



U.S. Environmental Protection Agency Geographic Response Plan - 2021 Penobscot River (PR-01 and PR-04) Testing Exercise Series

Exercise Plan

June 29-30, 2021

The Exercise Plan (ExPlan) gives elected and appointed officials, observers, media personnel, and players from participating organizations information they need to observe or participate in the exercise. 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

Exercise Name	2021 Penobscot River (PR-01 and PR-04) Testing Exercise Series
Exercise Dates	June 29 - 30, 2021
Scope	These exercises are Full-Scale Exercises, planned for approximately six hours over two consecutive days in Winn and Old Town, ME and upon the waters of the Penobscot River. Exercise play is limited to the Penobscot River and the adjacent shoreline in the vicinity of each testing site.
Mission Area(s)	Response
Core Capabilities	Environmental Response/Health and Safety, Operational Coordination, Operational Communications
Objectives	<p>Objective 1: Demonstrate the ability to deploy oil spill equipment utilizing common Geographic Response Plan (GRP) tactics.</p> <p>Objective 2: Test and evaluate existing Penobscot River GRP (PR-01 and PR-04) strategies and identify any changes or modifications necessary to achieve goal of protecting sensitive resources following an oil spill that impacts the Penobscot River and the surrounding area. Test and evaluate personnel and vessel access to key areas of the Penobscot River for boom deployment and other protection measures.</p>
Threat or Hazard	Discharge of oil into a navigable waterway
Scenario	An oil spill has occurred that threatens the Penobscot River downstream of Mattawamkeag, ME and the surrounding area. The Maine DEP, Penobscot Nation, Milford Fire Department, EPA Region 1, and the U.S. Coast Guard Atlantic Strike Team will utilize standard GRP booming tactics to protect sensitive resources in the vicinity of the Brown Islands and Indian Island and the surrounding area.
Sponsor	U.S. Environmental Protection Agency

Exercise Name

2021 Penobscot River (PR-01 and PR-04) Testing Exercise Series

Participating Organizations

Participating organizations will include:

- Maine Department of Environmental Protection (ME DEP)
- Maine Department of Marine Resources (ME DMR)
- Maine Department of Inland Fisheries and Wildlife (ME IFW)
- Milford Fire Department (MFD)
- Penobscot Nation
- U.S. Coast Guard (USCG)
- U.S. Environmental Protection Agency (EPA)
- Nuka Research and Planning Group, LLC (Nuka Research)

Point of Contact

Karen Way
 EPA - Region 1
 5 Post Office Square, Suite 100
 Mail Code: OSRR 02-2
 Boston, MA 02109
 (617) 918 – 1256
 way.karen@epa.gov

GENERAL INFORMATION

Exercise Objectives and Core Capabilities

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

Exercise Objective	Core Capability
Demonstrate the ability to deploy oil spill equipment utilizing common Geographic Response Plan (GRP) tactics.	Environmental Response/Health & Safety
Test and evaluate existing Penobscot River GRP (PR-01 and PR-04) strategies and identify any changes or modifications necessary to achieve goal of protecting sensitive resources following an oil spill that impacts the Penobscot River and the surrounding area. Test and evaluate personnel and vessel access to key areas of the Penobscot River for boom deployment and other protection measures.	Natural and Cultural Resources

Table 1. Exercise Objectives and Associated Core 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 LOGISTICS

Safety

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

- A Safety Controller is responsible for participant safety; any safety concerns must be immediately reported to the Safety Controller. The Safety Controller and Exercise Director will determine if an actual emergency warrants a pause in exercise play and when exercise play can be resumed.
- For an emergency that requires assistance, use the phrase “**actual 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 controller aware of a real emergency will initiate the “**actual emergency**” broadcast and provide the Safety Controller, Senior Controller, and Exercise Director with the location of the emergency and resources needed, if any.

POST-EXERCISE AND EVALUATION ACTIVITIES

Debriefings

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

Hot Wash

At the conclusion of exercise play, controllers facilitate 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 Hot Wash should not exceed 10 minutes.

Participant Feedback Forms

Participant Feedback Forms provide players with the opportunity to comment candidly on exercise activities and exercise design. Participant Feedback Forms should be collected at the conclusion of the Hot Wash.

Evaluation

Exercise Evaluation Guides

EEGs assist evaluators in collecting relevant exercise observations. EEGs document exercise objectives and aligned core capabilities, capability targets, and critical tasks. Each EEG provides evaluators with information on what they should expect to see demonstrated in their functional area. The EEGs, coupled with Participant Feedback Forms and Hot Wash notes, are used to evaluate the exercise and compile the After-Action Report (AAR).

After-Action Report

The AAR summarizes key information related to evaluation. The AAR primarily focuses on the analysis of core capabilities, including capability performance, strengths, and areas for improvement. AARs also include basic exercise information, including the exercise name, type of exercise, dates, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and POC.

Improvement Planning

Improvement planning is the process by which the observations recorded in the AAR are resolved through development of concrete corrective actions, which are prioritized and tracked as a part of a continuous corrective action program.

