



U.S. Department of Education
Office of Safe and Drug-Free Schools

FY07 Stories from the Field:
Orange County Command School
“The Critical First Hour”

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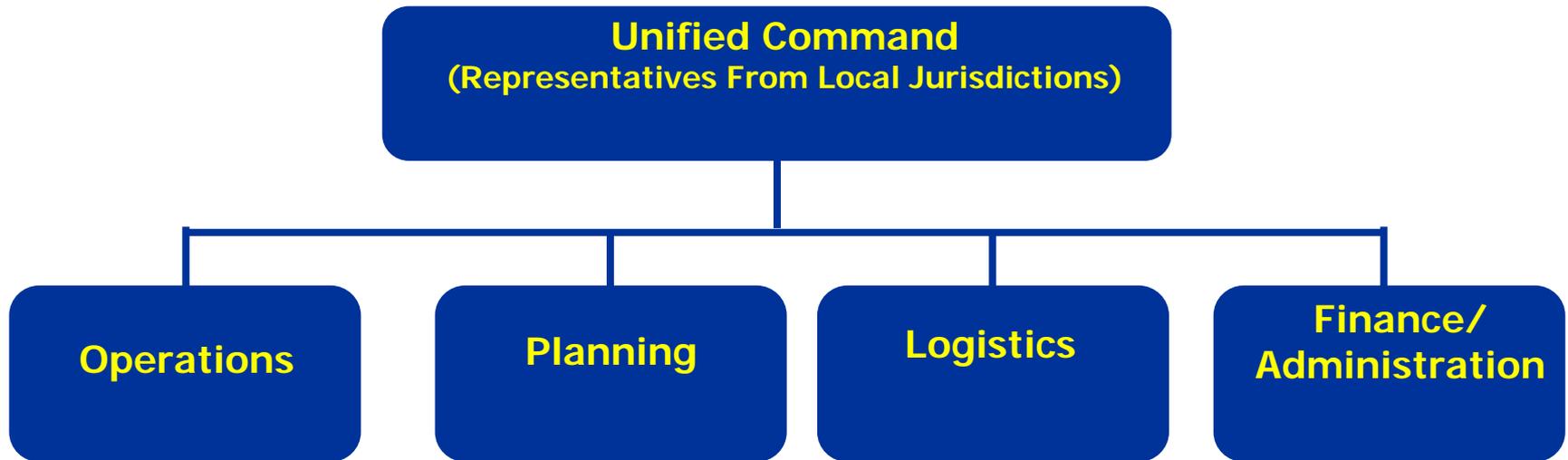
Agenda

- **History of Command School**
- **Demographics of Orange County, Florida**
- **Command School Design Team**
- **How Command School Works**
- **Feedback Thus Far**
- **Questions**



History of Command School

- Incident Command System (ICS) and the National Incident Management System (NIMS) mandated by Homeland Security Presidential Directive (HSPD)-5 on February 28, 2003
- However, commanders in the field noticed that the practice of Unified Command could be improved





Demographics: Orange County, Florida

- **2006 estimated population: 1,043,500**
- **Sheriff: ~ 1,400 sworn, 800 non-sworn**
- **Fire and Rescue: 1,003 sworn, 177 civilian**
- **Orange County Public School District:**
 - 11th largest school district in the US
 - 4th largest school district in Florida
 - 165,781 students 2007-08 school year
 - Over 23,000 employees
 - 185 schools





How to Address the Need

- Don't Reinvent the Wheel
- Research, Research, Research
- Nothing like this out there!



Command School Design Team

- Orange County Sheriff's Office of Homeland Security Section (2)
- Orange County Fire and Rescue Training Division (2)
- Orange County Public Schools Security Compliance (2)



Command School Design

- Law enforcement, fire and rescue: three days of functional exercises and lecture
- Orange County Public Schools Principals: one day of functional exercises and lecture
- This is NOT basic training. Successful completion of Incident Command and NIMS training is required to participate



