

MassDEP Geographic Response Strategy - 2022 Nantucket FR Exercise -Nantucket, MA

After-Action Report/Improvement Plan

October 20, 2022

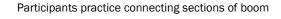
The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

NOTE: The actual on-water deployment/GRS test was cancelled due to high winds in Nantucket Harbor. This AAR captures general information related to the hands-on training that was completed prior to termination.

EXERCISE OVERVIEW

Exercise Name	2022 Nantucket First Responder Exercise				
Exercise Date	October 20, 2022				
Scope	This was a full-scale exercise, planned for approximately four hours in Nantucket, MA at the Steamboat Wharf in Nantucket Harbor, however the on-water deployment portion of the exercise was cancelled due to weather.				
Mission Area(s)	Response				
Capabilities	Planning, Environmental Response/Health and Safety, Operational Coordination, Operational Communications				
	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. Objective 2: Demonstrate the ability to assemble a spill response organization utilizing Incident Command System (ICS) principles through development and				
Objectives	execution of an Incident Briefing (ICS 201) and implementation of on-site incident management and tactical operations. 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.				
Threat/Hazard	Discharge of oil into a navigable waterway				
Scenario	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, Steamship Authority, Nantucket DPW, Madaket Marine, and Harbor Fuel will deploy boom to protect sensitive resources in Nantucket Harbor and the surrounding area.				
Sponsor	Massachusetts Department of Environmental Protection				
Participating Organizations	See Appendix A: Exercise Participants				
Point of Contact	Julie Hutcheson, Program Coordinator Massachusetts Department of Environmental Protection Oil Spill Prevention and Response Program 100 Cambridge St. Boston, MA 02114 (617) 366-7424 julie.hutcheson@mass.gov				

Participants practice tossing heaving line







Photos courtesy of Nuka Research

Participants practice setting up a shoreside anchor system







Photos courtesy of Nuka Research

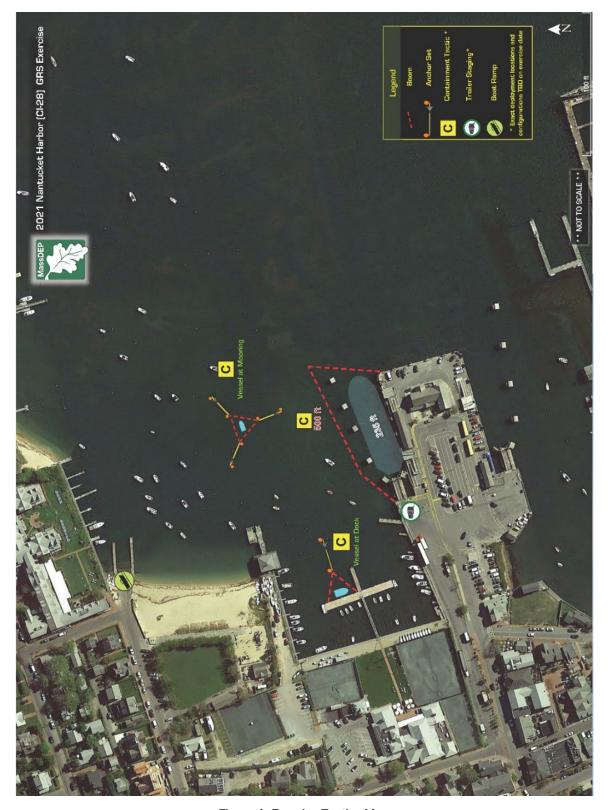


Figure 1. Exercise Tactics Map

ANALYSIS OF CAPABILITIES

Aligning exercise objectives and capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
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.	Environmental Response/Health and Safety				U
Demonstrate the ability to assemble a spill response organization utilizing Incident Command System (ICS) principles through execution of an Incident Briefing (ICS 201) and implementation of onsite incident management and tactical operations.	Operational Coordination				U
Demonstrate the ability to effectively communicate between multiple local, state, and federal agencies including fire, police and harbormaster departments using VHF and UHF communications	Operational Communications				U

