

Multi-location, Multi-Program Exercise - case study

Industry Led Exercise
New Orleans/Tampa
April 12-14, 2011



Marathon Petroleum Company LP



Background

- Marathon Petroleum has been moving toward ever more complex exercises since 2006
- With DWH, the bar had been raised a magnitude, or more. It also opened up opportunities to practice Area Command
- Using our largest refinery and largest terminal, we still could not reach the resource constraints required for a traditional area command
- Fall back position “Home Support Team”
 - Tier 3 team support s Tier 2 business unit teams
 - Provide Sit Stat to executive management
 - Utilize an long distance supply chain



Exercise Overview

- Multi-location, Multi-incident
 - Tornado-driven/related, four release event, with section specific items
 - Separates business units, states, districts, regions
- Tier 2 teams and local agencies carried the morning of April 12
- Transition to Tier 3 IMT and non-local agencies after lunch
- Exercise continued through end of April 14

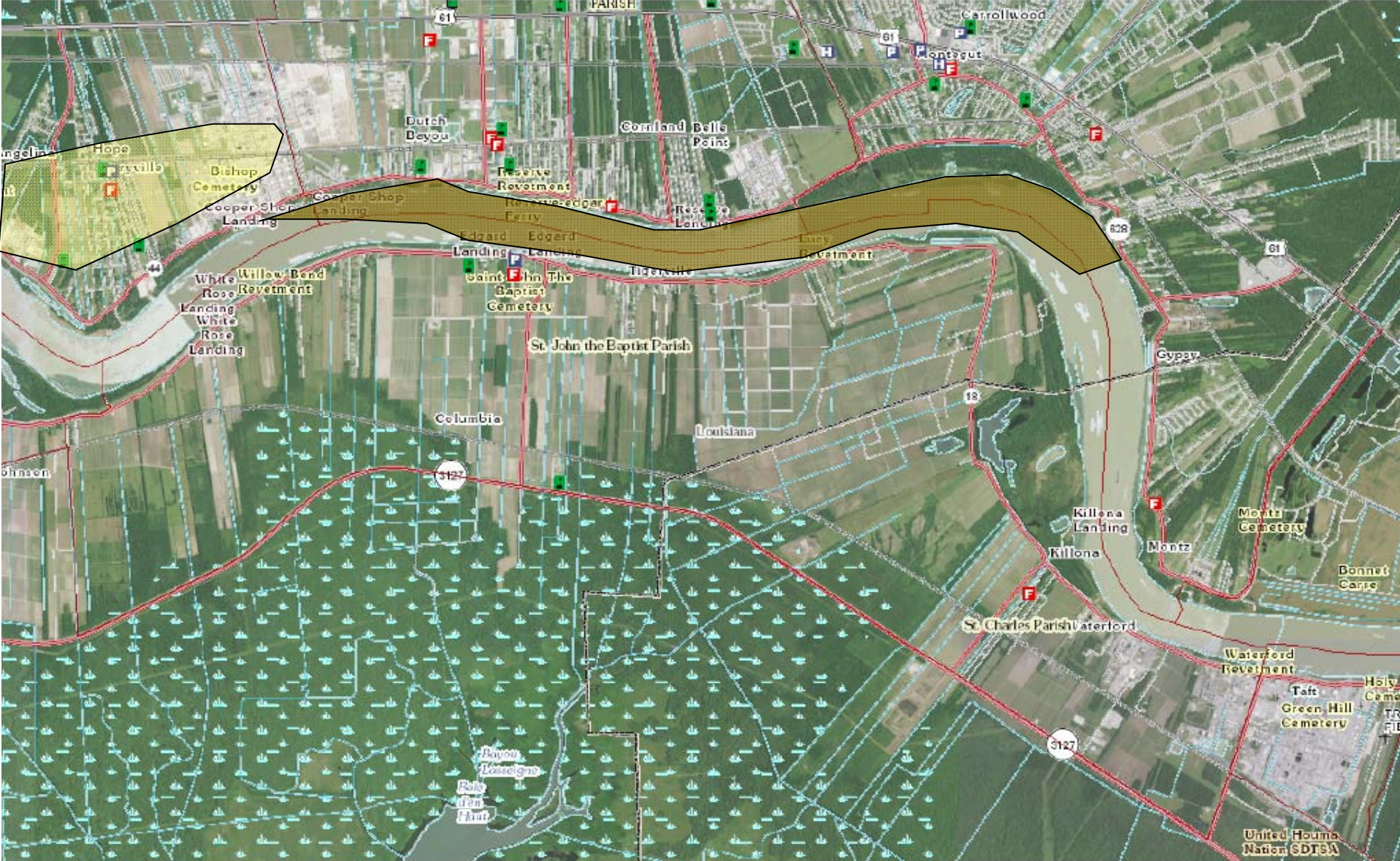


Exercise Scenario

- Garyville, Louisiana refinery
 - 3rd party Crude carrier leaks at dock into Mississippi River
 - Sulfur plume blows into a community
- Tampa, Florida oil terminal
 - 3rd Party barge leaks diesel at dock into Tampa Bay
 - Tank failure pushes diesel into neighborhood



