Operation Blindside Functional Exercise
After-Action Report/Improvement
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# EXERCISE OVERVIEW

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<th>Exercise Name</th>
<th>Blindside Functional Exercise</th>
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<tbody>
<tr>
<td>Exercise Dates</td>
<td>May 1 - 2, 2019</td>
</tr>
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</table>

**Scope**

The 2019 RHPC CMOC Functional Exercise, named Operation Blindside was a multiple-agency, multiple-site event designed to exercise and assess the capability of the coalition region to respond in a coordinated effort to a region wide coordinated attack. The Exercise provided the opportunity to exercise and evaluate the implementation of doctrine and policies provided in existing plans.

The purpose of the exercise was to provide participants with an opportunity to evaluate current response concepts, plans, and capabilities related to a Coordinated Multi-site Attack within their area. The exercise focused on coordination responding to, and recovery from a Coordinated Multi-site Attack.

**Capabilities**

- HPP Capability 2: Health Care and Medical Response Coordination
- HPP Capability 3: Continuity of Health Care Service Delivery
- HPP Capability 4: Medical Surge

- Assess the process for the protection of crime scene evidence and its’ collection during a multi-casualty event.
- Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.
- Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.
- Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).

**Objective**

- Assess the process for the protection of crime scene evidence and its’ collection during a multi-casualty event.
- Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.
- Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.
- Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).

**Threat or Hazard**

Multi-site / MCI

**Scenario**

The exercise scenario simulated a coordinated multi-site attack causing multiple casualties within the RHPC Region. The incident simulated the need to activate appropriate plans and require overall coordination by the Catastrophic Medical Operations Center (CMOC).

**Sponsor**

Southeast Texas Regional Advisory Council (SETRAC) Regional Healthcare Preparedness Coalition (RHPC).

**Participating Organizations**

Multiple Hospitals, EMS services, Public Agencies, and Private Partners. A complete list is included in Appendix D.

**Point of Contact**

Exercise Director:
Lori Upton
1111 North Loop West, Suite 160
Houston, TX 77008
(281) 822-4450
SCENARIO OVERVIEW

SOUTH CORRIDOR MODULE 1

Scenario

July 4, 2019, 9:00 PM

Active Shooter - Star Spangled Spectacular, Constellation Field, Sugar Land
During the firework show an adult male with a weapon drove to the north side of the stadium and began shooting indiscriminately into the crowds, killing or injuring multiple bystanders and event staff at the gate. He then drove out Stadium Drive, shooting continuously and turned left onto Imperial Blvd where he was killed by police in a shooting standoff. Panic resulting from the incident has caused traffic pileups and additional accidents at Stadium Drive and Imperial Boulevard. Traffic is at a standstill.

July 4, 2019, 9:05 PM

Active Shooter – Kemah Boardwalk, Kemah
Two individuals carrying duffle bags were seen approaching the entrance to the Kemah Boardwalk. When approached by police, they shot the officer with a handgun, critically wounding him. They then removed semi-automatic weapons from their bags and began shooting randomly into the crowd as they made their way down the boardwalk. The two shooters were intercepted and shot by police. In excess of 100 people have been reported injured.

During the shooting, a large explosion occurred at the Kemah Boardwalk Marina, setting four boats and a dock on fire. One large sailboat broke free and sank in the marina entrance. There is debris in the water. Multiple traffic accidents from people fleeing the area have gridlocked all roads around the Kemah entertainment district.

July 4, 2019, 9:10 PM

Active Shooter and vehicle explosion – Dunbar Park, Lake Jackson
A man crashed his car into a group of people watching fireworks at the Wal-Mart parking lot, causing multiple casualties. He then opened fire with a semi-automatic weapon killing and injuring numerous other victims. He drove east on 332W towards SH 288. When local law enforcement officers confronted him at the underpass, he fired on them. As police returned fire, his car blew up, killing the shooter and injuring 68 individuals in adjacent vehicles from the explosion. The cause of the explosion is unknown. The bridge at 332 and SH 288 sustained damage and traffic is backed up causing long delays in both directions on SH 288. Three civilian cars were damaged in the explosion in addition to the alleged shooter’s car and one police car.

July 4, 2019, 9:10 PM

Active Shooter– Bay City Independence Day Celebration, LeTulle Park (Matagorda County)
During the firework display an individual with a semi-automatic weapon killed numerous people and injured more than 50. The shooter was shot by police.

