



Massachusetts Department of  
Environmental Protection

# MassDEP Geographic Response Strategy - 2022 Nantucket First Responder Exercise - Nantucket, MA

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Exercise Plan  
October 20, 2022

The Exercise Plan (ExPlan) gives senior leaders, observers, media personnel, and players from participating organizations information they need to observe or participate in the exercise. It includes an exercise overview, objectives and aligned capabilities, roles and responsibilities, logistics, schedule, and communications plan. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the ExPlan.

## EXERCISE OVERVIEW

<b>Exercise Name</b>	2022 Nantucket First Responder (FR) Exercise
<b>Exercise Dates</b>	October 20, 2022
<b>Scope</b>	This is a full-scale exercise, planned for approximately four hours in Nantucket, MA with trailer familiarization held at the Nantucket Police Department, and the exercise held at the Steamboat Wharf in Nantucket Harbor. Exercise play is limited to Nantucket Harbor in the vicinity of the Steamboat Wharf, Children's Beach, and the adjacent shoreline.
<b>Mission Area(s)</b>	Response
<b>Capabilities</b>	Planning, Environmental Response/Health and Safety, Operational Coordination, Operational Communications
<b>Objectives</b>	<p>Objective 1: Demonstrate the ability to deploy oil spill equipment from one or more MassDEP pre-positioned oil spill response trailers utilizing common Geographic Response Strategy (GRS) tactics.</p> <p>Objective 2: Demonstrate the ability to assemble a spill response organization utilizing Incident Command System (ICS) principles through development and execution of an Incident Briefing (ICS 201) and implementation of on-site incident management and tactical operations.</p> <p>Objective 3: Demonstrate the ability to effectively communicate between multiple local, state, and federal agencies including fire departments, police departments, harbormasters, and other state and federal first responders using UHF and/or VHF communications.</p>
<b>Threat/Hazard</b>	Discharge of oil into a navigable waterway
<b>Scenario</b>	An incident has occurred on board a Steamship Authority vessel and an oil spill threatens Nantucket Harbor. The Nantucket Fire Department and Harbormaster, Police Department/EMA, Steamship Authority, Madaket Marine, and Harbor Fuel will deploy boom to protect sensitive resources in Nantucket Harbor and the surrounding area.
<b>Sponsor</b>	Massachusetts Department of Environmental Protection
<b>Participating Organizations</b>	See Appendix A: Exercise Participants
<b>Point of Contact</b>	<p>Julie Hutcheson, Section Chief          Massachusetts Department of Environmental Protection          Oil Spill Prevention and Response Program          1 Winter St.          Boston, MA 02108          (617) 366-7424          julie.hutcheson@mass.gov</p>

## GENERAL INFORMATION

### Exercise Objectives and Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned capabilities are guided by senior leaders and selected by the Exercise Planning Team.

Exercise Objective	Core Capability
Demonstrate the ability to deploy oil spill equipment safely and effectively from one or more MassDEP pre-positioned oil spill response trailers and utilize common Geographic Response Strategy (GRS) tactics.	Environmental Response/Health & Safety
Demonstrate the ability to assemble a spill response organization utilizing Incident Command System (ICS) principles through development and execution of an Incident Briefing (ICS 201) and implementation of on-site incident management and tactical operations.	Operational Coordination
Demonstrate the ability to effectively communicate between multiple local, state, and federal agencies including fire departments, police departments, harbormasters, and other state and federal first responders using UHF and/or VHF communications.	Operational Communication

Table 1. Exercise Objectives and Associated Capabilities

### Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players.** Players are personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- **Controllers.** Controllers plan and manage exercise play, set up and operate the exercise site, and act in the roles of organizations or individuals that are not playing in the exercise. Controllers direct the pace of the exercise, provide key data to players, and may prompt or initiate certain player actions to ensure exercise continuity. In addition, they issue exercise material to players as required, monitor the exercise timeline, and supervise the safety of all exercise participants.

- **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. Evaluators observe and document performance against established capability targets and critical tasks, in accordance with the Exercise Evaluation Guides (EEGs).
- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. Very Important Persons (VIPs) are also observers, but they frequently are grouped separately.
- **Media Personnel.** Some media personnel may be present as observers, pending approval by the sponsor organization and the Exercise Planning Team.
- **Support Staff.** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise (e.g., registration, catering).

## Exercise Assumptions and Artificialities

In any exercise, assumptions and artificialities may be necessary to complete play in the time allotted and/or account for logistical limitations. Exercise participants should accept that assumptions and artificialities are inherent in any exercise and should not allow these considerations to negatively impact their participation.

