



# Emergency Management Issues Special Interest Group Annual Meeting

## **COOP Working Group Golden Marathon ~ an Exercise in Integration and Excellence!**



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# In the beginning....

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- We had DOE O 151.1A
  - Then B
  - Now C
- Our exercise program grew
  - Mostly along with the requirements

# Now....

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- Addition of DOE O 150.1 *Continuity Programs*
- Expectation that there will be the same rigor and documentation for exercises as in DOE O 151.1C

Order Now

# An Exercise...is a Marathon!

- **Scenario Development**
- Planning
- Meetings
  - Briefings
  - Trainings
- Participants
  - Players
    - Patients, Responders, Actors, Media
  - Controllers/Evaluators
- Logistics
  - Locations (facility, hospital)
- Equipment
  - Vests, Radios, Evaluation Criteria



# Kinda like a wedding...

- Multiple venues
- Action at the same time
- \$\$\$\$
- Lots of people
- What can go wrong?
- Plan for months...
- **No HONEYMOON!**
  - **In 30 days an AAR**



# Need more ...

- Money
- Time
- People



– Not happening ~



# Gotta integrate ~



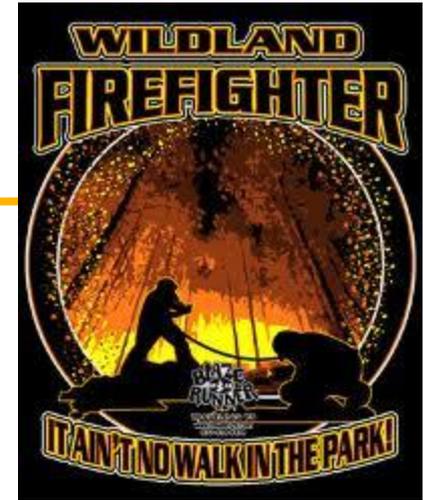
- **Emergency Planning Hazard Assessment (EPHA) Scenarios**
  - **Emergency Management/Response Personnel**
  - **Responders**
  - **Tenants**
- **Contingency Drills-Exercises**
  - **IT/OCIO**
- **Continuity of Operations Scenario Events x 4**
  - **PMEFs**

# DOE COOP Event Scenarios

- **Category 1 – Event occurs Nationally or another Site**
  - Event occurs away from site
  - No direct operational work effected
  - No direct personnel effected
  
- **Category 2 – Event affects National Capital Region**
  - Event occurs away from site
  - No direct operational work effected
  - No direct personnel effected



## DOE COOP Event Scenarios continued

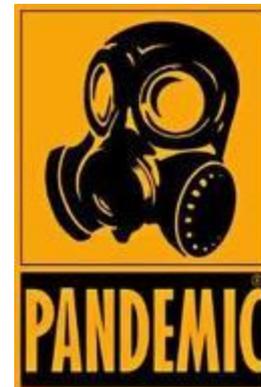


### • Category 3 – Direct Impact to Site

- Event occurs at your site
  - Directly impacts worksite
- Direct operational work effected
  - Facility (s) minimally or non-operable
- Direct personnel effected
  - Only designated employees are allowed access to the worksite (short duration)

### ■ Category 4 – Health Crisis

- Event occurs at your site or Nation (internationally) Wide
- Direct impacts work site
  - Facility (s) are not affected
- Direct personnel effected
  - Employees directly affected



## About the details

- Exercise Design Team
  - Need to represent COOP
  - Order requirements
    - Programmatic Elements
  - Participants
  - Level of activity



# LANL Exercise Program

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- **Number of exercises FY2011**
  - 17 Facility Exercises
  - 3 Functional Emergency Operations Center Exercises
  - 1 Annual Full Scale Exercise
- **Program personnel**
  - 1 Full Time Employee (FTE)
    - 1 Full Time Student
    - 11 Emergency Preparedness Coordinators



