



## SNHU Arena Active Threat Full Scale Exercise

### Lessons Learned



AMR  
AMERICAN MEDICAL RESPONSE

HSEM  
NEW HAMPSHIRE  
DEPARTMENT OF SAFETY

CMC  
CATHOLIC MEDICAL CENTER  
a member of GraniteOne Health

Elliot Health System  
A MEMBER OF SOLUTIONHEALTH

## About Manchester

- 35 square miles
- Population ~110,000
- Fire Department:
  - In 2018, responded to 25,237 incidents
  - 192 uniformed personnel
  - Operates 10 stations with 46 members & 1 shift commander
  - 5 ambulances operated by American Medical Response
- Police Department:
  - In 2018, responded to 148,112 requests for service
  - In 2018, had 37 SWAT responses
  - 237 sworn officers
- Both agencies work seamlessly to train and protect the community

## Exercise Summary

- Active threat full scale exercise at the SNHU Arena.
  - Designed to test the following National Preparedness Goals Core Capabilities:
    - On-scene Security, Protection & Law Enforcement
    - Public Health, Healthcare & Emergency Medical Services
    - Operational Coordination
    - Operational Communications
    - Public Information & Warning
  - Scenario:
    - Took place during a hockey game.
    - Involved three shooters, one barricaded hostage scenario and one IED hostage scenario.
  - Set up started the night before and breakdown was complete by 1500 day of.
  - Over 400 participants for 4+ hours of exercise play.

## Training & Exercises Leading Up To



## Planning a Full Scale Exercise

- Planning Team
  - Knowledge base
  - Size
  - Dedication
  - Out of play
  - Decision making authority
- Timelines
- Meaningful participation
  - Start with objectives, not the scenario
  - Scenario should be plausible
  - Should not be used as a first time training session

## Using a Contractor

- Pros
  - Exercise experience
  - Broad knowledge base
  - Administrative support
  - Personnel resources
  - Other resources
- Cons
  - Expense
  - Need a vetting process
  - Not readily available
  - Lack of local knowledge and processes

## Logistics

- Personnel needs
  - Players
  - Security
  - Exercise staff
  - Support staff
- Safety & Situational Awareness
  - Dedicated Safety Officers
  - Dedicated Perimeter Security
  - Considerations for multiple locations
  - Accountability measures & registration process
  - Space concerns:
    - Participant vehicles
    - Resource storage
    - Equipment & personnel staging
    - Briefing locations
    - In and out of play areas
- Resource Needs
  - Protective gear
  - Simunition
  - Moulage
  - Medical supplies
  - Food
  - Restrooms
  - Tents (heating/cooling)
  - Tables and chairs
  - Signage

## Communications

- Internal
  - Dedicated communications for exercise staff
  - Interoperability between exercise staff and players
- External
  - Work with local media
  - Notify surrounding facilities, businesses, agencies, etc.
  - Notifications surrounding agencies that might receive calls during the exercise

## Grant Funding & Finances

- What is eligible?
  - Overtime and backfill
  - Contractor costs (including travel)
  - Vendors
  - Disposable equipment, including rentals
  - Food
- Bidding
- Cost concerns with departmental vs. municipal budgets

## After the Exercise

- The Planning Team needs to meet as part of an After Action Review
  - Review recommendations made
  - Finalize the After Action Report
- Develop a realistic Improvement Plan
  - To address deficiencies noted in the After Action Report.

You are not finished yet...

- Now the training and exercise cycle starts all over again

## Thank You to All Participants

- American Medical Response
- ARES
- Bedford Fire Department
- CarePlus Ambulance Service
- Catholic Medical Center
- City of Manchester
- City of Nashua Division of Public Health & Community Services
- Derry Fire Department
- Dover Fire Department
- Dover Police Department
- Easterseals New Hampshire
- Elliot Health System
- Federal Bureau of Investigation
- Frame of Mind Photography
- Goffstown Police Department
- Hooksett Fire Department
- Keene Police Department
- Londonderry Fire Department
- Manchester Fire Department
- Manchester Health Department
- Manchester Police Department
- Manchester Police Department, SWAT
- Manchester School of Technology
- Manchester Transit Authority
- Nashua Police Department
- New England EMS Institute
- New Hampshire Department of Health & Human Services
- New Hampshire Division of Fire Standards and Training & Emergency Medical Services
- New Hampshire Division of Homeland Security & Emergency Management
- New Hampshire Information & Analysis Center
- New Hampshire Job Corps
- New Hampshire State Police
- New Hampshire State Police, EOD
- New Hampshire State Police, SWAT
- Olson Group, Ltd.
- SMG
- SNHU Arena
- The Mental Health Center of Greater Manchester
- UMass Lowell Police Department
- University of New Hampshire, Office of Emergency Management
- Windham Police Department

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