



24/7 365

**CRITICAL  
TRAINING**

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**CRITICAL  
TIMES**

2011

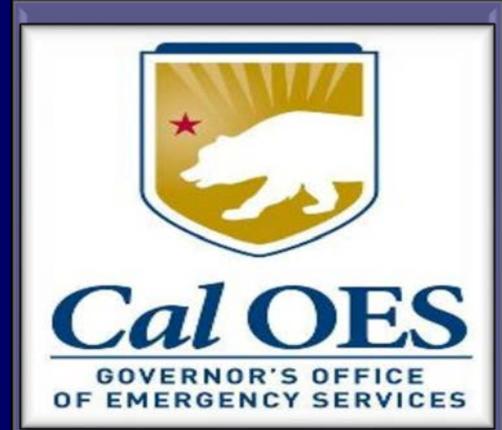
# SUPPORTING AGENCIES 2014



Bay Area Urban Areas  
Security Initiative



US Department of  
Homeland Security



California Office of  
Emergency Services

**URBANSIELD** 2014  
EVENT DATE – Sept. 4<sup>th</sup> – 8<sup>th</sup>

**VENDOR SHOW** – Sept. 4<sup>th</sup> & 5<sup>th</sup>

**CRITICAL TRAINING 4**  
**CRITICAL TIMES**

# URBAN SHIELD

- Urban Shield is the largest disaster preparedness/tactical training exercise in the nation for Law enforcement, fire, EMS, EOD and EOC personnel. Urban Shield provides a multi-layered training exercise at critical infrastructure locations throughout six counties and 57 realistic scenarios in the San Francisco Bay Area to enhance the skills of first responders and those responsible for managing large scale events.
- Their capabilities and equipment were evaluated to provide an accurate regional assessment, a Gap Analysis, After Action Report (AAR) and Improvement Plan for the Region. The AAR has been submitted and approved.
- Urban Shield operates under the principals of the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS), and the Incident Command System (ICS) structure.
- The Urban Shield 2014 FSE assessed the overall Bay Area UASI Region's capabilities, assets, plans, policies, and procedures for responding to multiple emergency situations occurring simultaneously within the Bay Area.



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**CRITICAL TRAINING 4**  
**CRITICAL TIMES 5**

# EMERGENCY OPERATIONS CENTER (EOC)



# SCENARIO SUMMARY

- 30 Tactical
- 17 Fire (HAZMAT / USAR / Maritime-Water Rescue)
- 4 EOD
- 4 Medical Checkpoints
- 1 Physical Challenge
- 1 Regional Catastrophic Preparedness Plan Mass Casualty, Hospital Surge and JIC / JIS.



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CRITICAL TRAINING 4  
CRITICAL TIMES

# AREA COMMANDS

## Black Command



Alameda County  
Sheriff's Office  
Sheriff  
Gregory J. Ahern

## Blue Command



Alameda County  
Sheriff's Office  
Sheriff  
Gregory J. Ahern

## Green Command



San Francisco  
Police  
Department  
Chief  
Greg Suhr

## Gold Command



Alameda County  
Sheriff's Office  
Sheriff  
Gregory J. Ahern

## Red Command



Alameda County  
Fire Department  
Chief  
David Rocha

## Silver Command



San Mateo  
County Sheriff's  
Office  
Sheriff  
Greg Munks

## Yellow Command



Regional Catastrophic  
Planning Team  
Corinne Bartshire  
Lt. Melanie Ditzenberger

## White Command



Alameda County  
Sheriff's Office  
Sheriff  
Gregory J. Ahern

**35**  
**PARTICIPATING**  
**TACTICAL**  
**TEAMS**



26

PARTICIPATING

FIRE

TEAMS



9  
PARTICIPATING  
EOD  
TEAMS



# URBAN SHIELD 2014 TESTED SEVERAL CORE CAPABILITIES

- Operational Coordination – All Scenarios
- Operational Communications – All Scenarios
- Interdiction and Disruption – All LE Tactical Scenarios
- Mass Search and Rescue – All US&R Scenarios
- Environmental Response Safety and Health – All HazMat Scenarios
- On-Scene Security and Protection – All EOD Scenarios
- Physical Protective Measures – Scenarios 11, 15-17, 19, 20, 22-24, 32-35
- Public Health & Medical Services – Scenarios 6, 12, 21, 30



# EXERCISE GOALS AND LESSONS LEARNED

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TIMES



# AREA COMMANDS

## Exercise Goal:

Test and evaluate the region's ability to establish a fully integrated response system under SEMS/NIMS guidelines and to maintain effective operational communications and coordination between IC/DOC, Area Commands/EOCs, and responders in the field.