# LANL COOP-Exercise Program

- **FY11 CRAR commitments**
  - *Snow storm*
  - Hazmat Event-Alt EOC (**EOC Functional**)
  - Epidemic Training tabletop drills
  - Pandemic Tabletop exercise
  - Seismic event (**EPHA-EOC Functional**)
- **Personnel**
  - 1 COOP Coordinator
  - 1 Alt. COOP Coordinator
  - 1 COOP Manager
  - 1 Site Office COOP Coordinator



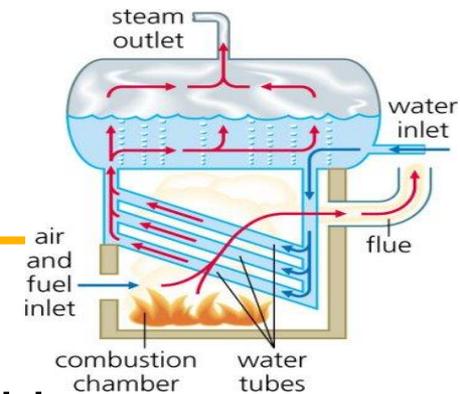
# December EM-COOP Exercise

- Elements were not coming together...
  - EPHA transportation accident
  - Players
  - Material
    - Too many changes
- Improvised...
  - Needed to hang on ~



# December COOP Exercise Element

- Preexisting conditions (5<sup>th</sup> of December)
  - Over the weekend the boilers stopped working
    - EOC On-call personnel notified
      - Admin on-call = COOP Coordinator
      - EOC is an Essential Facility
      - Determined potential for COOP event
    - EM moved the 24/7 Ops Center to their alt. facility
      - Lets partially “pre-set” up EOC alt. facility at TA-49



# December EM Exercise Element

- Tuesday, 7<sup>th</sup> December, 06:30 am
  - Transportation Accident on East Jemez Road
    - 50,000 cubic foot LANL hydrogen trailer
      - Compressed hydrogen gas at 2,300 lbs psi
    - Traveling west
    - Ice
    - Initial MOV begins, 10 yards east of the LANL EOC
    - Hits LANL taxi
      - Injured
    - Stops a few feet from the EOC diesel tanks



## Join forces....

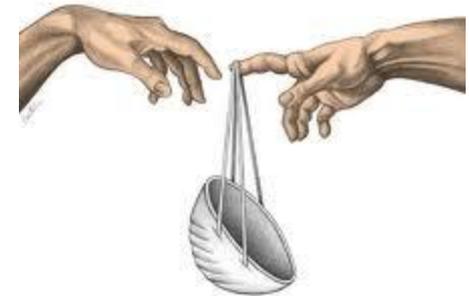
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- Combine the requirements
- Merge the participants
- Share the controllers/evaluators
- Utilize tools ~
  - Exercise plans/documents
- Help each other out



# LANL's Epi. Drills & Pan Ex.

- March 9 & 10
  - **Epidemic Drills**
- March 17<sup>th</sup>
  - **Pandemic Exercise**
- Participants
  - **Pandemic Advisory Team (PAT)**
  - **Los Alamos Site Office**
  - **NM Dept. of Health**
  - **Los Alamos County EM**
  - **Los Alamos Medical Center**

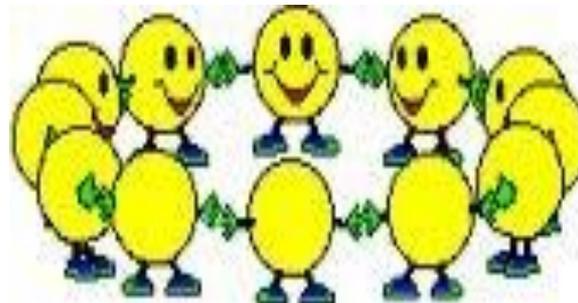


PADEMIC

ing Silver  
25  
-ving for Gold

# What makes a COOP Coord. SMILE?

- You hear ~
  - This was fun!
  - We want to develop the scenario next time!
  - We need to do this more!
  - Will revise the plan ...
    - YEAH ~
      - I get to be a player next time! 😊
- When it comes together ~ it really counts!