### *Assumptions*

Assumptions constitute the implied factual foundation for the exercise and, as such, are assumed to be present before the exercise starts. The following assumptions apply to the exercise:

- The exercise is conducted in a no-fault learning environment wherein capabilities, plans, systems, and processes will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies take priority.

### *Artificialities*

During this exercise, the following artificialities apply:

- Exercise communication and coordination is limited to participating exercise organizations, and venues.

## EXERCISE LOGISTICS

### Safety

Exercise participant safety takes priority over exercise events. The following general requirements apply to the exercise:

- A Safety Controller is responsible for ensuring the exercise is conducted in a safe environment; any safety concerns must be immediately reported to the Safety Controller. The Safety Controller and Exercise Director will determine if a real-world emergency warrants a pause in exercise play and when exercise play can be resumed.
- For an emergency that requires assistance, use the phrase “**emergency - emergency**.” The following procedures should be used in case of a real emergency during the exercise:
  - Anyone who observes a participant who is seriously ill or injured will immediately notify emergency services and the closest controller, and, within reason and training, render aid.
  - The player or controller aware of a real emergency will initiate the “**emergency - emergency**.” and provide the Incident Commander, Safety Officer, Lead Controller, and Exercise Director with the location of the emergency and resources needed, if any.

### Site Access

#### *Security*

If entry control is required for the exercise venue(s), the sponsor organization is responsible for arranging appropriate security measures. To prevent interruption of the exercise, access to exercise sites is limited to exercise participants. Players should advise their venue's controller or evaluator of any unauthorized persons.

#### *Media/Observer Coordination*

Organizations with media personnel and/or observers attending the event should coordinate with the sponsor organization for access to the exercise site. Media/Observers are escorted to designated areas and always accompanied by an exercise controller. Identify a designated location for the media prior to the start of the exercise. Sponsor organization representatives and/or the observer controller may be present to explain exercise conduct and answer questions. Exercise participants should be advised of media and/or observer presence.

## POST-EXERCISE ACTIVITIES

### Debriefings

Post-exercise debriefings aim to collect sufficient relevant data to support effective evaluation and improvement planning.

#### *Hotwash*

At the conclusion of exercise play, a controller or evaluator will lead a Hot Wash to allow players to discuss strengths and areas for improvement, and evaluators to seek clarification regarding player actions and decision-making processes. All participants may attend; however, observers are not encouraged to attend the meeting. The information gathered during a hotwash contributes to the AAR/IP and any exercise suggestions can improve future exercises.

#### *Participant Feedback Forms*

Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design, and to share their observed strengths and areas for improvement. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

# PARTICIPANT INFORMATION AND GUIDANCE

## Exercise Rules

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise players will comply with real-world emergency procedures, unless otherwise directed by the control staff.
- All communications (including written, radio, telephone, and e-mail) during the exercise will begin and end with the statement “**This is an exercise.**”

## Players Instructions

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

### *Before the Exercise*

- Review appropriate organizational plans, procedures, and exercise support documents.
- Sign in when you arrive.

### *During the Exercise*

- Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- If you do not understand the scope of the exercise, or if you are uncertain about an organization’s participation in an exercise, ask a controller.

### *After the Exercise*

- Participate in the Hotwash at your venue with controllers and evaluators.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

## APPENDIX A: EXERCISE PARTICIPANTS

Participating Organizations	
<b>Town of Nantucket, MA</b>	
Nantucket Fire Department	3-5
Nantucket Harbormaster	5-6
Nantucket Police Department/EMA	2-3
Steamship Authority	4-6
Harbor Fuel	3-6
Madaket Marine	2-3
<b>State</b>	
Massachusetts Department of Environmental Protection (MassDEP)	2
Moran Environmental Recovery (MER) *	2
Nuka Research and Planning Group, LLC (Nuka Research) *	3
<b>Federal</b>	
United States Coast Guard	2-4
<b>TOTAL</b>	<b>28-40</b>

\* - Contractors for MassDEP

## APPENDIX B: INCIDENT/SAFETY BRIEFING (ICS 201 AND 208)

### INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b> 2022 Nantucket FR Exercise	<b>2. Incident Number:</b> 90-22	<b>3. Date/Time Initiated:</b> 200CT22
<b>4. Tactics Map:</b>		
<b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): <p>An incident has occurred on board a Steamship Authority vessel and an oil spill threatens Nantucket Harbor. The Nantucket Fire Department and Harbormaster, Police Department/EMA, Steamship Authority, Madaket Marine, and Harbor Fuel will deploy boom to protect sensitive resources in Nantucket Harbor and the surrounding area.</p> <p>Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.</p>		
<b>6. Prepared by:</b> MassDEP	Position/Title: Exercise Controller	
<b>ICS 201, Page 1</b>	Date/Time: 200CT22	

