

U.S. Department
of Transportation

**United States
Coast Guard**



PREP

National Preparedness
for Response Exercise
Program

Exercise Evaluation Report

Port Snettisham '97
13-14 August 1997

Prepared By:
Joint Evaluation Team
Port Snettisham Exercise '97

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Introduction

The National Preparedness for Response Exercise Program (PREP) was developed to establish a workable exercise program which meets the intent of section 4202(a) of the Oil Pollution Act of 1990 (OPA 90), which amends section 311(j) of the Federal Water Pollution Control Act (FWPCA), by adding a new subsection (7) for spill response preparedness [33 U.S.C. 1321 (j)(7)]. PREP was developed to provide a mechanism for compliance with the exercise requirements, while being economically feasible for the government and oil industry to adopt and sustain. PREP is a unified federal effort and satisfies the exercise requirements of the Coast Guard, the Environmental Protection Agency (EPA), the Research and Special Programs Administration (RSPA) Office of Pipeline Safety, and the Minerals Management Service (MMS). Completion of the PREP exercises will satisfy all OPA 90 mandated, federal oil pollution response exercise requirements.

PREP participation is voluntary. Plan holders are not required to follow the PREP guidelines and if they choose not to may develop their own exercise program that complies with the regulatory exercise requirements.

PREP exercises are divided into two distinct categories. The first category is internal exercises. Internal exercises are those exercises that are conducted wholly within the plan holder's organization, including supporting Oil Spill Response Organizations (OSRO). The internal exercises are designed to examine various components of the response plan to ensure the plan is adequate to meet the needs of the organization for spill response.

Internal exercises should be self-evaluated and self-certified. Internal exercises include:

- * Qualified individual notification exercises
- * Emergency procedures exercises for vessels and barges
- * Emergency procedures exercises for facilities (optional)
- * Spill management team tabletop exercises
- * Equipment deployment exercises

External exercises are exercises that extend beyond the internal focus of the plan holder's organization and include other members of the response community. The external exercises are designed to examine the response plan and the plan holder's ability to coordinate with the response community to conduct an effective response to a pollution incident. External exercises include:

- * Area exercises
- * Government - initiated unannounced exercises

This evaluation report is for a Coast Guard led, area exercise.

Section 1.

Exercise Description

This exercise was a simulation of a major pollution incident that occurred within the Marine Safety Office/COTP Juneau area of responsibility. It was a functional exercise focusing on the assembly of a Spill Management Team, comprised of members from the response community, and deployment of response equipment to a remote area.

Exercise play started on August 13, 1997. The Unified Command assembled at USCG MSO Juneau to direct the containment and mitigation of the pollution incident. The simulation was a two-day, split exercise lasting approximately 20 hours. Upon completion of the exercise on Day 1, an informal debrief was held with section leaders to look over the actions taken for the first day. On Friday August 15 1997 a formal player debrief was conducted at Centennial Hall. A Joint Evaluation Team comprised of representatives of the players met August 18-19, 1997 to evaluate the effectiveness of each response plan employed. This report will provide feedback to planholders on lessons learned and make recommendations for plan improvements.

During this exercise, the Spill Management Team will be required to:

- * Form a Unified Command.
- * Prepare and present an Incident Action Plan.
- * Compile cost documentation.

Exercise Goals

These goals were established jointly by the organizations participating in this exercise. They represent what the organizations, as a whole, aspire to achieve through their participation in the exercise. The scenario for this exercise was developed with this set of goals in mind and includes elements which ensure these goals are attainable. The goals for this exercise are:

1. Exercise the Unified Plan and the Southeast Subarea Plan in a government-led exercise consistent with the selected objectives outlined in the PREP guidelines.
2. Exercise identified PREP objectives.
3. Exercise the ability of the spill contractor to get equipment to the scene
4. Exercise the integration of all participating agencies into a fully functional Unified Command.
5. Provide feedback to plan holders through the generation of an evaluation report, outlining lessons learned during the exercise and identifying those areas of the Area Contingency Plan which require refinement.