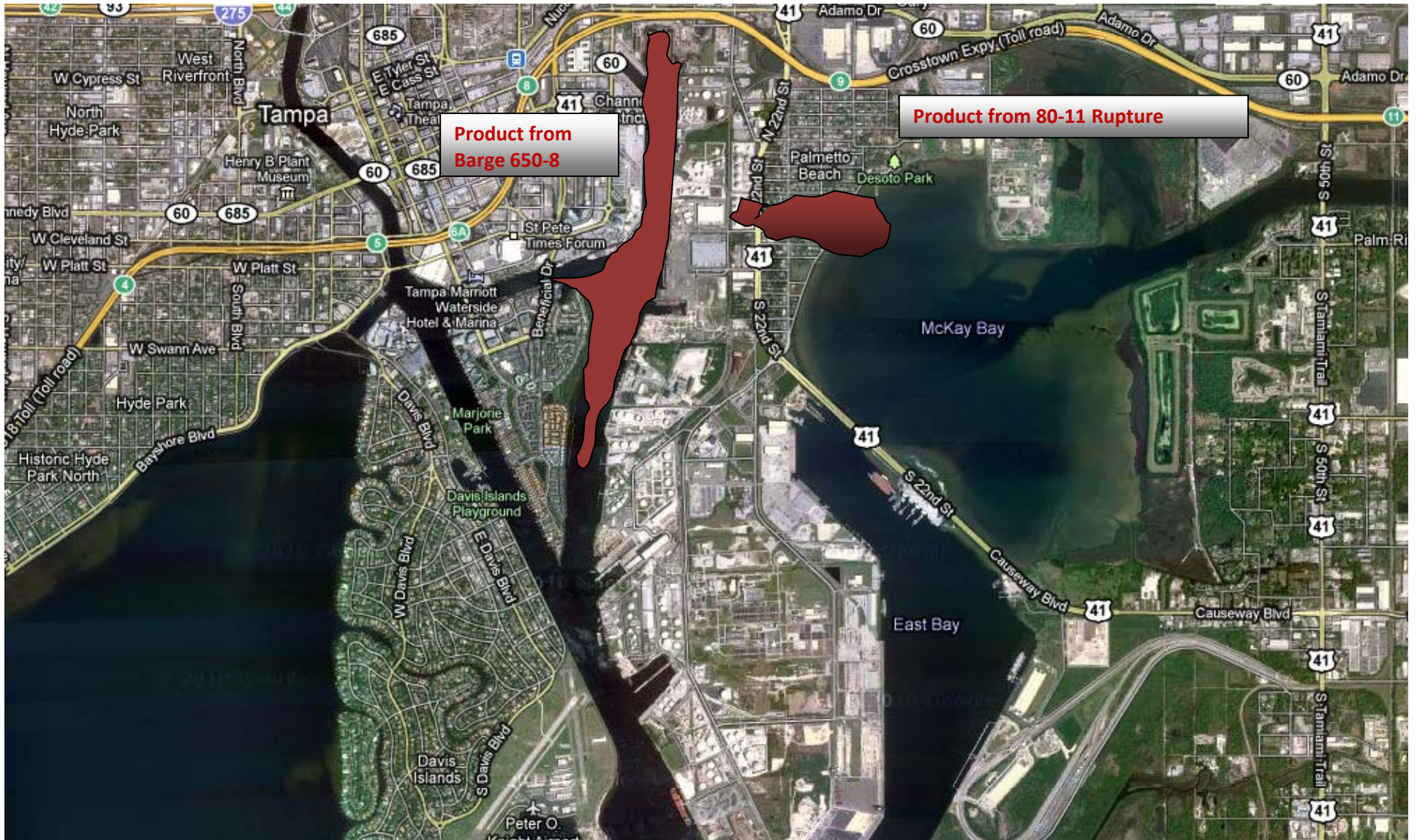
NOLA Venue



ICP NOLA



Tampa Venue



ICP TAMPA



IMT Objectives

- Annual Tier 3 IMT Exercise is practice for an all volunteer team
- Involve Team(s) at a higher level of Unified Command
- Push Unified Command down into sections
- Work two planning cycles
- Involve Federal, State, Local, NGO and private in UC
- Inject multi-program/jurisdictional issues in play



