Multi-location, Multi-Program
Exercise - case study

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

<table>
<thead>
<tr>
<th>NOLA Venue</th>
<th>Tampa Venue</th>
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<tr>
<td>HESS mgr</td>
<td>EMA director</td>
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<td>LOOP</td>
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<td>IMD director</td>
<td>Environmental Coordinator</td>
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Unified Command at Work

Operations

Press Conference

ENVIR

JIC
Lessons Learned

- If you provide a secure internet then provide open access internet as well

- Contrast in styles between two local response at he 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
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The Long List
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?

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