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# Make it easy...



- Stove piping is unsuccessful
- Merge the groups
  - Participants
  - Buy in from management
  - Buy in from workers
  - Buy in from site office
- This can be done...
  - Takes time...its worth it!



## Not one size fits all~

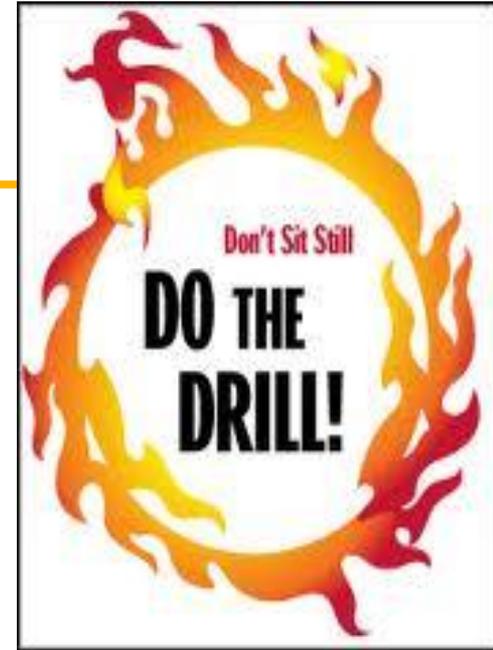
- Scale of Drills – Exercises
  - Some are
    - Small
    - Medium
    - Large
  - Fit in a COOP component when you can
    - Essential Facility (drill-exercise)
      - Is an “ESSENTIAL FUNCTION” affected
      - Work it!



# Drills and Exercises

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- Need the right:
  - **Level of Participants**
    - **Senior Management**
  - **Organizations**
  - **Challenging, Fun and Realistic Scenarios**
- Obtain buy in ~
  - **See the importance of the plans**
  - **See the need for the plans to work**
  - **Value to management/business success**



# LANL Seismic Event

- Seismic Event
- EPHA Facility
- Emergency Response
  - COOP Team Activates
  - Notifications
  - Players
    - Use checklist-plans
    - Meet objectives
    - Learn-improve



# Drills and Exercises

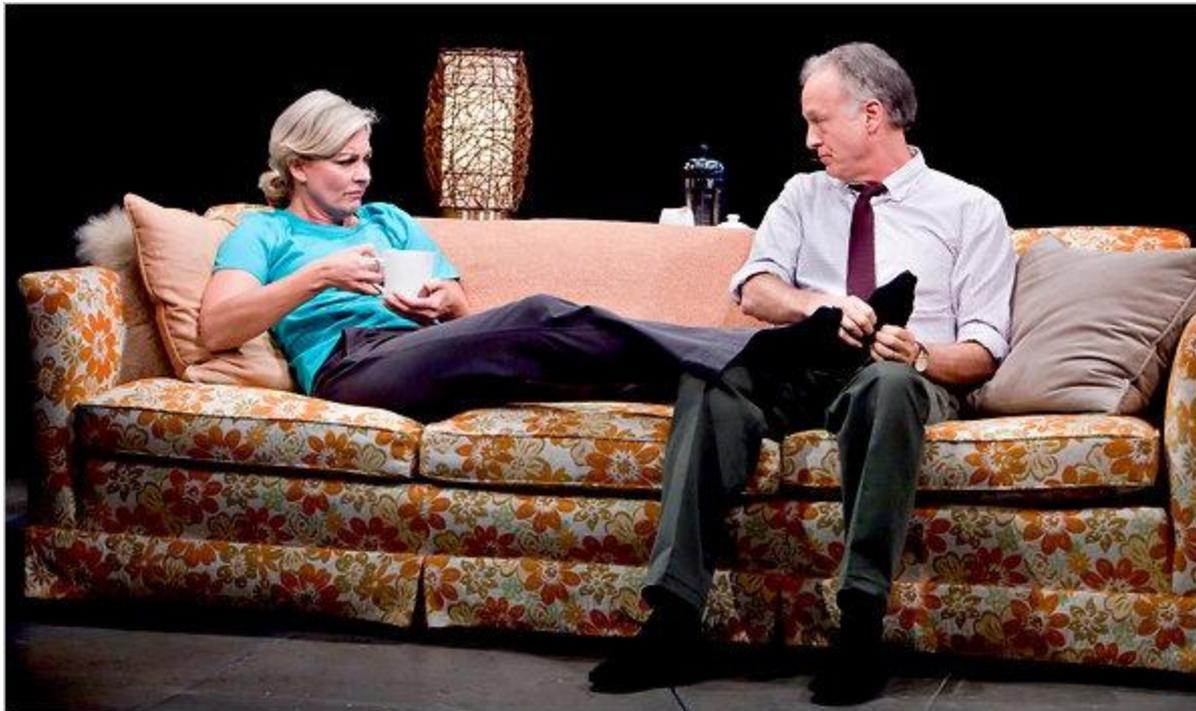
- Combining scenarios
- Joining personnel
- Unification of objectives



