"Changes and Enhancements in REP Exercise Scenarios"

LOCAL PERSPECTIVE: CHALLENGES & LESSONS LEARNED FROM HOSTILE ACTION-BASED EP DRILLS

Larry Greene
Emergency Management Director
Lake County, OH

OVERVIEW:

- Lake County's first attempt at conducting a hostile action-based drill was a valuable experience
  - Challenged traditional off-site response in a realistic manner
  - Added value and legitimacy to federal NIMS/ICS training mandates being directed toward the off-site response community

LESSONS LEARNED: LOCAL SUCCESS FACTORS
(WHAT WE THINK WE DID RIGHT)

- Selection of an Off-Site Drill Coordinator
- Effective Planning and Scenario Development
- NIMS/ICS Integration
- After-Action Review

LESSONS LEARNED: LOCAL THE OFF-SITE COORDINATOR

- Selected an Off-Site Drill Coordinator to work with industry planners on scenario development
- Chose someone who understood the challenges facing invested stakeholders-the three “R s”

THE THREE "R's"

- **Regulatory**----Industry (NRC)
- **Reasonable Assurance**----Evaluation (FEMA)
- **Realistic**----"Real-World" Off-Site Response

THE OFF-SITE COORDINATOR (CONT')

- Maintained a good working relationship with the first responder community
- Solicited "key" off-site involvement in drill planning and scenario development from beginning to end
- Possessed working knowledge of NIMS and ICS and knew how to integrate the concepts into the drill

LESSONS LEARNED : LOCAL
SCENARIO DEVELOPMENT AND DRILL PLAY

- Included key stakeholders "early-on" and throughout the drill planning process
- Didn't overcomplicate the scenario-kept it challenging but realistic
- Built scenario around existing capabilities, resources and mutual-aid plans
- Focused on integration between on-site and off-site response organizations

SCENARIO DEVELOPMENT AND DRILL PLAY (CONT')

- Used the same scenario for both the table-top and functional drill
- Tested communications plans during table-top (call-downs) to ensure success on drill-day
- Made sure participants understood their roles and responsibilities
- Employed a "No-Fault" learning atmosphere
- Encouraged participant discussion-interaction

LESSONS LEARNED: LOCAL
NIMS/ICS INTEGRATION

- Employed the Incident Command System (ICP, Unified Command, EOC, etc.) in a scalable manner and in accordance with Ohio's laws and Administrative Codes
- Recruited controllers with NIMS/ICS background capable of moving participants out of their comfort zones to drive drill play

LESSONS LEARNED: LOCAL AFTER-ACTION REVIEW

- Conducted an “after-action” critique (hotwash)
  - Engaged participants in facilitated discussion to solicit honest feedback and opinion
  - Documented identified Strengths and Weaknesses for follow-up action

LESSONS LEARNED:LOCAL IDENTIFIED WEAKNESSES (WHAT WE STILL NEED TO WORK ON)

- Integration of Unified Command role into drill
- Strengthen off-site communication links
- Enhance interaction with Multi-Agency Coordination System
- Cross-discipline expansion of NIMS/ICS awareness and application

QUESTIONS?

Contact information:

Larry Greene-Lake County Emergency Management Agency

8505 Garfield Rd.

Mentor, OH 44060

(440) 350-5499

Larry.Greene@lakecountyohio.gov