

PWS 2004 AREA EXERCISE

Evaluation Team Guidance

Evaluators are focused on one objective - collecting data that can be used in evaluating the response processes used by the participating organizations. Successful evaluation lies in communicating observations to the Joint Evaluation Team. Because the Joint Evaluation Team does not meet until after the exercise, it is imperative that Evaluators take the time to write a detailed description of what is observed.

It is impossible for any one Evaluator to observe everything going on (i.e., different tasks are being performed, discussions occurring, and decisions made at any point of time during an exercise.) Because of this, and to ensure a well-rounded evaluation of each response process, this exercise will assign evaluation teams to these processes. The teams for this exercise are listed below:

Evaluation Coordinator: LT Brett Farrell, USCG
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Evaluation Team # 1			
Primary Area(s) of Evaluation: OPERATIONS			
Name	Agency	Phone	Email
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Evaluation Team # 2			
Primary Area(s) of Evaluation: PLANNING			
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<u>Team Leader</u> Mitch Deely	USCG	(907) 463-2816	tdeely@cgalaska.uscg.mil
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Evaluation Team # 3			
Primary Area(s) of Evaluation: COMMAND/FINANCE/SAFETY			
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<u>Team Leader</u> CDR Meredith Austin	USCG	(252) 331-6000 x3010	maustin@nsfcc.uscg.mil
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Evaluation Team # 4			
Primary Area(s) of Evaluation: EXTERNAL AFFAIRS			
Name	Agency	Phone	Email
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Field Operations Evaluation Team			
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Evaluation Schedule

Tuesday, August 3rd:

- 1300-1500 Exercise Participant Training (All hands) – Valdez Civic Center
- 1500-1700 Evaluator & Controller Training/Briefing – SERVS VEOC

Wednesday, August 4th:

- 0600 Field Evaluation Team meet for PPE issue, safety brief, etc.- SERVS VEOC (Continental breakfast provided)
- 0630 Field Evaluation Team underway to on-water equipment site(s) (Box lunches provided in field)
- 0700 Command Post Evaluators check-in for exercise – SERVS VEOC
- 0800-1600 Exercise Play (ends upon approval of IAP) – SERVS VEOC & on-water
- 1600-1630 Command post evaluators (teams 1-4) regroup as teams and debrief day 1 – SERVS VEOC
- 1600-1630 Field response personnel hotwash - Response Barge 500-2 (all field response personnel and field evaluators present)

Thursday, August 5th

- 0630 Command Post Evaluators check-in for exercise – SERVS VEOC (Continental breakfast provided)
- 0730 Commence Day 2 of exercise- SERVS VEOC
- 0800-1200 Field Evaluation Team debrief – Marine Safety Office conference room
- 1430 End of exercise (ends with approval of IAP or at 1430)
- 1445-1600 Players debrief by sections, evaluation teams begin compiling evaluations
- 1600-1630 Command & General Staff Summary for Unified Command – SERVS VEOC (Exercise Director, Evaluation Coordinator, Control Coordinator, and Exercise Coordinator present)

Friday, August 6th

- 0800-1000 Evaluation Teams debrief/compile evaluations (Teams 1-4)- SERVS VEOC
- 1000-1400 Evaluation Team Leader Debrief – SERVS VEOC (All Evaluation Team Leaders and Evaluation Coordinator present)

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Evaluator Responsibilities

- Obtain pre-exercise training (see evaluator schedule).
- Obtain your assigned manuals. Manuals are specific to each evaluation team.
- Be as unobtrusive as possible and try not to interfere with players performing their duties. However, do not hesitate to ask members of the response management organization questions if you need clarification as to what they are doing in order to make an observation. If you need to ask a question, please avoid getting in long conversations with the response management personnel in your section – let them get on with what they have to do.
- Provide the Joint Evaluation Team with constructive, detailed evaluations. This will ensure a quality after action report with valid lessons learned.
- Notify your team leader in the event that the players are not addressing a process chosen for evaluation, or if it appears that they will not address the process during the exercise.
- Notify your Team Leader, who will notify the Evaluation Coordinator, if you feel that a process is being performed incorrectly and/or feel that the player(s) need to be redirected. **DO NOT** redirect any play or inject any information to redirect the player(s). Only the Lead Controller has the authority to issue injects to the players.
- Be knowledgeable of the plan(s) being exercised. Each checklist references the specific plan(s) and/or guidance that is being used as evaluation criteria.