## Identified Strengths:

Participants displayed significant competency at operating within NIMS/ICS guidelines.

This year showed improvement in the video conferencing capabilities.

## Area for Improvement:

PIOs tended to focus more on social media feeds than traditional media reporting and coverage.

## Recommendation:

PIOs tended to focus more on social media feeds than traditional media report and coverage which caused them to miss, or at least be delayed in being aware of, a few important injects and development.

It is recommended EOC personnel attend additional training for the dissemination of public information.

# EMERGENCY MEDICAL SERVICES (EMS)

## Exercise Goal:

Test and evaluate EMS' ability to effectively and appropriately provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, while maintaining the capabilities of the EMS system for continued operations up to and including for mass casualty incidents.

## Identified Strength:

EMS/Medical first responders continued to do well triaging patients. This year more teams were using colored tape to mark the wounded with tactical teams assisting with the triage.

EMS/Medical first responders again this year did very well at recognizing and treating the medical needs of those who had been triaged. Medical personnel addressed individuals in a timely manner, rendering the care necessary to sustain life while in transit to a medical facility. Hemorrhage control was a priority as well as applying chest seals and compresses.

## Area for Improvement:

Law Enforcement and EMS/Medical first responders had very limited interaction and planning prior to entry. This gap has been seen in previous Urban Shield exercises.

## Recommendation:

Include EMS/Medical First Responders into the planning phase of the operation rather than "We'll call you when we want you to come in."

Teams should continue to train with other disciplines with a focus on conducting briefings and receive additional training in the area of Tactical Emergency Casualty Care (TECC) or Tactical Combat Casualty Care (TCCC).

# EXPLOSIVE ORDNANCE DISPOSAL (EOD)

## Exercise Goal:

Evaluate Regional Bomb Squads' core capabilities to provide on-scene security and protection. This involves the following steps in priority order: ensure public safety; safeguard the officers on the scene (including the bomb technician); collect and preserve evidence; protect and preserve public and private property; and restore public services.

## Identified Strength:

Explosive Ordnance Disposal (EOD) teams were proficient in their rapid response and evaluation of the suspected vehicle bomb.

EOD teams were aware of potential crime scene aspects in a scenario that would follow if their investigation of an incident revealed an attempt to poison the city's water supply.

EOD teams improved their response by providing force protection and utilizing cover.

## Area for Improvement:

EOD teams did not choose the proper level of personal protective equipment (PPE) that would allow them to effectively and efficiently find all explosive devices.

## Recommendation:

A standardized operating procedure for making needed adjustments to the appropriate level of personal protection equipment based on the task can be created by teams prior to an occurrence. This pre-planning can give team members a flexible guideline to assist in decision making.

# HAZARDOUS MATERIALS RESPONSE TEAMS (HAZMAT)

## Exercise Goal:

Responders in the Bay Area are able to conduct health and safety hazard assessments and disseminate guidance and resources, including deploying HazMat response and decontamination teams, to support immediate environmental health and safety operations in the affected area(s) following a WMD or HazMat incident.

## Identified Strength:

HazMat teams have shown an improvement in detection and handling of radiological material.

It was noted by evaluators that HazMat teams continue to place a large emphasis on conducting rescues in a safe and timely manner.

## Area for Improvement:

HazMat teams had difficulty with the management of possible evidence and documentation of the scene.

HazMat Teams showed difficulty recognizing and passing on critical information found during the entry into a clandestine lab.

## Recommendation:

Further training and practice for the proper collection of samples while using aseptic techniques.