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

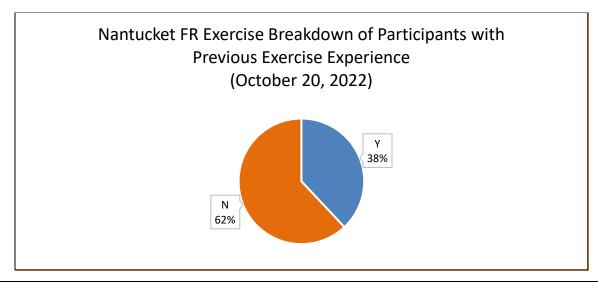
Table 1. Summary of Core Capability Performance

APPENDIX A: IMPROVEMENT PLAN

The Improvement Plan section of this AAR was not completed because the deployment/GRS test in Nantucket Harbor was cancelled due to high winds on the day of the exercise.

APPENDIX B: PARTICIPANTS & RESOURCES

Participating Organizations				
Town of Nantucket, MA				
Nantucket Fire Department	4			
Nantucket Harbormaster	5			
Nantucket Police Department/EMA	3			
Nantucket DPW	1			
SSA	6			
Harbor Fuel	5			
Madaket Marine	2			
State				
Massachusetts Department of Environmental Protection (MassDEP)	1			
Moran Environmental Recovery (MER) *	1			
Nuka Research and Planning Group, LLC (Nuka Research) *	2			
TOTAL	30			



List of Resources						
Agency	Resource	Kind	Exercise Function			
Nantucket FD	Oil spill response trailer		Equipment Demo			

APPENDIX C: PARTICIPANT FEEDBACK

Participant feedback was not gathered because the deployment/GRS test in Nantucket Harbor was cancelled due to high winds on the day of the exercise.

APPENDIX D: EXERCISE PLANNING TEAM COORDINATION TIMELINE

This exercise was originally scheduled to occur in the Fall of 2018 in accordance with a previously established long-term training schedule developed by MassDEP and Nuka Research. However, due to a variety of unforeseen circumstances, the exercise was postponed and rescheduled several times. The timeline below summarizes a history of exercise postponements and rescheduling's from 2019 - 2022:

2018

- •September: Initial Planning Meeting (IPM) held and exercise scheduled for October 9.
- Harbormaster contacted Exercise Controllers indicating that a construction project at Nantucket Boat Basin would eliminate the ability to conduct an exercise and on-water deployment. Exercise postponed and rescheduled for Spring 2019.

2019

- January: Harbormaster contacted Exercise Controllers, detailing that Nantucket Harbor (near the exercise staging area) suffered extensive winter storm damage, requiring immediate repair. EPT postponed exercise to Fall 2019.
- •September: IPM held and exercise scheduled for October 24th.
- October: On-water portion of the exercise postponed during FPM because of a significant storm in the forecast. Exercise classroom and hands-on training are held.

2020

- January: Planning began to re-schedule the on-water portion of the exercise for Spring 2020. April 9th selected as a date.
- March: MassDEP postponed all scheduled GRS and First Responder exercises due to the COVID-19 pandemic.

2021

- July: Planning resumed to re-schedule the on-water portion of the exercise for October 26th.
- **September**: Several Nantucket town personnel unable to participate due to several unforeseen circumstances. Plans made to reschedule exercise for 2022.

2022

- January: Planning began to reschedule the on-water exercise for the Fall.
- June: Exercise date scheduled during IPM for October 20th.
- •October: Concerns raised by EPT about high winds in the forecast. EPT decided to continue with plans to conduct exercise hands-on training and on-water deployment with the option to make final decision on the day of the exercise.
- Nantucket Emergency Management Director directed Exercise Controllers to cancel the on-water portion of the exercise. Hands-on training completed and participants re-convened with optional attendance at the Steamship Authority dock where Steamship Authority provided an overview of their oil spill response equipment, capabilities, and training program.

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