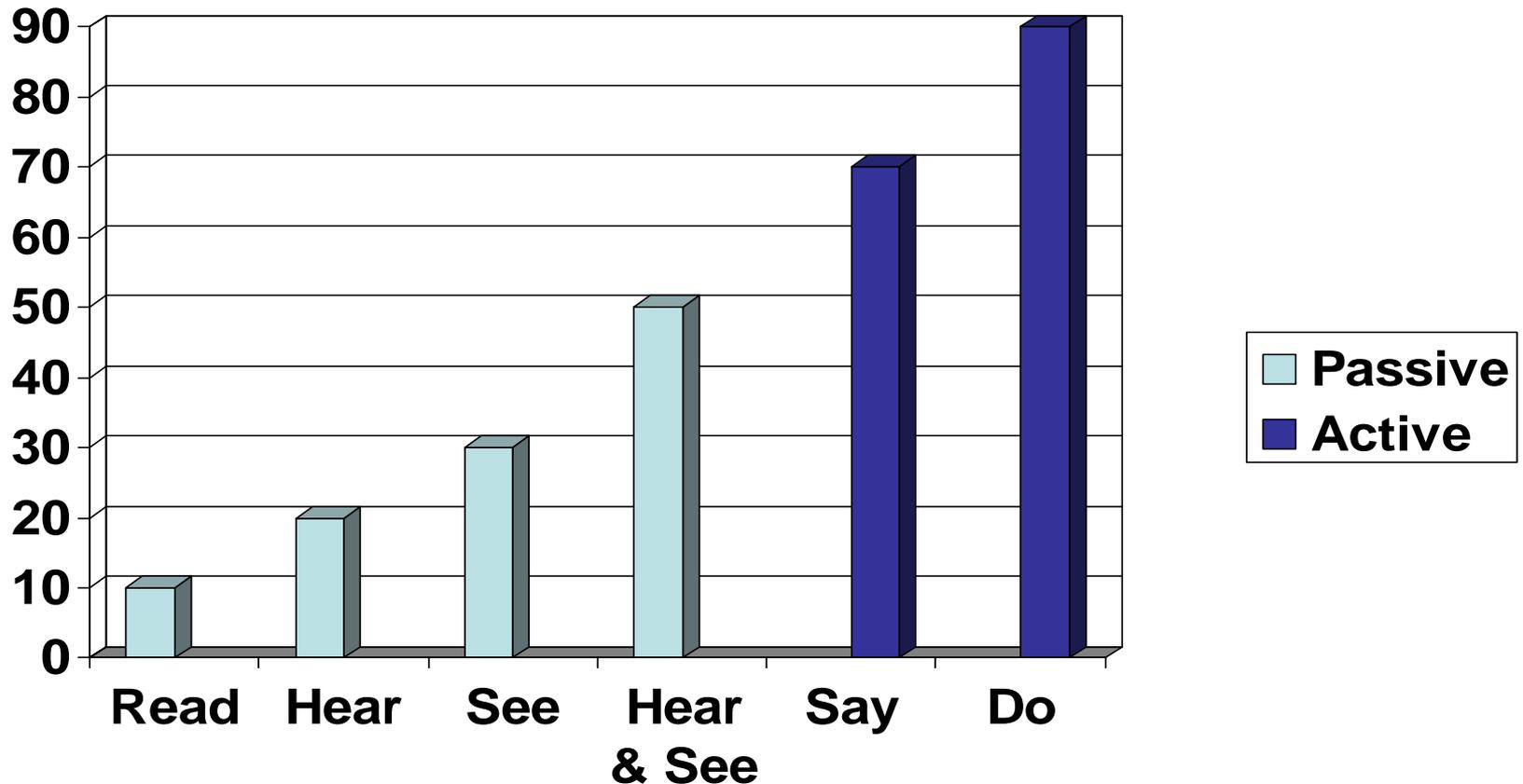
Types of Exercises

- Orientation sessions
- Tabletops
- Drills
- Functional exercises
- Full-scale exercise



% Retention vs. Learning Style

After two weeks we tend to remember:



Dale, Edger, "Dales Cone of Learning/Experience," in *Wilderness Training Module* (1993).



Design Objectives of Command School

- Realistic and moderately challenging scenarios
- Exercise materials and law enforcement funded by drug forfeitures
- No-fault learning environment





How Command School Works

- Command School is offered three times a month
- Law enforcement, fire, and rescue send ten personnel to each course
- Orange County Public Schools (OCPS) sends four principals to each course
- Law, fire, and schools provide controllers for each exercise
- Dispatchers participate to enhance realism



Exercise Objectives

Practice Incident Command—
principal is Incident
Commander until public
safety partners arrive

Practice Unified Command—
OCPS is part of the decision
making process during public
safety response to incidents
involving OCPS facilities





Exercise Rules

There is no textbook solution. Varying viewpoints, even disagreements, are expected. The focus is on learning, not “score keeping.” In other words, there are many paths to success.





Exercise Rules

- The scenario is plausible; events occur as they are presented
- One team, one fight
- Tackle the problems, not the scenario



Participants are asked to not discuss scenario specifics with persons outside this class.

- Discussion with peers about lessons learned is appropriate.
 - “I want to host a table top at my school.”
- Discussion with peers about the specifics of the exercise scenarios is **NOT** appropriate!
 - “It was Colonel Mustard in the gym with a pipe wrench.”



How Command School Works

- Incident information is revealed realistically to principals via radio and telephone
- Players use ICS and NIMS to collaborate on information gathering, decision making and Incident Action Plan implementation
- All players follow existing procedures and are allowed to request existing resources only



How Command School Works (Cont'd.)

- Most of the “Players” adjourn to the Simulation Room (Sim Room) or Map Room as responders
- The principals act as the administrative team for the school involved in the exercise





How Command School Works (Cont'd.)

- Response times are realistic
- Unified Command is “face-to-face” creating interesting dynamics
- Resource management





How Command School Works (Cont'd.)

At the conclusion of the exercise a “Hot Wash” of the incident is held.

- What went well
- What we can improve





How Command School Works (Cont'd.)

- Written evaluation of principals improves plans and School Emergency Response Team training
- Written evaluation of exercise improves Unified Command School





Objective Feedback through 8/7/08

Assessment Factor	Number Strongly Disagree	Number Agree	Number Neutral	Number Agree	Number Strongly Agree
The exercise was well structured and organized.				1	11
The exercise scenario was plausible and realistic.					12
The controllers were knowledgeable about the area of play and kept the exercise on target.					12
The exercise documentation provided to assist in preparing for and participating in the exercise was useful.				1	11
Participation in the exercise was appropriate for someone in my position.					12
The participants included the right people in terms of level and mix of disciplines.					12
This exercise allowed me to practice and improve priority capabilities.					12
After this exercise, I believe that I am better prepared to deal successfully with the scenario that was exercised.					12



Subjective Feedback

- **(7/10/08) “Great training – makes learning relevant.”**
- **(7/10/08) “Great training opportunity.”**
- **(7/24/08) “This was a great exercise! I thoroughly enjoyed the experience... Very educational!”**
- **(7/24/08) “Excellent scenario that helps us to see loopholes in our expectation. Also brings the reality of the situation to us.”**
- **(8/7/08) “Should be required training for all OCPS principals and admins.”**



Questions?



Safety, Security &
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Orange County Public Schools

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