**July 4th, 2019, 10:50 PM**

**Update**

All suspects involved in the attacks were killed. The total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (approximately 12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends.
DOWNTOWN CORRIDOR MODULE 1

July 4, 2019, 8:55 PM

Miller Outdoor Theater (Hermann Park)
The Summer Symphony Nights: A Star-Spangled Salute

A free musical celebration by the Houston Symphony is being held at the Miller Outdoor Theatre. It includes vendor displays, food, and a closing ceremony with fireworks. Approximately 25,000 individuals are visiting the park with open access and no security screenings. Off duty law enforcement are providing security with on duty Houston Police officers managing traffic. Two paramedics and one Houston Fire Department (HFD) Ambulance is providing basic medical services for the event. The Houston Blood Bank has set up by the first aid tent to host its annual blood drive. They are hoping to use this event to replenish their blood supply for the region.

At approximately 8:55 pm at Miller Outdoor Theatre, a white van and a dark SUV drove into the park by jumping the north side street curb. The two vehicles strike and injure or kill many and then separate going in different directions. The SUV continued along the outer edge of the park along Hermann Park Drive, shooting into the crowds with a semi-automatic rifle and then fled the area driving north, toward Caroline Street.

The white van ran over attendees while heading straight for the center of the park. The driver indiscriminately fired into the crowds with a semi-automatic weapon until being engaged by police. Once surrounded by law enforcement the driver refused to exit the vehicle and threatened to detonate an explosive device. After several minutes the driver exited the vehicle and opened fire on officers, wounding two. Police returned fire, killing him at the scene. Initial investigation showed that there were no explosives in the van. The site was cleared, and no additional threats remained.

July 4, 2019, 9:05 PM

Drive-by Shooting on Chenevert Street
Explosion at Eleanor Tinsley Park (Downtown)

The Freedom Over Texas Celebration at Eleanor Tinsley Park on the Buffalo Bayou has a crowd of approximately 60,000 individuals. There is security screening at access control points provided by on-duty and off-duty law enforcement. Houston Fire Department has four bicycle teams, two medical carts, one Special Event Medic, along with SETRAC providing basic first aid services for the event.

At approximately 9:05 PM an occupant in a dark colored SUV, matching the description from the Hermann Park incident opened fire on patrons at several restaurants and cafes along Chenevert Street. Twenty-one people were injured due to gunfire and flying glass. Shortly thereafter, the SUV was spotted running through red lights on Capital Street in the downtown area, traveling west bound at a high rate of speed.

During the fireworks display (@ 9:10 pm), the SUV went the wrong way up Memorial to a barricaded position at Sabine Street where the driver engaged law enforcement with gunfire as he
drove past. The SUV was stopped by police on the Sabine Street/Buffalo Bayou Bridge. As the barrage of gunfire continued, the vehicle suddenly exploded.

There is an undetermined number of injured. Debris was thrown more than 2,000 feet in all directions from the explosion, some falling on nearby structures igniting fires. Numerous roads and highways, including IH-45 are blocked to through traffic.

July 4th, 2019, 10:50 PM

Update

All suspects involved in the attacks were killed, the total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (approximately 12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends. People from Hermann Park are self-reporting to hospitals without any pre-hospital care due to the proximity of the incident and people from the downtown area are self-reporting to St. Joseph Medical Center. About 50% of people at Hermann Park have been triaged and transported to local hospitals. EMS is experiencing a shortage of units to handle the MCI and regular patient transport.
WEST CORRIDOR MODULE 1

July 4, 2019, 9:00 PM

Explosion- Lake Conroe Fireworks Display
During the fireworks show there was an explosion on the fireworks barge near Conroe Dam. The explosion caused fires to erupt on nearby boats, resulting in subsequent explosions. It is estimated that 67 people injured, 19 of which were severely burned. Other reports indicate that there were 9 individuals killed in this incident. The explosion may have caused structural damage to the dam as well. Dam failure is now a concern.

July 4, 2019, 9:00 PM

Active Shooter - Star Spangled Salute, The Woodlands Township
An individual in a box truck rammed his way through Hughes Landing where thousands of bystanders were gathered. Two legally armed citizens shot and killed the attacker when his truck came to a stop. Several event attendees are dead or have been injured. On-goers panicked and attempted to flee the area. As a result, the roadways were jammed around The Woodlands due to multiple traffic accidents with an additional 14 injured. Four cars caught fire and liquids spilled on roadway. During the truck ramming incident, a second individual on Waterway Avenue, also began shooting at festival attendees. Law enforcement returned fire, killing him. At least 120 attendees were injured by gunshots and trampling; 75 were injured during the ramming event; 60 were killed in the shooting.