Evaluation Team Leader Responsibilities

- Determine the specialties of your team members and assign specific evaluations as appropriate.
- Act as the interface between your evaluation team and the Lead Exercise Controller. Work with exercise control to ensure that the players are addressing all of the processes chosen for evaluation.
- Ensure that the Section Chiefs (players) facilitate a player debrief in their respective sections following the end of the exercise and report their findings to the Unified Command. (See participant manual for guidance)
- Debrief and compile the reports from your team into “one voice” at the conclusion of the exercise. Having a team discussion and reaching a consensus on your findings is an important aspect of the evaluation process.
- Attend the Evaluation Team Leader debrief (see evaluator schedule) and present your team’s findings to the Evaluation Coordinator.

Evaluator General Information

- This manual will be provided in hardcopy at the evaluator training/briefing prior to the exercise (see evaluator schedule).
- Pens will be available in the VEOC during exercise days.
- Attire:

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- Command Post Evaluators – Casual business dress. Coast Guard personnel encouraged to wear the same. Evaluators are expected to “blend in” and not wearing a uniform will help to facilitate this.
- Field Evaluators – Dress appropriately for your assignment. Jeans, coveralls, etc. Coast Guard personnel to wear working blue, coveralls or other appropriate attire.

Specific Duties of an Evaluator

Evaluators are tasked with collecting subjective information on the effectiveness of the processes and systems used to conduct a response. The Evaluator Checklist Forms contained in this plan list the processes being evaluated as *Response Processes*. You will notice that the processes are further defined with *Evaluation Criteria*. These questions represent most of the tasks and steps, in accordance with the applicable plan(s), that are required to successfully complete the Response Process. Evaluators are tasked with making observations using the listed criteria as a guide. By providing this information, you provide the Joint Evaluation Team with the data they need in order to answer the question of “How well did the observed process or system work?” Please use the following guidelines when filling out these checklists:

- Specific evaluation questions are provided for each process. These questions have been derived from the applicable plans and are designed to provide the evaluators with baseline criteria for evaluating each process.
- Provide observations that amplify any column that you checked for the evaluation criteria. Note what worked, as well as what didn't work. It is just as important to know what is working as it is to know what needs improvement.
- Avoid simple yes or no answers.
- Evaluate each process before *and* after the IMT transition from Alyeska to ConocoPhillips if possible. Note which organization was in charge of the process as evaluated.
- It is important that you consider and comment on any exercise artificialities that may have contributed to your observations.
- Provide detailed lessons learned and/or best practices observed for each process being evaluated.
- Recommend appropriate remedial or follow-on actions that should be taken to either improve an observed process or to ensure continued effectiveness.

Additional Observations

The Joint Design Team (JDT) has chosen the response processes that will be evaluated during this exercise. It is important that these processes are exercised *and* evaluated. Other processes that have not been chosen for evaluation will obviously be exercised by the players and may result in valuable lessons learned as well. Blank evaluation forms have been provided in this manual to capture these observations, but the following points should be considered when doing so:

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- The *highest priority* is to evaluate the processes chosen by the JDT. Ensure that all of the evaluation processes in this manual have been, or will be, observed by the end of the exercise before focusing on processes not identified for evaluation.
- Because of limited space in the VEOC, the JDT may have purposely understaffed portions of the incident management team based on lack of an *evaluated* process for their unit, section, etc.
- Do not attempt to “steer” the players into performing a process that is not listed in this manual. Evaluators are not intended to be coaches.

Upon Completion of Forms

- Participate in a team discussion to compile all the evaluations of each process into “one voice.” This compiled evaluation will be provided to the Joint Evaluation Team to assist in their report development.