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> 2022 Nantucket FR Exercise	<b>2. Incident Number:</b> 90-22	<b>3. Date/Time Initiated:</b> 200CT22					
<b>7. Current and Planned Objectives:</b>							
<ul style="list-style-type: none"> <li>Establish VHF or UHF Communication Channel or Frequency</li> <li>Deploy Containment Boom around a vessel at a mooring and a vessel at dock</li> <li>Deploy 500-600 feet of containment boom around a docked ferry</li> </ul>							
<b>Tidal Information (approx.) for Nantucket Harbor, MA on 200CT</b>							
HIGH		LOW					
AM	ft	PM	ft	AM	ft	PM	ft
9:08	2.8	9:16	3.2	2:45	069	2:51	0.9
<b>Weather Forecast for Nantucket Harbor, MA on 200CT</b>							
Wind Speed	Wind Direction	Wind Gust	Wind Average	Air Temp	Sky Condition		
17 mph	WSW		10-20 mph	57	Partly cloudy, chance of rain		
<b>8. Current and Planned Actions, Strategies, and Tactics:</b>							
Time:	Actions:						
1100	Mobilize and Stage Equipment						
1130	Conduct MassDEP trailer equipment familiarization and hands-on training						
1230	Transit to Steamboat Wharf						
1300	Operational and Safety Brief						
1310	Deploy Containment Boom around a vessel at a mooring and a vessel at dock						
1400	Deploy 500-600 ft Containment Boom around west SSA slip at Steamboat Wharf						
1430	Demobilize, rinse, and repack all equipment						
1445	Conduct Hot Wash. Complete and turn in all Participant Feedback Forms						
1500	Secure from Exercise						
<b>6. Prepared by:</b> MassDEP		Position/Title: Exercise Controller					
ICS 201, Page 2		Date/Time: 200CT22					

## INCIDENT BRIEFING (ICS 201)

1. Incident Name: 2022 Nantucket FR Exercise	2. Incident Number: 90-22	3. Date/Time Initiated: 200CT22			
9. Current Organization:					
Incident Commander [ENTER NAME]	Comms [ENTER CHANNEL OR FREQ]	Safety Officer [ENTER NAME]			
Strike Teams					
Vessels					
Call Sign	Agency	Type	Horsepower	Assignment	PAX Capacity
Shoreside Assignments: Boarding, Standby, Anchoring, Other Support			Vessel Assignments: Command Department, Safety/Security, Support		
Shoreside					
Call Sign	Assignment	Location	Call Sign	Assignment	Location
Shore 1			Shore 3		
Shore 2			Shore 4		
Last Name	Organization	Assignment	Last Name	Organization	Assignment
Personnel Assignments: IC, SO, Shore Team, Vessel, Evaluator, Observer					
6. Prepared by: MassDEP		Position/Title: Exercise Controller			
ICS 201, Page 3		Date/Time: 200CT22			

**INCIDENT BRIEFING (ICS 201)**

<b>1. Incident Name:</b> 2022 Nantucket FR Exercise	<b>2. Incident Number:</b> 90-22	<b>3. Date/Time Initiated:</b> 20OCT22		
<b>10. Resource Summary:</b>				
Resource	Resource Identifier	Date/Time Ordered	ETA	Notes (location/assignment/status)
23' Privateer/225 HP	P-2			Nantucket Harbormaster
24' Privateer/250HP	TBD			Madaket Marine
15' Carolina Skiff	Oil Boom Boat			SSA
NPD Drone	TBD			Nantucket Police Department
Response Trailer	NFD			Equipment Demo/ Boom Deployment
Response Trailer	NFD			Equipment Demo/ Boom Deployment
<b>6. Prepared by:</b> MassDEP		Position/Title: Exercise Controller		
ICS 201, Page 4		Date/Time: 20OCT22		