Artificialities

- 24-hour broken daylight
- Size of the IMT
 - Budget concerns allow only one exercise per year
 - Two shifts – rotate leads
- Tier 2 teams allowed to go back to work
- Marathon filled lead roles in sections.
- No other weather effects

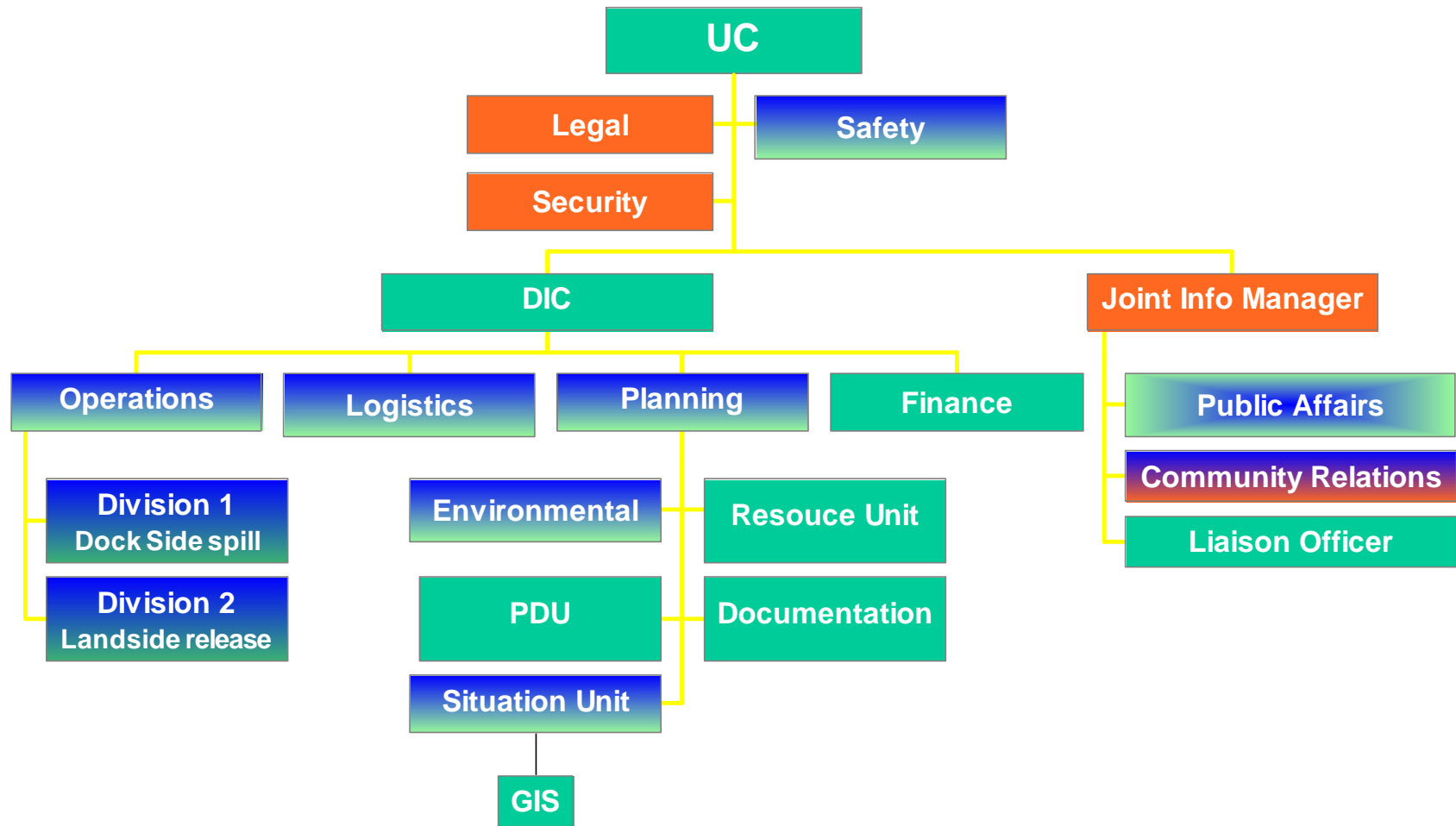


The Planning Groups

NOLA Venue		Tampa Venue	
HESS mgr	LOOP	EMA director	Hillsborough County
IMD director	Sector NOLA	Environmental Coordinator	ERC Hillsborough
Waterway planning	Sector NOLA	PIO	Hillsborough County
Coastal manager	NOAA	Response Planning	Sector St. Pete
Regional Manager	NWS	SOSC	FLDEP
ER Coordinator	Marathon Garyville	Operations Suprv	Marathon Tampa
OPA Coordinator	Marathon CRLLC	OPA Coordinator	Marathon Findlay
Emergency Preparedness	Marathon Corporate	Emergency Preparedness	Marathon Corporate
FOSC	USEPA R6		



Tier 3 Structure w/ Unified Command



Unified Command at Work



Operations



JIC

Press Conference



ENVIR



Lessons Learned

- If you provide a secure internet then provide open access internet as well
- Contrast in styles between two local response at the far extremes
 - Light touch, glad the RP is stepping up
 - This is our backyard and you will do it this way
- Media Training was an added bonus



Lessons Learned, cont

- Start locally and build up from there
- More focus needs to be put on volunteer management
- Not all ACP's are created equal
 - How do you improve antiquated plans without a budget
 - Some privately owned tactical plans are good but not openly available



Lessons Learned, cont

- Marathon IMH
 - Very user friendly tool
 - Lacks a way to do interim updates
 - Needs to specify meeting inputs and outputs
- Consider rotating best talent into lead positions
- Piers and TRG software don't share claims data easily



