

Natural Disaster Causing Technology Disasters in Mobile Bay Area

APPENDIX

June 8 - 9, 2016

*NOAA's Gulf of Mexico Disaster Response Center
Mobile, AL*



Appendix A: Participant List

NOAA's Regional Preparedness Training (NRPT)
Natural Disaster Causing Technology Disasters in Mobile Bay Area

PARTICIPANTS

Carol Adams-Davis
Alabama Sierra Club
mcadamsdavis@earthlink.net

Kim Albins
NOAA Marine Debris
kimberly.albins@noaa.gov

Becky Allee
NOAA OCM
becky.allee@noaa.gov

Brian Austin
BAE
brian.austin@baesystems.com

Denise Brown
City of Mobile
denise.brown@cityofmobile.org

CDR Christopher Cederholm
USCG, Sector Mobile
Christopher.R.Cederholm@uscg.mil

Adam Davis
NOAA ORR SSC
adam.davis@noaa.gov

LTJG Daniel Dunn
USCG, Sector Mobile
daniel.j.dunn2@uscg.mil

Leo Francendese
EPA OSC
francendese.leo@epa.gov

Terry Gilbreath
Alabama State Port Authority
tgilbreath@asdd.com

Amy Gohres
NOAA DRC
amy.gohres@noaa.gov

Larissa Graham
MS-AL Sea Grant
ljg0008@auburn.edu

Ayesha Gray
Grand Bay NERR
ayesha.gray@dmr.ms.gov

Patric Harper
USFWS, Gulf Restoration Program
patric_harper@fws.gov

Bob Harris
Alabama State Port Authority
bharris@asdd.com

Whitney Hauer
CRRC, UNH
whitney.hauer@unh.edu

Charlie Henry
NOAA GOM Disaster Response Center
charlie.henry@noaa.gov

Shannon Holbrook
U. S. Fish and Wildlife Service
Alabama Ecological Services Field Office
shannon_holbrook@fws.gov

Nancy Kinner
CRRC, UNH
nancy.kinner@unh.edu

Ashley Leflore
US Army Corps of Engineers
ashley.leflore@usace.army.mil

CDR Kevin Lynn
USCG Gulf Strike Team
kevin.p.lynn@uscg.mil

Kathy Mandsager
CRRC, UNH
kathy.mandsager@unh.edu

Dianne Palmore
Alabama Department of Environmental Management
cdianne.palmore@adem.alabama.gov

LT Katherine Pierson
USCG, Sector Mobile
katherine.e.pierson@uscg.mil

Mike Shelton
ADCNR, Weeks Bay NERR
mike.shelton@dcnr.alabama.gov

Tom Smith
US Army Corps of Engineers
thomas.e.smith@usace.army.mil

LaDon Swann
MS-AL Sea Grant
swanndl@auburn.edu

Peter Tuttle
NRDA Field Office
USFWS
pete_tuttle@fws.gov

Will Underwood
AL Dept of Conservation & Natural Resources
Natural Resource Planner
will.underwood@dcnr.alabama.gov

Chuck Wilson
GOMRI
chuck.wilson@gomri.org

Appendix B: Agenda

NOAA's Regional Preparedness Training (NRPT)
Natural Disaster Causing Technology Disasters in Mobile Bay Area

June 8 - 9, 2016
NOAA's Gulf of Mexico Disaster Response Center
Mobile, AL

Goal: Increase awareness, understanding and coordination among participating stakeholder groups and agencies during response and recovery to natural disasters that result in widespread impacts to industry, commerce, communities and natural resources in the Mississippi/Alabama coastal zone.

Objectives:

- Bring together a diverse group representing agencies and stakeholders who may be impacted by or involved in response to natural disasters resulting in multiple impacts.
- Increase regional preparedness by identifying potential strategies for improved response, enhanced resilience, and quicker recovery.

Wednesday, June 8

- | | |
|-------------|---|
| 8:30 am | Welcome & Logistics <ul style="list-style-type: none">• Nancy Kinner, Coastal Response Research Center (CRRC) |
| 8:40 am | Welcome, Background, Workshop Goals <ul style="list-style-type: none">• Charlie Henry, NOAA's Gulf of Mexico Disaster Response Center |
| 8:50 am | Participant Introductions |
| 9:15 am | Response Case Studies: Stafford Act Response and OPA 90 Response <ul style="list-style-type: none">• Stafford Act Response – Kim Albins, NOAA Marine Debris Program• OPA 90 Response – Adam Davis, NOAA |
| 9:45 am | Federal Disaster Response Legislation Refresher and Primer <ul style="list-style-type: none">• National Incident Management System (NIMS) and National Response Framework – CDR Lynn, USCG Gulf Strike Team• Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) –Ashley Leflore, Emergency Management Planner, Army Corps of Engineers |
| 10:15 am | <i>BREAK</i> |
| 10:30 am | Federal Spill Regulations Refresher and Primer <ul style="list-style-type: none">• Clean Water Act, OPA 90 – CDR Cederholm, USCG Sector Mobile• CERCLA – Leo Francendese, USEPA |
| 11:00 am | Disaster Scenario Overview <ul style="list-style-type: none">• Adam Davis, NOAA Office of Response and Restoration (ORR) |
| 11:15am | Participant Questions/Input |
| 11:30-12:45 | <i>LUNCH (on your own)</i> |