July 4, 2019, 9:05 PM

Active Shooters- Katy Mills Mall Katy Freedom Festival
Two shooters exited a car and opened fire on individuals in the mall parking lot as they watched the fireworks display, killing and injuring over 100. When police returned fire during the gunfight the shooters’ car exploded, killing them both. The explosion caused significant damage to adjacent vehicles, killing and injuring bystanders near the cars. Vehicle fuel had leaked in the mall parking lot. Traffic accidents and onlookers have had the area backed up for miles in all directions. The number of injuries is unclear at this time. Additional reports are coming in of several injuries at the water park adjacent to the mall.

July 4, 2019, 9:05 PM

Active Shooter – July Fourth Celebration and Street Festival, Tomball
An adult male with a semi-automatic weapon drove to Business Highway 249 north of FM 2920 Tomball, TX. It was there that he engaged a crowd of spectators in gunfire who were observing the Fourth of July Fireworks. The noise from the fireworks muffled the sound of the gunfire as shots were fired. Police were able to fire back and kill the gunman. It is estimated that more than 150 people have been hit with gunfire and several more were injured trying to escape the area.
July 4, 2019, 9:16 PM

Active Shooters- 4th of July Celebration, City of Huntsville- Kate Barr Ross Park

During the firework festivities, an individual opened fire on the crowd, killing 7 and injuring many more. Police engaged the shooter and he was killed. During the shooting, people attempted to flee the scene and were injured. Multiple cars collided resulting in 6 additional injuries, two dead and two vehicular fires.

July 4th, 2019, 10:50 PM

Update

All suspects, involved in the attacks were killed, the total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (approximately 12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends.
NORTH CORRIDOR MODULE 1

July 4, 2019, 9:00 PM
Crowd Ramming & Active Shooter – Ellen Trout Zoo, Fireworks Display, Lufkin

An adult male driving a U-Haul moving truck drove into a large crowd of onlookers at a high rate of speed, at the intersection on US69 and Martin Luther King in Lufkin Texas. As people were beginning to flee, a second individual exited the rear of the vehicle and began firing with a semi-weapon in the direction of the large fleeing crowds. Initial reports estimate the number of casualties over 200.

July 4, 2019, 9:10 PM
Active shooter – Fourth of July Celebration, Nacogdoches Expo and Civic Center

Two adult males opened gun fire on the crowd attending the Fourth of July Celebration at the Nacogdoches County Expo and Civic Center. Reports of multiple casualties are pouring into authorities. It has been reported that onlookers engaged the perpetrators in gunfire and subdued the threat.

July 4th, 2019, 10:50 PM
Update

All suspects, involved in the attacks were killed, the total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends.
EAST CORRIDOR MODULE 1

July 4, 2019, 9:10 PM

City of Beaumont Festival – Fireworks Show and Symphony of Southeast Texas Concert

An individual in a box truck rammed his way through downtown Beaumont where thousands of bystanders were gathered. Two legally armed citizens shot and killed the attacker when his truck hit a building and stalled. Several event attendees are dead or injured. Survivors panicked and attempted to flee the area. As a result, the roadways were jammed around Beaumont due to multiple traffic accidents with an additional 14 injured. Four cars caught fire and liquids spilled on roadway. During the truck ramming incident, a second individual began shooting at festival attendees. Law enforcement returned fire, killing him. At least 120 people were injured by gunshots and trampling, an additional 75 were injured during the ramming event, and 60 were killed in the shooting.

July 4th, 2019, 10:50 PM

Update

All suspects, involved in the attacks were killed, the total number of injured as not been determined yet, due to self-reports to hospitals and people who left the scene before EMS arrived. Hospitals are noticing a major surge of visitors and media at their facilities (approximately 12 visitors for each patient that has arrived to the facility). Hospitals, 9-1-1 and incident locations are becoming overwhelmed with people checking on the status of family and friends.
MODULE 2 - RECOVERY

6th of July 1:00 PM

On the 4th of July several attacks were experienced in the Southeast Texas Region. In total over 2400 people were injured, and 87 people deceased. Family members and friends are still trying to locate family members. Many patients are now being released to go home or to long term/rehab for additional care. Due to the type of attack the region is noticing an increased need of mental health services for employees and patients.