Exercise Evaluation Objective/Processes

The following table outlines the exercise objectives and specific response processes that will be evaluated during this Area Exercise:

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<i>Exercise Objectives</i>	<i>Specific Process to be Evaluated</i>	<i>Evaluation Team Assigned</i>
3.1.1 Federal Representation: Demonstrate the ability to consolidate the concerns and interests of the other members of the unified command into a unified strategic plan with tactical operations.	Provide appropriate and adequate personnel in UC to effectively manage the incident.	Team 3: Command/Safety/Finance
	Effectively represent the Federal Government's interests within Unified Command framework	Team 3: Command/Safety/Finance
	Participate in the development and implementation of overall incident objectives.	Team 3: Command/Safety/Finance
3.1.2 State Representation: Demonstrate the ability to function within the unified command structure.	Provide appropriate and adequate personnel in UC to effectively manage the incident.	Team 3: Command/Safety/Finance
	Effectively represent the State's interests within Unified Command framework	Team 3: Command/Safety/Finance
	Participate in the development and implementation of overall incident objectives.	Team 3: Command/Safety/Finance
3.1.3 Responsible Party Representation: Demonstrate the ability to function within the unified command structure.	Provide appropriate and adequate personnel in UC to effectively manage the incident.	Team 3: Command/Safety/Finance
	Effectively represent RP's interests within Unified Command framework.	Team 3: Command/Safety/Finance
	Participate in the development and implementation of overall incident objectives.	Team 3: Command/Safety/Finance
3.2.1 Operations: Demonstrate the ability to coordinate or direct operations related to the implementation of action	Monitor current operational period's activities and provide support as necessary.	Team 1: Operations

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plans contained in the respective response and contingency plans developed by the Unified Command.	Coordinate tactical planning for the next operational period with the IC and Planning Section Chief.	Team 1: Operations Team 2: Planning
	Communicate effectively with the Situation Unit to update information on field response operations.	Team 1: Operations Team 2: Planning
	Establish effective Division, Group and Task Force assignments.	Team 1: Operations
3.2.2 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 Ops Section.	Lead effective command & general staff meetings.	Team 2: Planning Team 3: Command/Safety/Finance
	Lead effective tactics meetings.	Team 1: Operations Team 2: Planning
	Lead effective planning meetings.	Team 2: Planning Team 3: Command/Safety/Finance
	Collect, organize, and display all necessary oil spill status information.	Team 2: Planning
	Generate accurate and complete ICS-204 forms. (Resource Unit)	Team 2: Planning
	Develop an effective resource ordering and tracking process. (Resource Unit)	Team 2: Planning
	Identify sensitive areas and recommend response strategies and priorities. (Environmental Unit)	Team 2: Planning
	Provide recommendations regarding the use of alternative response technologies.	Team 2: Planning
3.2.4 Finance: Demonstrate the ability to document the daily expenditures of the organization and provide cost estimates for continuing operations.	Develop an effective claims process.	Team 3: Command/Safety/Finance
3.2.X Community Outreach: Demonstrate the ability to organize an effective	Develop and implement an effective outreach program.	Team 4: External Affairs

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community outreach program within the framework of the response management system, in accordance with the Alaska Incident Management System (AIMS) Guide.	Accurately assess and convey stakeholder concerns/objectives to Unified Command.	Team 4: External Affairs
	Unified Command (UC) provide necessary support to Regional Stakeholder Committee (RSC).	Team 3: Command/Safety/Finance Team 4: External Affairs
3.2.5 Public Affairs: Demonstrate the ability to form a joint information center and provide the necessary interface between the unified command and the media (<i>with an emphasis on community outreach</i>)	Prepare a joint press release.	Team 4: External Affairs
	Conduct a press conference.	Team 4: External Affairs
	Establish a website to disseminate response information.	Team 4: External Affairs
3.2.6 Safety Affairs: Demonstrate the ability to monitor all field operations and ensure compliance with safety standards.	Develop and implement a site safety plan.	Team 3: Command/Safety/Finance
5.0 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. .	Analyze and incorporate overflight data into the planning process.	Team 2: Planning
6.0 Containment: Demonstrate the ability of the spill response organization to contain the discharge at the source or in various locations for recovery operations.	Develop and analyze containment strategies in accordance with applicable plans and/or guidance.	Team 1: Operations Team 2: Planning
7.1 On-Water Recovery: Demonstrate the ability to assemble and deploy the on-water recovery resources identified In	Demonstrate Group command & control.	Field Evaluation Team
	Demonstrate staging area command and control.(Near-shore recovery)	Field Evaluation Team