Exercise Participants

Federal Agencies

Commander, Seventeenth Coast Guard District
Marine Operations Division
Contingency Planning Division
District Response Advisory Team
Public Affairs
NOAA Scientific Support Coordinator (SSC)
Coast Guard Marine Safety Office, Juneau
Coast Guard Cutter Firebush
Coast Guard Station Juneau
Coast Guard Air Station Sitka
Coast Guard Marine Safety Office Anchorage
Coast Guard Marine Safety Office Valdez
Coast Guard Integrated Support Center Ketchikan
Coast Guard National Strike Force Coordination Center
Pacific Strike Team
National Pollution Fund Center
National Response Center
Maintenance Logistics Command, Pacific
Industrial Hygiene Detachment Juneau
Electronic Support Detachment Juneau
Navy SUPSALV
US Fish and Wildlife Service
US Dept. of Interior

State of Alaska:

Alaska Department of Environmental Conservation
Alaska Department of Natural Resources
Alaska Department of Fish and Game

Responsible Party:

Petro Marine Services
Forty Niner Transportation
Seapro- resource group
Alaska Chadux - resource group
CISPRI- resource group

Joint Evaluation Team

Nat'l Strike Force Coord. Ctr:

LT Paul Gebert
MSTC Caryn Laney

Seventeenth Coast Guard District:

LCDR Larry Musarra

MSO Juneau:

LT Eileen Nally

State of Alaska, Dept of Envir Conservation:

Dale Gardner

Petro Marine Services:

Warren Pellett

Exercise Scenario

At 0200 on Wednesday, August 13th, the tank barge FNT-230, laden with 1 million gallons of #2 Fuel Oil is being towed to the Port Snettisham Power Company. The FNT-230 is being towed astern by the Tug PETRO SPIRIT. While shortening the tow, the Master of the tug Alaskan Spirit detects a strong odor. Once inside Gilbert Bay, the master brings the barge alongside, and holds in approximate position 57-57 N and 133-42 W.

At 0300 the master discovers a large oil sheen in the water around the FNT-230's port side. Upon further investigation the Master notices what appears to be a fracture in the welded seam between cargo tanks #1 Port and #2 Port. The visible portion of the fracture is approximately 4 feet long by 1 inch wide and extends below the waterline. The Master observes #2 Fuel Oil pouring out of the fracture. Using water finding paste, the Master takes ullage readings in the #1 and #2 Port cargo tanks and determines that they each contain water.

The first four hours of the exercise were scripted by the Joint Design Team and actual play began at 0700.

The real weather at the time of the incident was used.

Exercise Objectives

Organizational Design Objectives — All OPA 90 planning initiatives have tended towards developing an Incident Command System for oil spill response. No single system has emerged as a clear standard. This does not preclude standardizing the “response functions” of such an organization. These objectives deal with the design of the response organization. They are basic building blocks of an Incident Command System.

Operational Response Objectives — These objectives are based on the basic operational functions required during an oil spill response. Regardless of the assignment of these functions to specific elements within the response organization or Incident Command System (ICS), they should all be present.

Response Support Objectives — Any emergency response will require support. These support functions will be common to all responses regardless of the operation being supported. The efficiency and sustainability of the operation will be supported by these functions.

ORGANIZATION DESIGN OBJECTIVES

Objective 1 — NOTIFICATIONS

Test the notification procedures identified in the Area Contingency Plan and the associated responsible party response plans.

Objective 2 — STAFF MOBILIZATION

Demonstrate the ability to assemble the spill response organization identified in the Area Contingency Plan and associated responsible party response plans.

Objective 3 — UNIFIED COMMAND

Demonstrate the ability of the spill response organization to form a Unified Command.

Issue: Were all organizations able to come together in a timely manner and form the appropriate sections (Operations, Planning, Logistics, Admin/Finance)?

Sub-objective 3.1 — FEDERAL REPRESENTATION

Demonstrate the ability to consolidate the concerns and interests of the members of the Unified Command into a unified strategic plan with tactical operations.

Sub-objective 3.2 — STATE REPRESENTATION

Demonstrate the ability to function within the Unified Command structure.

Sub-objective 3.3 — LOCAL REPRESENTATION

Demonstrate the ability to function within the Unified Command structure.

Sub-objective 3.4 — RESPONSIBLE PARTY REPRESENTATION

Demonstrate the ability to implement their response plans and ensure the tactical objectives of that plan are consistent with the strategic objectives of the Area Contingency Plan.