## Help each other!

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- I'll scratch your back if you'll rub my feet!

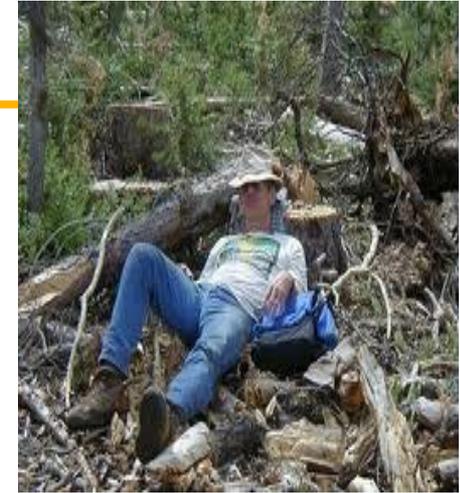


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This is DALE!

# After the marathon ~

- You need a rest!
- Time to collect data
  - After Action Reports
  - Revise Plans
  - Re-Train



# What is next?



- **Triathlon...**
  - Training
  - Swimming
  - Biking
  - Running
  - Prefer to be
    - Skiing
    - Skydiving
    - Shoe Shopping



# Excellence ~



- The golden marathon-triathlon....
- All about integrating and implementing COOP
- Sustainability for COOP and our Site
- In another 25 years...
  - What will the title for the 50<sup>th</sup> Anniversary of EMI-SIG be...?

**“Excellence is a habit not an act.  
It takes practice and perseverance.”**

# Excellence ~

- **Step one ~ join the team**
  - **Exercise Design Team (EDT)**
  - **Become a regular**
- **Step two ~ utilize the current tools**
  - **Exercise Documents**
  - **Plans-procedures**
- **Step three ~ take credit where you can**
  - **Document**
  - **COOP Readiness Assurance Report**
  - **Auditors love this!**
- **Step four ~ Learn and Repeat!**
  - **KEEP IT UP ~ IT IS SO WORTH IT!**

**CAN'T DO IT  
WITHOUT YOU**



# Questions?





# Who we are at LANL?

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- **John J. Noon**
  - Physical Security Division Leader
  - COOP Manager
- **Dale Hugo Leschnitzer**
  - Contingency Coordinator, OCIO and Alt. COOP Coordinator
- **Monique T. Sanchez**
  - EPP, Exercise Director
- **Diane M. Senutovitch**
  - Emergency Planning & Preparedness
  - COOP Coordinator

## Appreciate Support from:

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- Michael A. Lansing
  - Associate Director of Safeguards & Security
- John Noon
  - Physical Security Division Leader & COOP Manager
- Tony Stanford
  - Emergency Operations Division Leader
- Richard A. Norman
  - Emergency Planning & Preparedness Group Leader
- Jamil Farshchi
  - Chief Information Security Officer
- Steven M. Frye
  - Los Alamos Site Office, Field Operations, COOP Coordinator