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the response plans.	Staging Area manage equipment in support of response.(Near-shore recovery)	Field Evaluation Team
	Deploy boom from staging area(s).(Near-shore recovery)	Field Evaluation Team
	Deploy skimming systems from staging area(s).(Near-shore recovery)	Field Evaluation Team
	Deploy primary storage from staging area(s).(Near-shore recovery)	Field Evaluation Team
	Deploy all necessary PPE and decontamination materials.	Field Evaluation Team
	Demonstrate Task Force command & control.(Open-water recovery)	Field Evaluation Team
	Position task force(s) as assigned.(Open-water recovery)	Field Evaluation Team
	Maintain barge and boom position in path of oil (Open-water recovery)	Field Evaluation Team
	Assemble and deploy skimming system(s). (Open-water recovery)	Field Evaluation Team
	Demonstrate procedures for loading the barge with recovered oil. (Open-water recovery)	Field Evaluation Team
	Decant free-water from the barge based on established procedures. (Open-water recovery)	Field Evaluation Team
8.1 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 plan.	Perform pre-planned tactics and/or activities to accomplish the Geographical Response Strategy (GRS) developed for Jack Bay.	Field Evaluation Team
	Identify PWS-specific environmental issues and incorporate pre-planned protection strategies into actions plans as appropriate.	Team 1: Operations Team 2: Planning

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8.3 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 to develop a plan for use.	Identify wildlife response requirements appropriate to the incident. (Environ. Unit)	Team 2: Planning
	Perform call-up/notification of all required wildlife response resources. (no actual deployment).	Team 1: Operations Team 2: Planning
10.1 Internal Communications: Demonstrate the ability to establish an intra-organization communications system. This encompasses communications at the command post and between the command post and deployed resources.	Effectively communicate essential Incident Action Plan (IAP) information from command post to the field response personnel.	Team 1: Operations Team 2: Planning
	Establish & maintain effective communications between all levels of field operations.	Field Evaluation Team
10.2 External Communications: Demonstrate the ability to establish communications both within the response organization and other entities (e.g., RRT, claimants, media, regional or HQ agency offices [CMTs], non-governmental organizations, etc.).	Establish a website to disseminate response information. (see 3.2.5)	Team 4: External Affairs
	Establish an effective corporate liaison function to interface with CP corporate CMST and CMT. (Post-transition)	Team 3: Command/Safety/Finance
12.1 Management: Demonstrate the ability to provide administrative management of all personnel involved in the response. This requirement includes the ability to move personnel into and out of the response organization with established procedures.	Transition from the initial Alyeska Incident Management Team to the Contracting Party Incident Management Team IAW the PWS Tanker C-Plan.	Team 1: Operations Team 2: Planning Team 3: Command/Safety/Finance Team 4: External Affairs
12.4 Operational and Administrative Spaces: Demonstrate the ability to provide suitable operational and administrative spaces for personnel involved with the management of the response.	Facilitate effective communications between various section/unit personnel.	Team 1: Operations Team 2: Planning Team 3: Command/Safety/Finance Team 4: External Affairs
	Provide sufficient space to hold meetings required as part of planning process.	Team 2: Planning

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<p>14.1 Personnel: Demonstrate the ability to procure sufficient personnel to mount and sustain an organized response. This requirement includes insuring that all personnel have qualifications and training required for their position within the response organization.</p>	<p>Responding agencies provide adequately trained and sufficient personnel to staff a unified command post and respond to the given scenario.</p>	<p>Team 1: Operations Team 2: Planning Team 3: Command/Safety/Finance Team 4: External Affairs Field Evaluation Team</p>
<p>15.0 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.</p>	<p>Maintain log of incident activities.</p>	<p>Team 1: Operations Team 2: Planning Team 3: Command/Safety/Finance Team 4: External Affairs Field Evaluation Team</p>
	<p>Utilize "IAP" incident management software to develop a high quality IAP and other plans.</p>	<p>Team 1: Operations Team 2: Planning Team 3: Command/Safety/Finance Team 4: External Affairs</p>