Objective 4 — RESPONSE MANAGEMENT SYSTEM

Demonstrate the ability of the spill response organization to operate within the framework of the Response Management System identified in their respective plans.

Sub-objective 4.1 — OPERATIONS

Demonstrate the ability to coordinate or direct operations related to the implementation of action plans contained in the respective contingency plans or developed by the Unified Command.

Sub-objective 4.2 — PLANNING

Demonstrate the ability to consolidate the various concerns of the members of the Unified Command into joint planning recommendations and specific long range strategic plans. Demonstrate the ability to develop short range tactical plans for the Operations section.

Sub-objective 4.3 — LOGISTICS

Demonstrate the ability to provide the necessary support for both the short term and long term action plans.

Sub-objective 4.4 — FINANCE

Demonstrate the ability to document the daily expenditures of the response organization and provide cost estimates for continuing operations.

Sub-objective 4.5 — PUBLIC AFFAIRS

Demonstrate the ability to form a Joint Information Center and provide the necessary interface between the Unified Command and the media/concerned citizens.

Sub-objective 4.6 — SAFETY AFFAIRS

Demonstrate the ability to monitor all field operations and insure compliance with safety standards.

Sub-objective 4.7 — LEGAL AFFAIRS

Demonstrate the ability to provide the Unified Command with suitable legal advice and assistance.

OPERATIONAL RESPONSE OBJECTIVES

Objective 5 — DISCHARGE CONTROL

Demonstrate the ability of the spill response organization to control and stop the discharge at the source.

Objective 6 — ASSESSMENT

Demonstrate the ability of the spill response organization to provide an initial assessment of the discharge and provide continuing assessments of the effectiveness of the tactical operations.

Objective 7 — CONTAINMENT

Demonstrate the ability of the spill response organization to contain the discharge at the source or in various locations for recovery operations.

Issues: Were responders able to effectively boom barge and protect identified areas?

Issues: Was logistic support in equipment deployment satisfactory?

Issues: Were wildlife protection procedures effective?

Objective 8 — RECOVERY

Demonstrate the ability of the spill response organization to recover the discharged product.

Sub-objective 8.1 — SHALLOW WATER RECOVERY

Demonstrate the ability to assemble and deploy the on water recovery resources identified in the response plans.

Sub-objective 8.2 — SHORE BASED RECOVERY

Demonstrate the ability to assemble and deploy the shore side clean up resources identified in the response plans.

Objective 9 — PROTECTION

Demonstrate the ability of the spill response organization to protect the environmentally and economically sensitive areas identified in the Area Contingency Plan and the respective Industry Response Plans.

Sub-objective 9.1 — PROTECTIVE BOOMING

Demonstrate the ability to assemble and deploy sufficient resources to implement the protection strategies contained in the Area Contingency Plan and the respective Industry Response Plans.

Sub-objective 9.2 — DISPERSANT USE

Demonstrate the ability to quickly evaluate the applicability of dispersant use for this incident and implement a pre-approved plan from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.3 — IN SITU BURNING

Demonstrate the ability to quickly evaluate the applicability of In Situ Burning for this incident and implement a pre-approved plan from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.4 — WATER INTAKE PROTECTION

Demonstrate the ability to quickly identify water intakes and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.5 — WILDLIFE RECOVERY AND REHABILITATION

Demonstrate the ability to quickly identify these resources at risk and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.6 — POPULATION PROTECTION

Demonstrate the ability to quickly identify health hazards associated with the discharged product, the population at risk from these hazards and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.7 — ALTERNATE RESPONSE TECHNOLOGIES

Demonstrate the ability to quickly evaluate the applicability of using Alternate Response Technologies for this incident and implement use of from the Area Contingency Plan or develop a plan for use.

Objective 10 — DISPOSAL

Demonstrate the ability of the spill response organization to dispose of the recovered product.

RESPONSE SUPPORT OBJECTIVES

Objective 11 — COMMUNICATIONS

Demonstrate the ability to establish an effective communications system for the response organization.

Sub-objective 11.1 — INTERNAL COMMUNICATIONS

Demonstrate the ability to establish an internal communications system. This encompasses communications both within the administrative elements and the field units.

Sub-objective 11.2 — EXTERNAL COMMUNICATIONS

Demonstrate the ability to establish communications with external advisory and support elements.