# URBAN SEARCH AND RESCUE (USAR)

## Exercise Goal:

Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

## Identified Strength:

US&R teams did extremely well in recognizing and relaying details of the hazardous situations found at individual sites. Based on these observations, options for courses of action were discussed and requests for additional resources were made in an expedient manner.

## Area for Improvement:

US&R teams did not approach the scene involving a building collapse with the appropriate level of pre-investigation or caution and did not pay enough attention to on-scene security.

## Recommendation:

Conduct additional US&R Paramedic training (trauma-oriented skills) that emphasizes initial patient contact time.

Utilize team training for shoring and forcible entry training classes, concentrating on established times to perform tasks.

# MARITIME – WATER RESCUE

## Exercise Goal:

Public safety personnel in the Bay Area are able to conduct search and rescue operations to locate and rescue persons in distress and initiate community-based search and rescue support-operations across a geographically dispersed area.

## Identified Strength:

Maritime teams did a good job developing tactical plans based on each agency's capabilities. Teams need to become more familiar with the resources available in the region to better increase the victim's chances of survival.

## Area for Improvement:

Water Rescue teams showed no continuity across agencies in boat operating or understanding of techniques, procedures, maneuvers and equipment.

## Recommendation:

Agencies need to train together in exercises like Urban Shield and attend the same Water Rescue course to assure uniformity across the region.

# LAW ENFORCEMENT TACTICAL TEAMS

## Exercise Goal:

Assess the regional capabilities of law enforcement to deploy, communicate and use specialized equipment and training in coordination with other agencies for the successful search and interdiction of terrorists and the rescue and treatment of any hostages.

## Identified Strength:

It was noted that after the threat was eliminated, some tactical teams assisted EMS in administering medical care under the Tactical Emergency Casualty Care guidelines. Operators showed increased knowledge in how to treat the wounded, an improvement from last year.

Evaluators observed that teams who utilized a standardized briefing format check-off sheet during the planning phase were well organized and performed very well throughout the scenarios.

## Area for Improvement:

Tactical teams showed different levels of proficiency with IEDs. Teams continue to have difficulty locating and mitigating IEDs, sometimes inadvertently setting them off.

Tactical teams also showed differing levels of proficiency dealing with booby-traps.

## Recommendation:

Additional training in locating, identifying and overcoming booby-traps and IEDs during tactical operations.

It is recommended LE Tactical Teams train with their local EOD team in order to receive training on multiple devices.

THURSDAY, SEPTEMBER 4, 2014 | 0830 -1700 HRS. OAKLAND MARRIOTT CONVENTION CENTER  
**REGIONAL TRAINING SEMINAR SESSION I**



**The Mission Oriented Mass Murderer: A Behavioral and Operational Perspective**  
*Mary O'Toole, FBI Special Agent (Ret.)*  
*Behavioral Analysis Unit*



**The Medical Response to the Asiana Flight 214 Plane Crash at SFO**  
*Eric A. Weiss, MD, FACEP*  
*Stanford University, Division of Emergency Medicine*



**Lessons Learned: Los Angeles International Airport (LAX) Shooting**  
*Patrick M. Gannon, Deputy Executive Director*  
*Homeland Security and Public Safety for LAWA*



**Police Under Attack: A Debrief/Review of the Christopher Dorner Incident**  
*Trevis Newport , Sergeant*  
*Mauricio "Moe" Hurtado, Detective*  
*San Bernardino County Sheriff's Department*

## REGIONAL TRAINING SEMINAR SESSION II



### Medical Training

*Leslie Javine*

*Law Enforcement and First Response Tactical Casualty Care (LEFR-TCC)*

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## REGIONAL TRAINING SEMINAR SESSION III



### Tactical Emergency Casualty Care

*Geoffrey L. Shapiro, Director EMS & Operational Medicine Training*

*The George Washington University School of Medicine and Health Sciences*

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# HOT WASH / DINNER BANQUET

MONDAY, SEPTEMBER 8, 2014 | 1600 - 2100 HRS.  
OAKLAND MARRIOTT CONVENTION CENTER

- Program will include:
  - Traditional Bagpipes and Honor Guards
  - Keynote Speaker



*The Honorable Thomas J. Ridge  
CEO of Ridge Global*

- Hot Wash
- Presentation of Awards



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