The Long List

A	B	C	D
1	CERT Drill 2003 Lessons Learned		
2			
3	Drill Mechanism		
4	Need Improvement or Action Item	Action Item	Responsible party
5	1	Issue the command table for annual meeting clearly in the utilization table board for sized display.	
6	2	Place GIS support clearly in Utilization Table Board	
7	3	Provide OPS in all search and support items	
8	4	Make sure to include Scenarios	
9	5	Include a roll phone order in challenge drill communication	
10	6	Provide stand props to better simulate physical conditions in field	
11	7	Provide a specific search table	
12	8	Develop search grid for annual meeting	
13	9	Ensure level 2 to 3 are properly included	
14	10	Create an operational board for public assistance in the drill. Where appropriate.	
15	11	Call drill registration off at end of drill.	
16	12	Create posters for Drill Log and Schedule of registration desk	
17	13	Work on air monitoring reading simulation ahead of time	
18	14	Conduct HRC ahead of time and have in record drill sessions set.	
19	15	Specify number of inputs per day per session	
20	16	Continue working on reducing scope of Run outback and perhaps have a more focused drill	
21	17	Discuss among EPG about whether to include this in future.	EPG
22	18	Debrief on better process for searching in priority and secondary finding direct messages in priority	Pat
23	19	In progress	Pat
24	20	Consider reducing the drill to 3 days in total the DIAT setup and spread meetings out	Greg and Pat
25	21	More EPG input on meeting with Greg and some up with a solution	John Wurt
26	22	Drill design limitations, no action item	NA
27	23	Drill design limitations, no action item	NA
28	24	Drill design limitations, no action item	NA
29	25	Drill to drill table available? Complete inputs early and ensure adequate direction is provided in the Response Room for direction. The Response Room should have their own utilization board for immediate information.	Pat
30	26	Response Room needs to be prepared to control the drill and not the drill control it.	
31			
32	Response team enhancement		
33	Need Improvement or Action Item	Action Item	Responsible party
34	27	Document responder in situation and needs to be placed in a realistic maintenance program if it is not replaced.	Scott
35	28	Finance and better access to planning and location documents?	Doris Burr and Scott
36	29	Environment Scenarios would like some GIS capabilities	Greg
37	30	Setup related to plan document	Greg and Sue Google
38	31	Continue work on better especially hard copies and a skill	Greg
39	32	EPG would like a drill plan in their location	Pat
40	33	Need to integrate location and OPS table with the Planning Section/ PDU or TBC process.	Jammie, Scott and Greg
41	34	Need additional ICS response forms to eliminate duplicating work.	Jammie, Scott and Greg
42	35	Registration process needs to be more formal within the Incident.	Greg and Scott
43	36	Phone Bank of insufficient spacing during drills	Greg and Scott
44	37	Phone bank needs to be fixed and used in CERT training	Spravo, Ostrom and Pat
45	38	Phone calls need to be realistic content	Pat
46	39	ICC Message history in field ICS	Greg
47	40	Insufficient storage space on radio trailer	Greg
48	41	Several team members had frozen damage on the trailer	Scott
49			
50	Headbook Modifications		
51	Need Improvement or Action Item	Action Item	Responsible party
52	42	HRM in the General Section that agency personnel need to be included early in the decision/planning making process.	
53	43	HRM notes needed for meetings as an emphasis in General models.	
54	44	HRM relationship strategic objectives early in the IC model.	
55	45	IC needs to produce a daily or earlier regular summary for internal communication. This needs to be added to the IC/DIC checklist.	
56	46	HRM approval of full release in General models.	
57	47	HRM to review the work development of incident within the planning models.	Greg
58	48	HRM VIF needs to be in models.	
59	49	HRM ensure meeting materials are passed out to meeting models	