## SAFETY MESSAGE/PLAN (ICS 208)

<b>1. Incident Name:</b> 2022 Nantucket FR Exercise	<b>2. Incident Number:</b> 90-22	<b>3. Date/Time Initiated:</b> 200CT22
<b>3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:</b>		
<b>KNOWN SAFETY HAZARDS:</b>		
<ul style="list-style-type: none"> <li>● <b>COVID-19:</b> All Public Gathering Limitations as well as Face Covering and Social Distancing requirements will be followed as outlined in all current COVID-19 Orders issued by the Commonwealth of Massachusetts.</li> <li>● <b>Lines under tension</b> (boom towing and shoreside anchoring)</li> <li>● <b>Pinch points</b> (connecting boom, boom towing, vessel operations)</li> <li>● <b>Heavy lifting</b> (boom and anchors) - Observe safe lifting practices.</li> <li>● <b>Entanglement</b> - Personnel, lines/rigging, and boom. Personnel, lines, propellers. Maintain situational awareness when working around lines, anchors, and boom during shoreside and on-water deployment operations to ensure that entanglement does not occur. Do not stand in the bight of lines or where boom is faked out for deployment.</li> <li>● <b>Loose clothing and jewelry</b> - Refrain from wearing loose clothing that may snag or become entangled on equipment. Jewelry including necklaces and rings should be removed while engaged in equipment deployment operations.</li> <li>● <b>Slips, trips, and falls</b> - Exercise caution in wet, muddy, and rocky areas and when working on piers or bulkheads near water to avoid falling. During boom deployment and retrieval when working in, on, or near the equipment trailers and ramps, special precaution must be taken to avoid injury when working on trailer ramp and around trailer ramp cables. Caution tape provided in trailer should be attached to trailer ramp cables to mark their location.</li> <li>● <b>Crushing injuries</b> - Use caution when working with anchors, driving shoreside stakes with sledgehammer, and when working alongside other vessels to avoid crushing injuries.</li> <li>● <b>Vessel Operations</b> - Working near other vessels; Boom deployment towing and rigging near outboard motors and vessel screws/propellers.</li> <li>● <b>Flotsam and debris</b> - Conduct shoreside walkdown (Exercise Safety Officer) to identify and remove dangerous objects including glass, sharp objects, or debris washed up on shore that may endanger participants and/or impede exercise activities. Medical waste should only be retrieved by on-scene medical personnel. Flotsam should only be removed if it can be done safely and only if it impedes exercise activities.</li> <li>● <b>Hypothermia</b> - Dependent on water temperature. If participant is immersed in water, extricate safely and quickly and treat as appropriate.</li> <li>● <b>Heat Stress/Stroke</b> - Dependent upon air temperature and humidity. Exposure to extreme heat may put participants at risk for heat stress. Heat stress can result in heat stroke, heat exhaustion, heat cramps, or heat rashes. Participants exhibiting heat stress related symptoms must be treated immediately IAW participating agency protocols.</li> </ul>		
<b>SPECIFIC PRECAUTIONS:</b>		
<ul style="list-style-type: none"> <li>● An Exercise Safety Officer will be identified and be responsible for participant safety.</li> <li>● FIRST AID equipment is available. EMT/Paramedics are available on-scene.</li> <li>● Personal Flotation Devices (PFDs) are required for all vessel personnel and all shoreside personnel working along shoreline, bulkheads, or piers.</li> <li>● Steel-toe boots and safety glasses should be worn.</li> <li>● Hearing protection should be worn when working around generator and air compressor.</li> <li>● Sufficient personnel shall engage in loading and unloading boom from trailers to prevent injury.</li> <li>● All vessel operators will conduct a safety brief with passengers to review vessel-specific safety precautions.</li> <li>● During vessel operations, a spotter should be assigned to provide guidance to vessel operator. Utilize fenders when mooring alongside pier/dock and when rafting with other vessels.</li> <li>● Man overboard – Assigned vessel spotter must maintain constant visual contact with man overboard and provide position and direction to vessel operator. “Emergency” phrase must be communicated to all exercise participants. Incident Commander or Exercise Coordinator will halt all exercise activity.</li> <li>● Vessel load balancing - Each vessel operator must ensure that personnel and equipment are stationed and distributed appropriately on deck.</li> <li>● Hydration – Participants must ensure they remain properly hydrated based on their level of exertion and on-scene weather conditions (heat, humidity). Water is provided.</li> <li>● Sunscreen – Participants should ensure proper sunscreen application based on weather conditions. Sunscreen is provided.</li> </ul>		
<b>4. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Approved Site Safety Plan(s) Located At: N/A		
<b>5. Prepared by:</b> MassDEP <b>Position/Title:</b> Exercise Controller		
ICS 208, Page 1	Date/Time: 200CT22	

## APPENDIX C: SUPPLEMENTAL EXERCISE INFORMATION

### Safety Marine Information Broadcast (SMIB)

Mariners are advised that an oil spill exercise will be conducted in Nantucket Harbor in the vicinity of Steamboat Wharf, Children's Beach, and the adjacent shoreline on **October 20, 2022, from approximately 1:00 P.M. to 4:00 P.M.** Containment boom will be deployed in the water and vessels with the Nantucket Fire Department, Harbormaster, Steamship Authority, and other port partners will be operating in the area. Mariners are advised to use caution when transiting this area. Interested mariners may contact the Nantucket Harbormaster or the U.S. Coast Guard by VHF radio.