Improvement Plan

The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. It is created by elected and appointed officials from the organizations participating in the exercise, and discussed and validated during the AAR.

Appendix A: Exercise Schedule

28JUN21	Personnel	Activity	Location
1200	EPA, USCG, MEDEP, Penobscot Nation	Initial Meeting. Transit to Old Town Boat Ramp	MEDEP Warehouse, 106 Hogan Rd., Bangor, ME
1245	All	Pre-Deployment Site Visit	Old Town Boat Ramp, 287 Fourth St., Old Town, ME
1315	All	Pre-Deployment Site Visit	North end Indian Island near Tribal Cemetery on Cemetery St.
1345	All	Transit to Brown Islands Site	
1445	All	Pre-Deployment Site Visit	Winn Boat Ramp, 482 Military Rd., Winn, ME
1515	All	END SITE VISITS	

Day 1: 29JUN21	Personnel	Activity	Location
0800	All	Basic Booming Training	MEDEP Warehouse, 106 Hogan Rd., Bangor, ME
0930	All	Transit to Old Town Boat Ramp	
1000	All	Operational and Safety Briefing	Old Town Boat Ramp
1015	All	Deploy PR-04 DV-01 1,200 ft diversion boom strategy. Test efficacy with oil surrogate (peat moss)	Site of PR-04 DV-01
1100	All	Demob DV-01 and prep/stage boom/anchors for DF-02 deployment	
1130	All	Lunch	
1230	All	Deploy PR-04 DF-02 2,500 ft deflection boom strategy. Test efficacy with oil surrogate (peat moss)	Site of PR-04 DF-02
1330	All	Demobilize/Repack	Old Town Boat Ramp
1400	All	Hot Wash/Evaluations	Old Town Boat Ramp
1430	All	ENDEX	

Day 2: 30JUN21	Personnel	Activity	Location
1000	All	Operational and Safety Briefing	Winn Boat Ramp, 482 Military Rd., Winn, ME
1015	All	Deploy PR-01 DF-02a 1,500 ft deflection boom strategy. Test efficacy with oil surrogate (peat moss)	Site of PR-01 DF-02a
1215	All	Demobilize/Repack	Winn Boat Ramp
1245	All	Hot Wash/Evaluations	Winn Boat Ramp
1300	All	ENDEX	

Appendix B: Exercise Participants

Participating Organizations	
Town of Milford, ME	Participant Count
Milford Fire Department (MFD)	5-6
Federal	
Penobscot Nation	5-6
United States Environmental Protection Agency (EPA)	2
United States Coast Guard (USCG)	4
Nuka Research and Planning Group, LLC (contractor for US EPA)	2
State	
Maine Department of Environmental Protection (DEP)	4-6
Maine Department of Marine Resources (DMR)	1
Maine Department of Inland Fisheries and Wildlife (IFW)	1
TOTAL	24-28

Appendix C: Exercise Equipment

Agency	Type	Description (length, horsepower, spec capability)
Local		
Penobscot Nation	Jet Boat	Boom Deployment
	Jet Boat	Boom Deployment
Milford FD	Jet Boat (16ft/40HP)	Boom Deployment
County/State		
ME DEP	Work Boat (25'/150HP)	Boom Deployment
	Work Boat (15'/50HP)	Boom Deployment
	Response Trailer(s)	Boom Deployment

Appendix D: Communications/Safety Plan

INCIDENT RADIO COMMUNICATIONS PLAN			1. Incident Name Penobscot River GRP Testing	2. Date/Time Prepared	3. Operational Period Date/Time June 29-302021
4. Basic Radio Channel Utilization					
System/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
TBD		Command and Tactical Operations			
				Incident Commander	ME DEP
				Safety Officer	TBD
				Exercise Control	
				Vessel Strike Team TBD	
				Vessel Strike Team TBD	
				Vessel Strike Team TBD	
				Shore Team Leader	
				Shore Team Leader	
5. Prepared by (Communications Unit)					

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name: 2021 Penobscot River GRP Testing	2. Operational Period: 29-30 JUN21
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:	
KNOWN SAFETY HAZARDS:	
<ul style="list-style-type: none"> • Lines under tension (boom towing and shoreside anchoring) • Pinch points (connecting boom, boom towing, vessel operations) • Heavy lifting (boom and anchors) - Observe safe lifting practices. • Entanglement – 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. • Loose clothing and jewelry – 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. • Slips, trips, and falls - 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. • Crushing injuries – Use caution when working with anchors, driving shoreside stakes with sledgehammer, and when working alongside other vessels to avoid crushing injuries. • Vessel Operations – Working in close proximity to other vessels; Boom deployment and towing, and rigging near outboard motors and vessel screws/propellers. • Flotsam and debris – 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. • Hypothermia – Dependent on water temperature. If participant is immersed in water, extricate safely and quickly and treat as appropriate. • Heat Stress/Stroke – 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. 	
SPECIFIC PRECAUTIONS:	
<ul style="list-style-type: none"> • An Exercise Safety Officer will be identified and be responsible for participant safety. • FIRST AID equipment is available. EMT/Paramedics are available on-scene. • Personal Flotation Devices (PFDs) are required for all vessel personnel and all shoreside personnel working along shoreline, bulkheads or piers. • Steel-toe boots and safety glasses should be worn. • Hearing protection should be worn when working around generator and air compressor. • All vessel operators will conduct a safety brief with passengers to review vessel-specific safety precautions. • 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. • 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. • Vessel load balancing - Each vessel operator must ensure that personnel and equipment are stationed and distributed appropriately on deck. • Hydration – Participants must ensure they remain properly hydrated based on their level of exertion and on-scene weather conditions (heat, humidity). Water is provided. • Sunscreen – Participants should ensure proper sunscreen application based on weather conditions. Sunscreen is provided. 	
4. Site Safety Plan Required? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Approved Site Safety Plan(s) Located At: N/A	
5. Prepared by: Name: M. Popovich Position/Title: Exercise Controller	
ICS 208	IAP Page N/A
Date/Time: 23 JUN21	