60	50	HRM Develop Day 2 plan orders in Search models	
61	51	HRM review on call to ensure space in Planning / Emergency model	
62	52	HRM Skill SSP in UC for approval in Safety Models	
63	53	Public area guide back to entire team	
64			
65	Training Issues		
66	Need Improvement or Action Item	Action Item	Responsible party
67	54	Key Working On Unified Command: Issue agency personnel earlier in the decision/planning making process	HRM in General training models. Emphasize in IC/DIC training models
68	55	Release of skill order needs to be approved by UC.	HRM in General training models. Emphasize in IC/DIC training models
69	56	Establish strategic objectives work earlier and receive approval from the UC.	HRM in IC/DIC training models.
70	57	Response activities were slow to be developed. (i.e. amount of all supplied, all resources, assets, etc.)	Put particular emphasis on planning training models
71	58	Issue essential gear during and after	HRM Note needed in General training models. Also emphasize use of microphones
72	59	How to use microphones and IC/DIC training	Provide general and specific training to crew team members.
73	60	Rescue line was general early. Better use of tools is needed	
74	61	Better strategies are needed to handle HazMat and agency personnel during Press conferences.	
75	62	Consider adding video based exercises on a training tool	Consider media training for IC, DIC, JIM and PIO's
76	63	How much did and more than to be in general	
77	64	Live radio need to be less off	
78			
79	Team and Response management system issues		
80	Need Improvement or Action Item	Action Item	Responsible party
81	65	Need to add annual training in addition to drill	Incorporate annual training
82	66	Messages need to stay where in planned agendas	Point of emphasis during oral training
83	67	Need to be more consistent with Minutes for each meeting	
84	68	Ensure work process in ICS JIM	Discuss this with Spravo and JIM to determine best fit.
85	69	HRM Info HRM and get adequate communication.	EPG, Executive, OPS and Safety should need to determine best fit
86	70	Not all agencies integrated search from both sides	Work separately with agency personnel and the incident better integration methods
87	71	ENG need more depth	Group in generally of ICS up and down team need to expand group
88	72	Use Time 2 and headsets. Not legal process in Time 2 team	Use the radio
89	73	Discussion between executive reporting and finance?	Debriefing approach flow as Finance gets all response resources assets
90	74	Central other water area and get drinking water	Utilize OESBACO or equivalent notification system. Training point of emphasis
91	75	Need to set more internal communication and meetings to speak up	HRM as check list item
92	76	Need to develop PDU for final response effort and determine best utilization of PDU resources!	Review in Response regarding additional training, with some additional aid over as their future role.



Brutal Media role player interviews



Early Morning Command Coffee



The Exercise Stat's

- Six Planning meetings split between two venues, 33 planners
- Two-and-one-half days spent in exercise
- 335 participants representing 38 organizations
- ~1150 meals
- ~1000' boom deployed
- One planning chief with strep throat



Summary

- Drill planning process A-
 - despite short timeline
- Marathon IMT B
 - Continue working toward a more collaborative entry into Unified Command
 - Develop more depth on WebIAP tools
- Command, OPS, Environmental A+
 - Collaboration effort was the strength
- Area command not applicable? Or would two high profile spills demand it?
- Some local responders were unresponsive to invitations



Marathon thanks:

- Sector New Orleans
- USEPA Region 6
- LOSCO
- La DEQ
- La DNR
- NWS
- LOOP
- Univ NOLA
- Tristate Bird Rescue
- Sector St. Pete
- USEPA Region 4
- Fl DEP
- Fl FWIR
- NOAA
- Tampa FD
- Univ of So. Florida
- Hillsborough County
- Pinellas County



Questions?

Pat McCaffrey

psmccaffrey@marathonpetroleum.com

419-421-3058