Issue: Was the Unified Command able to effectively establish communications with remote sites?

Issue: Was the Unified Command able to effectively set up repeaters as required to communicate with remote field sites?

Objective 12 — TRANSPORTATION

Demonstrate the ability to provide effective multi-mode transportation for prosecution of the discharge and support functions.

Issue: Was the Unified Command able to effectively transport personnel and equipment to the scene in a timely manner?

Issue: Was the Unified Command able to utilize joint transportation assets in the response?

Sub-objective 12.1 — LAND TRANSPORTATION

Demonstrate the ability to provide effective land transportation for all elements of the response.

Sub-objective 12.2 — WATERBORNE TRANSPORTATION

Demonstrate the ability to provide effective waterborne transportation for all elements of the response.

Sub-objective 12.3 — AIRBORNE TRANSPORTATION

Demonstrate the ability to provide effective airborne transportation for all elements of the response.

Objective 13 — PERSONNEL SUPPORT

Demonstrate the ability to provide the necessary support of all personnel associated with the response.

Sub-objective 13.1 — MANAGEMENT

Demonstrate the ability to provide administrative management of all personnel involved in the response. This includes the ability to move personnel into or out of the response organization with established procedures.

Sub-objective 13.2 — BERTHING

Demonstrate the ability to provide overnight accommodations on a continuing basis for a sustained response.

Sub-objective 13.3 — MESSING

Demonstrate the ability to provide suitable feeding arrangements for personnel involved in the response.

Sub-objective 13.4 — OPERATIONAL/ADMINISTRATIVE SPACES

Demonstrate the ability to provide suitable operational or administrative spaces for personnel involved with the management of the response.

Sub-objective 13.5 — EMERGENCY PROCEDURES

Demonstrate the ability to provide emergency services for personnel involved in the response. This includes medical and personal emergencies.

Objective 14 — EQUIPMENT MAINTENANCE and SUPPORT

Demonstrate the ability to maintain and support all equipment associated with the response.

Sub-objective 14.1 — RESPONSE EQUIPMENT

Demonstrate the ability to provide effective maintenance and support for all response equipment.

Sub-objective 14.2 — SUPPORT EQUIPMENT

Demonstrate the ability to provide effective maintenance and support for all equipment that supports the response. This includes, communications equipment, transportation equipment, administrative equipment, etc.

Objective 15 — PROCUREMENT

Demonstrate the ability to establish an effective procurement system.

Sub-objective 15.1 — PERSONNEL

Demonstrate the ability to mobilize sufficient personnel to mount and sustain an organized response. This includes ensuring that all personnel have qualifications and training required for their position within the response organization.

Sub-objective 15.2 — RESPONSE EQUIPMENT

Demonstrate the ability to procure sufficient response equipment to mount and sustain an organized response.

Sub-objective 15.3 — SUPPORT EQUIPMENT

Demonstrate the ability to procure sufficient support equipment to support and sustain an organized response.

Objective 16 — DOCUMENTATION

Demonstrate the ability of the spill response organization to document all operational and support aspects of the response and provide detailed records of decisions and actions taken.

Section 2.

Lessons Learned

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0011

RELATED OBJECTIVE: 03. Unified Command

RELATED ICS SECTION: UNIFIED COMMAND

OBSERVATION

Good interactions within the Unified Command prompted fast and accurate decision-making.

LESSON:

Pre-exercise ICS training as well as ICS coaching during actual exercise was beneficial.

RECOMMENDATION:

Continue ICS training to more advanced levels and include section-specific training

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0012

RELATED OBJECTIVE: 03. Unified Command

RELATED ICS SECTION: PLANNING

OBSERVATION

Early establishment of the planning cycle facilitated the smooth progression of events during the operational period.

LESSON:

This exercise clearly demonstrated the need to follow the "oilized" NIIMS ICS procedures through the operational periods.

RECOMMENDATION:

Continue to exercise and become more familiar with the oilized "NIIMS" ICS procedures throughout the operational period. Also, establish ICS qualification procedures in order to determine a level of participant expertise.