Appendix E: Exercise Site Maps

Figure E.1: PR-04 Milford/Indian Island Geographic Response Plan

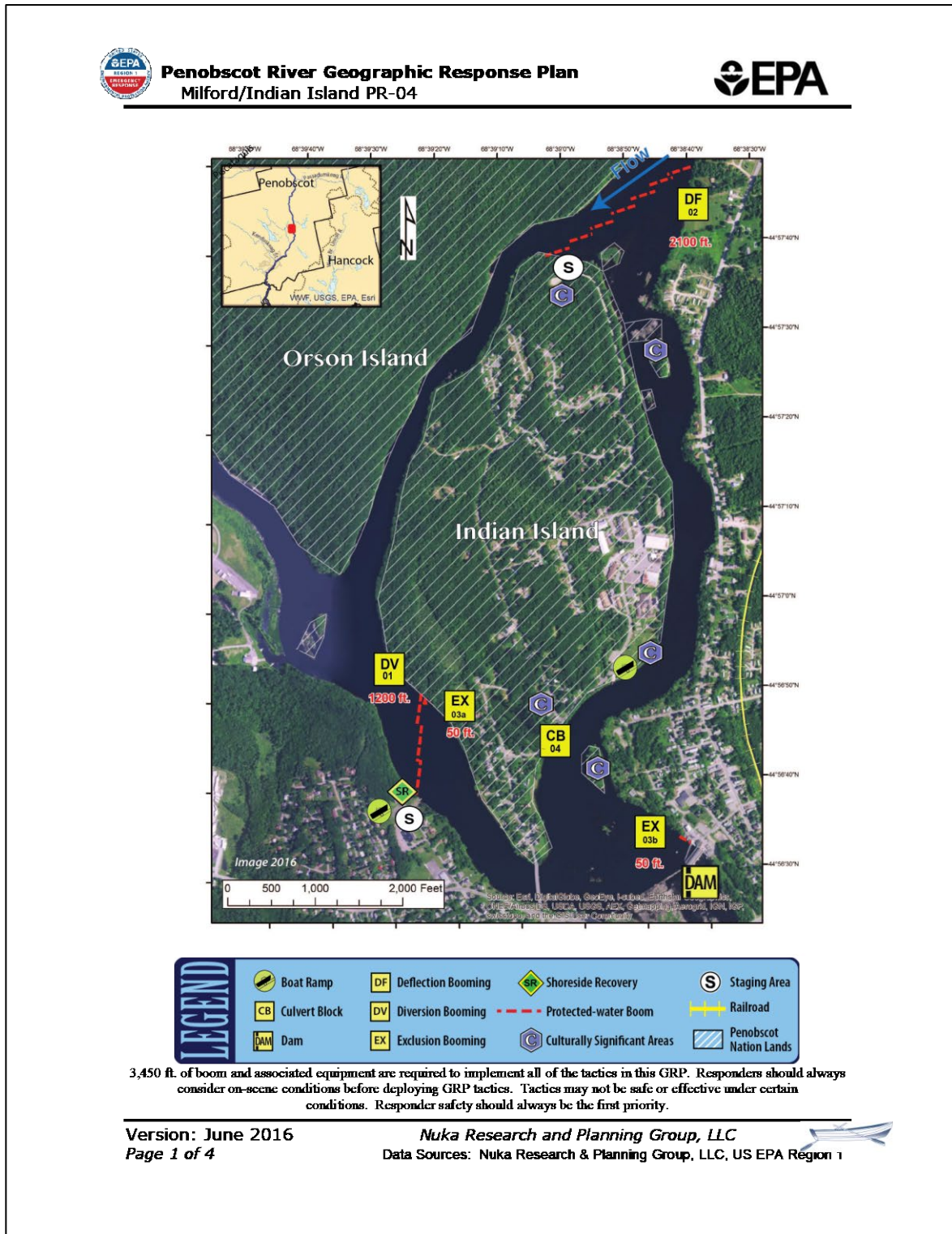


Figure E.2: PR-01 Brown Islands Geographic Response Plan