Additional reports are coming in that there may be additional attacks within the region. This is causing delays on getting the needed resources to replenish what was used during the MCI.

Local jurisdictions and hospitals are receiving mass donations and many requests for dignitary visits, some are showing up without prior coordination or notification.

The long-term health, both physically and mentally, of the citizens and first responders and receivers are of a serious concern. Several ideas are being addressed such as mandatory Critical Incident Stress Management (CISM) briefings and placing the responders into a paid leave status for several days and using mutual aid and other agreements for staffing.
ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

<table>
<thead>
<tr>
<th>Objective</th>
<th>HPP Capability</th>
<th>Performed without Challenges (P)</th>
<th>Performed with Some Challenges (S)</th>
<th>Performed with Major Challenges (M)</th>
<th>Unable to be Performed (U)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess the process for the protection of crime scene evidence and its' collection during a multi-casualty event.</td>
<td>Health Care and Medical Response Coordination</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.</td>
<td>Health Care and Medical Response Coordination</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.</td>
<td>Health Care and Medical Response Coordination</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).</td>
<td>Medical Surge</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
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</table>

Table 1. Summary of Core Capability Performance

Ratings Definitions:

**Performed without Challenges (P):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
**Performed with Some Challenges (S):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

**Performed with Major Challenges (M):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

**Unable to be Performed (U):** The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.
OBJECTIVE 1:

Assess the process for the protection of crime scene evidence and its’ collection during a multi-casualty event.

The strengths for each core capability aligned to this objective are described in this section.

HPP Capability 2: Health Care and Medical Response Coordination

Strengths

The Full capability level can be attributed to the following strengths:

Strength 1: CMOC communicated efficiently both internally and externally, with hospitals, long term care facilities, first responder agencies on the collection and preservation of evidence. Initial and follow up details were sent out via mass communications identifying the need for preservation of evidence.

Strength 2: Regional coordination between multiple response partners enabled the region to better respond and coordinate the regions resources in an efficient manner during the large-scale incident.
OBJECTIVE 2:

Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.

The strengths for each core capability aligned to this objective are described in this section.

HPP Capability 2: Health Care and Medical Response Coordination

Strengths

The Partial capability level can be attributed to the following strengths:

Strength 1: The CMOC communicated efficiently, both internally and externally, with hospitals, long term care facilities, first responder agencies, Emergency Operations Centers, and public health.

Strength 2: Personnel within the CMOC demonstrated a strong understanding of the process, coordination, coaching, and mentoring.

Strength 3: The access to and use of technologies such as EMResource and WebEOC, allowed for a rapid sharing of information amongst all partners and thus allowing better coordination.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Include Home Base Care Agencies into current technologies

Analysis: Adding the Home Based Care Agencies into our current technologies (EMResource) will enable increased regional coordination and situational awareness region wide.

HPP Capability 3: Continuity of Health Care Service Delivery

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: The CMOC staff maintained accountability of status and bed availability of all RHPC hospitals and long-term care facilities in the region.

Strength 2: The CMOC has developed and thoroughly trained personnel within the RHPC on multiple plans to assist personnel with the CMOC process. This has allowed for the CMOC to operate at a high level of efficiency to ensure the Continuity of Health Care services.
OBJECTIVE 3:
Validate the effectiveness of EMTrack and hospital-based Family Reception Centers to reunify family members.

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

HPP Capability 2: Health Care and Medical Response Coordination

Strengths
The Partial capability level can be attributed to the following strengths:

**Strength 1:** The activation and utilization of the Family Reception Center in a timely manner, was able to receive and answer many of the questions and flow of traffic inundating the Emergency Department.

**Strength 2:** Communication from the CMOC to the facilities and agencies was fast and thorough, in recommending that the facilities establish an FRC, and furthermore notify CMOC of the location and contact information for those that were established.

**Strength 3:** The CMOC communicated efficiently, both internally and externally, with hospitals, long term care facilities, first responder agencies, Emergency Operations Centers, and public health.

