Treynor Community Center
Michell Bose	Moulage	Treynor Community Center
Eva Fisher	Support Supervisor	ECC/SimCell
Larry Hurst	Staging Area Mgr	Treynor FD
Jack O'Connell	Communications	SimCell
Paul Blain	Communications	SimCell
Dave Danker	Transportation Unit Ldr	ECC/SimCell
Truman Hill	Driver	Treynor Bus Barn
Bob Keysor	Driver	Treynor Bus Barn
Katie Pattee	Photo/Video	Roving
Jason LeMaster	Photo/Video	Roving
Andy Rutledge	Photo/Video	Roving
Karen Foreman	Photo/Video	Roving
<b>Security &amp; Safety</b>		
John Wickman	Safety Controller	ECC/Roving
Greg Schultz	Safety Officer	High School (Interior Operations)
Rob Radford	Safety Officer	High School (Exterior Operations)
Matt Manhart	Safety Officer	High School (IED Safety)
Brian Loomis	Weapons Inspector	Treynor FD Weapons Station
Chuck Gorman	Weapons Inspector	Treynor FD Weapons Station
Dave Fischer	Security Controller	ECC/FAC/Roving

Brian Orth	Security Officer	Hwy 92 & Volkens Ave (access control)
Ferguson	Security Officer	Volkens Ave & Park St (access & weapons check)
John Fenner	Security Officer	ICP/Mobile EOC/School Entrance
Cruickshank	Security Officer	Treynor FD Weapons Station
<b>Treynor High School / Incident Site</b>		
Kevin Elwood	Site Controller	Treynor HS
Dr. J. Sutton	School Evaluator	Treynor HS
Jenny Berens	School Evaluator	Treynor HS
Steve Irvin	School Evaluator	Treynor HS
Tim Larsen	School Evaluator	Treynor HS
Roger Looker	Fire/EMS Evaluator	Treynor HS
A. Wainwright	Fire/EMS Evaluator	Treynor HS
Jeremy Hodges	Fire/EMS Evaluator	Treynor HS
Jim Murray	Fire/EMS Evaluator	Treynor HS
Brant Miller	ICS/EOC Eval	Treynor HS
Larry Oliver	ICS/EOC Eval	Treynor HS
Dwayne Riche	ICS/EOC Eval	Treynor HS
D. Bauerkemper	ICS/EOC Eval	Treynor HS
Sam Arkfeld	PCSO Eval	Treynor HS
Todd Weddum	CPBD Eval	Treynor HS
<b>Pottawattamie County 911 Center</b>		
Bob Andersen	Site Controller	911 Center
Cpt Reynolds	Evaluator	911 Center
Angela Wallace	Evaluator	911 Center
Chris Moore	Technology Eval.	911 Center
<b>Mercy Hospital</b>		
Katie Pierce	Site Controller	Mercy ER / Hospital Command Ctr
Nikki Rauth	Victim Coord.	Mercy ER
Roberta Coffman	Evaluator	Mercy
Lori Jensen	Evaluator	Mercy
Keri Talcott	Evaluator	Mercy
Doug Reynolds	Evaluator	Mercy



<b>Jennie Edmundson Memorial Hospital</b>		
Scott Brown	Site Controller & Victim Coord.	JEMH ER / Hospital Command Ctr
Courtney Schmid	Evaluator	JEMH
Andy Coday	Evaluator	JEMH
Wayne Reynolds	Evaluator	JEMH
<b>Family Assistance Center</b>		
Jo Duckworth	Site Controller & Evaluator	FAC
Don Willett	Evaluator	FAC