Create a boiler plate flow-chart for the generation and subsequent flow of all ICS forms and related written information.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0015

RELATED OBJECTIVE: 03. Unified Command

RELATED ICS SECTION: UNIFIED COMMAND

OBSERVATION

Real time deployment of equipment and personnel in actual adverse weather conditions was effective, though tracking of equipment and personnel was lax.

LESSON:

Tracking and accounting of equipment and personnel at the staging sites and the remote incident site can improve.

RECOMMENDATION:

Continue ICS training to more advanced levels to include staging area management.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0022

RELATED OBJECTIVE: 03. Unified Command

RELATED ICS SECTION: UNIFIED COMMAND

OBSERVATION

Coast Guard, State of Alaska and Responsible Party were able to mount an overall effective response.

LESSON:

Having ICS trained personnel from all participating parties and using the oilized NIIMS ICS structure provided the substance and framework for a competent response.

Past cooperative efforts in drills and actual responses by all three parties enhanced their working relationships and capabilities for this exercise.

RECOMMENDATION:

Recognize the importance of prior ICS training. Have State, Coast Guard and Industry continue to participate in joint emergency exercises utilizing the ICS structure.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0009

RELATED OBJECTIVE: 07. Containment

RELATED ICS SECTION: OPERATIONS

OBSERVATION

The source of the discharge at a remote site was secured in a timely manner. The barge was circled with boom and the damaged tanks were pumped to minimize and stop the flow of leaking product.

LESSON:

This barge has upwards of 4 drills per year due to changes of crew. This fact resulted in the crew being able to deploy containment boom in 30 minutes and pump product from damaged tanks to the secure tanks with available space.

RECOMMENDATION:

Industry to continue training and exercises.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0010

RELATED OBJECTIVE: 09.1 Protective Booming

RELATED ICS SECTION: OPERATIONS

OBSERVATION

Environmentally Sensitive Areas were quickly identified and boom strategies developed to protect those areas appeared adequate as much as real time weather allowed. The competent response efforts by the vessel, communications and recovery personnel contributed to the success of the initial deployment of equipment despite adverse weather conditions.

LESSON:

The effects of natural environmental conditions on-scene (wind, currents, precipitation, tides, sea state, natural dispersion) may require changes of on-scene strategies.

RECOMMENDATION:

Enhance familiarization with geographical areas of responsibility to increase knowledge for proper response and, possibly, to predict product movement under various environmental conditions.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0014

RELATED OBJECTIVE: 11. Communications

RELATED ICS SECTION: OPERATIONS

OBSERVATION

Prior to the exercise, personnel knew that communications could be a problem.

LESSON:

Awareness of communication difficulties prompted regular section meetings in which pertinent field information was shared, this squelched players needs for first-hand field information. As a result of timely accurate information passed at section meetings, fewer people contacted on-scene responders for information. Directing communications to a central location allowed responders to focus their efforts on the actual response.

RECOMMENDATION:

Provide regular section meetings for the dissemination of information and ensure that the status boards are regularly updated.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0020

RELATED OBJECTIVE: 11. Communications

RELATED ICS SECTION: OPERATIONS

OBSERVATION

On-scene personnel provided ample information on field conditions and actions but return information from the command post to the field was sometimes sketchy. Some confusion came as a result of switching from the "canned" weather for the exercise to the actual weather on-scene.

LESSON:

Advantageous for the Unified Command to make sure pertinent information is shared and understood by field personnel. It is very easy for the Unified Command to assume that certain knowledge/decisions have been shared with on-scene operations when in fact this may not be the case.

RECOMMENDATION:

Better to provide too much information than not enough. For instance, the simple sharing of the POLREP may provide helpful information to on-scene command personnel.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0021

RELATED OBJECTIVE: 08.1 On Water Recovery

RELATED ICS SECTION: OPERATIONS

OBSERVATION

On first day of exercise, skimmers were quickly deployed but actual operations in an effective manner were compromised by adverse weather conditions. During second day of exercise, skimming operations proceeded smoothly but weather cooperated.

LESSON:

Effective skimming was possible had different techniques been employed in light of strong winds on the boom and vessel arrangements.

RECOMMENDATION:

More training and practice of skimming techniques under adverse weather conditions

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0007

RELATED OBJECTIVE: 11. Communications

RELATED ICS SECTION: PLANNING

OBSERVATION

Many remote communications "dead" zones are known to exist in southeast Alaska.