Areas for Improvement
The following areas require improvement to achieve the full capability level:

**Area for Improvement 1:** Familiarization and Training

**Analysis:** With the addition of the Special Populations group into the RHPC, the need for familiarization and training for everyone involved is ever more important. Conducting regional trainings on the operations of the CMOC; to include our processes and technologies, will allow for better regional coordination with our newest partners.
OBJECTIVE 4:

Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

HPP Capability 4: Medical surge

Strengths

The Partial capability level can be attributed to the following strengths:

Strength 1: The use of technologies such as EMResource, WebEOC, and EMTrack permit a rapid sharing of information amongst all partners and thus allowing better coordination in the time of an emergency.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Accountability of injured and deceased at the scene and hospitals within the region.

Analysis: The establishment of a casualty counting and tracking board within the CMOC would centralize and assign a responsible party. Breaking down into categories of injured and deceased furthermore could provide a rapid identification for those making critical decisions based off these numbers.

Area for Improvement 2: The tracking of patients through EMTrack is limited and not available to all agencies in the RHPC region.

Analysis: While EMTrack is available for hospitals and EMS agencies, EMTrack is currently not available for Long Term Care facilities or other agencies, incorporating the Medical Populations group into its’ usage could aid in the tracking of their residents and patients in the time of an emergency.
**Appendix A: IMPROVEMENT PLAN**

This IP has been developed specifically for SETRAC as a result of Operation Blindside conducted on May 1 & 2, 2019.

<table>
<thead>
<tr>
<th>Objective</th>
<th>HPP Capability</th>
<th>Issue/Area for Improvement</th>
<th>Corrective Action</th>
<th>Capability Element</th>
<th>Primary Responsible Organization</th>
<th>Start Date</th>
<th>Completion Date</th>
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<tbody>
<tr>
<td><strong>Objective 2:</strong> Evaluate coordination and communication methods used within the region in response to a multi-disciplinary no-notice incident and identify any gaps.</td>
<td>HPP Capability 2: Health Care and Medical Response Coordination</td>
<td>Situational Awareness for all members of the RHPC to include Home Based Care Agencies</td>
<td>Include Home Based Care Agencies into EMResource for regional notifications and situational Awareness</td>
<td>Planning/ Technology</td>
<td>SETRAC</td>
<td>7/1/2019</td>
<td>On-going</td>
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<td><strong>Objective 3:</strong> Validate the effectiveness of EMTTrack and hospital-based Family Reception Centers to reunify family members.</td>
<td>HPP Capability 2: Health Care and Medical Response Coordination</td>
<td>Familiarization and Training</td>
<td>Regional trainings on the operations of the CMOC; to include our processes and technologies, will allow for better regional coordination with our newest partners.</td>
<td>Training/ Planning</td>
<td>SETRAC</td>
<td>7/1/2019</td>
<td>On-going</td>
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<tr>
<td><strong>Objective 4:</strong> Determine the ability of the region to track patients during a no notice, large scale mass casualty incident (MCI).</td>
<td>HPP Capability 4: Medical Surge</td>
<td>Accountability of injured and deceased at the scene and hospitals within the region.</td>
<td>The establishment of a casualty counting and tracking board within the CMOC would centralize and assign a responsible party. Breaking down into categories of injured and deceased would provide a rapid identification for those making critical decisions based off these numbers.</td>
<td>Training/ Technology</td>
<td>SETRAC</td>
<td>02/28/2019</td>
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## Appendix B: EXERCISE PARTICIPANTS

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<th>Agency Name</th>
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<tr>
<td>Abra Hospice</td>
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<td>Advantage Plus Home Care Lufkin</td>
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<td>Advantage Plus Home Care Nacogdoches</td>
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<td>Angelina County &amp; Cities Health District</td>
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<td>Atrium Medical Center</td>
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<td>Baptist Beaumont Hospital</td>
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<td>Ben Taub Hospital</td>
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<td>Brazos Tower at Bayou Manor</td>
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<td>Briarwood Nursing and Rehab</td>
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<tr>
<td>Clarewood House Extended Care Center</td>
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<td>Coastal Health and Wellness</td>
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<td>Encompass Home Health Care of Houston (Richmond)</td>
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<td>Fall Creek Rehabilitation</td>
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<td>First Texas Hospital</td>
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Appendix B: Exercise Participants
### APPENDIX C: EXERCISE PLANNING TEAM

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Elizabeth Brewer</td>
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<tr>
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### APPENDIX D: CMOC PARTICIPANTS

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<tr>
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