LESSON:

Due to preplanning between the CG, State and Industry, the Unified Command was able to overcome communication obstacles in this remote location. A communications link was established despite the severe terrain, weather, and distances between the field sites and the Command Center.

The satellite communications system was crucial to the successful communications at remote sites.

1. A stable communications platform was necessary for continued satellite communications. Site was established on the beach.
2. A secondary platform was established on the CGC FIREBUSH. Because it was thought that the FIREBUSH would move too much to maintain a satellite link, it was not used in the beginning of the exercise.

RECOMMENDATION:

Continue having Coast Guard, State and Industry work as a team to overcome major obstacles in communications. Have predesignated procedures which will work in most emergencies that present themselves in southeast Alaska.

- Plan & provide for base station on the beach complete with shelter, provisions and bear protection.
- Depending on conditions, SATCOM will work on buoy tenders.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0013

RELATED OBJECTIVE: 04.6 Safety Affairs

RELATED ICS SECTION: PLANNING

OBSERVATION

The initial safety plan did not address the issue of predators. After a bear was sighted walking along a boomed area, the site safety plan was modified to accommodate predators.

LESSON:

Bears are a known hazard in Alaska. The site of the exercise is known to have several bears feeding on salmon in nearby streams.

RECOMMENDATION:

Local area considerations should be incorporated into the site safety plan.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0008

RELATED OBJECTIVE: 12. Transportation

RELATED ICS SECTION: LOGISTICS

OBSERVATION

Transportation to remote sites in Alaska is available only by vessel and by aircraft. The use of aircraft was planned as the primary means of transportation to the site. However, low visibility and high winds grounded the aircraft on the first day. An alternate means of transportation had to be utilized.

LESSON:

Transportation to this remote site was successful. Numerous tour and charter boats exist in Southeast Alaska. These resources were tapped by the OSRO the morning of the exercise to transport first responders on-scene.

RECOMMENDATION:

Transportation in Alaska is contingent upon weather conditions as well as fishing and tourist seasons; backup plans are necessary. Identify alternate means of transportation resources for different weather conditions and for peak/off peak fishing and tourist season.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0017

RELATED OBJECTIVE: 13. Personnel Support

RELATED ICS SECTION: LOGISTICS

OBSERVATION

CGC FIREBUSH was on-scene acting as forward command post, providing hotel services, communications, transportation, safety and security overview.

LESSON:

Using the CG vessel as on-scene command post worked very well. Should also think of using vessel as an on-scene check-in as accountability of personnel on-scene can easily be lost. In this drill, one person was pre-identified to remain on shore. In actuality, more than one person stayed on shore. This resulted in a safety issue.

RECOMMENDATION:

A buoy tender or large vessel with hotel capabilities can adequately serve as a forward command post for similar incidents.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0018

RELATED OBJECTIVE: 13.4 Operational / Administrative Spaces

RELATED ICS SECTION: LOGISTICS

OBSERVATION

While the location of the Unified Command Post worked for this exercise, (the command post was established at the MSO and spread out into the adjoining city/state office spaces with a prior agreement with these agencies), better areas can be used. Planning and Ops were located in different spaces due to limited office space. Also difficult to hold a drill or actual emergency event in a space that is used daily for other business activities.

LESSON:

Co-locate Operations and Planning together; best to have one space where all sections (Finance, Operations, Planning, and Logistics) can work together.

RECOMMENDATION:

Look to locate the pre-identified command post in large space locally. Recommend the possible use of the Army National Guard hanger or the new National Guard armory that is planned for construction in Juneau.

LESSON LEARNED

EXERCISE: Port Snettisham 97

EXERCISE DATE: 8/13/97

ACP

LL0016

RELATED OBJECTIVE: Miscellaneous

RELATED ICS SECTION:

OBSERVATION

The Joint Design Team planned to use canned weather for the exercise. However, rain, wind and low visibility on day one of the exercise created a challenge for field ops.

LESSON:

Boom deployment strategy which was formulated for the "canned" weather conditions prescribed in the exercise could not be realized under the actual adverse weather conditions that existed on-scene.

RECOMMENDATION:

Exercise Control should be flexible to switch from "canned" weather to real weather if conditions change. Often better training can be realized by using real weather conditions.