- 12:45 pm Response to Questions from earlier session
- 1:15 pm Overview of Impacted Area
- Tom Smith, Army Corps of Engineers
- 1:35 pm Summarize Impacts in Relation to Scenario Specifics – Adam Davis, NOAA ORR
- 1:45 pm Charge to Breakout Groups - Nancy Kinner, CRRC
- 2:00 pm Breakout Group Session I: Identifying Stakeholder Needs and Concerns
- Breakout Groups by Category:
- Federal Agencies
 - State/Local Agencies
 - Industry
 - NGOs/Academia
- Questions to consider:
1. What are your roles?
 2. In this scenario, what do you foresee being the greatest challenge for you in your current roles?
 3. What do you want others to understand better about your roles?
 4. Are there other “players” that belong to this category (federal, state/local, industry, or NGOs/academia) that have not been mentioned? What are their roles?
 5. From your perspective, who are potential stakeholder groups affected by/concerned with the oil spill and/or storm related disaster?
 - What is their greatest concern?
 - How can they be better involved and/or informed?
 - What do they need to know?
- 3:30 pm *BREAK*
- 3:45 pm Group Reports
- 4:45 pm Adjourn

Thursday, June 9

- 8:30 am Recap & Recalibrate
- 8:45 am Plenary Session: Introduction to Natural Hazards Triggering Technological Disasters (NaTECH)
- Nancy Kinner, CRRC
- 9:00 am Panel: Natural Resource Trustee Perspective on Impacts and Challenges: Damage Assessment and Restoration
- NOAA ARD
 - USFWS
 - ADCNR
 - Grand Bay NERR
- 9:45 am *BREAK*
- 10:00 am Breakout Group Session II: Planning/Preparedness
- For the scenario, revisit themes of challenges and concerns from Breakout Session I when addressing the following questions:
1. What would likely work “as planned” (i.e., if there was only an oil spill)?
 2. What would be the special challenges due to attendant flooding and storm related issues?
 3. What is missing in the existing plans/preparedness? What would we add or change?
 4. How well prepared are we to predict and respond? What can we do to better predict impacts?
 5. What are the possible “unknowns”? How do we deal with uncertainty?
 6. What best practices would help us to respond better?
- 11:30-12:45 *LUNCH (on your own)*
- 12:45 pm Group Reports
- 1:30 pm Breakout Group Session III: Next Steps:
1. What steps need to be taken to improve preparation and planning (as discussed in breakout session II) to address this kind of scenario?
 2. Who should be involved? Partnerships, Teams, etc.
 3. Prioritize these steps (time table)
 4. Identify/address impediments (e.g., funding)
- 3:00 pm *BREAK*
- 3:15 pm Group Reports
- 4:15 pm Wrap-Up and Path Forward
- 4:30 pm Adjourn

Appendix C: Presentations

Appendix D: Breakout Group Participant Lists

Breakout Group 1

Weds June 8, 2016

Group A (Federal/State)

Room: Communications

Peter Tuttle

Will Underwood

Phillip Hinesley

Susan Rees

Charlie Henry (Group Lead)

Katherine Pierson

Ashley Leflore

Amy Gohres (Recorder)

Christopher Cederholm

Group B (Federal/State)

Room: Command/Control

Shannon Holbrook

Diane Palmore

Tom Smith

Jeff Medlin

Nancy Kinner (Group Lead)

Kevin Lynn

Leo Francendese

Becky Allee (Recorder)

Daniel Dunn

Group C (NERRS and NGOs)

Room: Breakout Three

Carol Adams-Davis

LaDon Swann (Group Lead)

Larissa Graham (Recorder)

Ayesha Gray

Chuck Wilson

Group D (Port/Local Stakeholders)

Room: Training (across hall)

Brian Austin

Bob Harris

Whitney Hauer (Recorder)

Terry Gilbreath (Group Lead)

Denise Brown

Tommy Robinson

Vincent Phillips

Breakout Groups 2 and 3

Thursday June 9, 2016

Group A

Room: Communications

Charlie Henry, LEAD

Amy Gohres (Recorder)

Peter Tuttle

Carol Adams-Davis

Brian Austin

Tom Smith

Diane Palmore

Group B

Room: Command/Control

Whitney Hauer, LEAD

Becky Allee (Recorder)

Patric Harper

Bob Harris

Ashley Leflore (AM only)

Daniel Dunn

Leo Francendese

Group C

Room: Training (across hall)

LaDon Swann, LEAD

Larissa Graham (Recorder)

Mike Shelton

Terry Gilbreath

Katherine Pierson

Denise Brown

Will Underwood

Appendix E: Breakout Group Template

NOAA's Regional Preparedness Training (NRPT)
Natural Disaster Causing Technology Disasters in Mobile Bay Area

June 8, 2:00 PM

Breakout Group Session I: Identifying Stakeholder Needs and Concerns

Group A. Federal/State Agencies

Group C. Federal/State Agencies

Group C. NERRS and NGOs

Group C. Port/Local Stakeholders

1. What are your roles?

2. In this scenario, what do you foresee being the greatest challenge for you in your current roles?

3. What do you want others to understand better about your roles?

4. What other NERRS and NGOs have not been mentioned? What are their roles?

5. From your perspective, who are potential stakeholder groups affected by/concerned with the oil spill and/or storm related disaster?

- What is their greatest concern?

- How can they be better involved and/or informed?

- What do they need to know?

NOAA's Regional Preparedness Training (NRPT)
Natural Disaster Causing Technology Disasters in Mobile Bay Area

June 9, 10:00 AM

Breakout Group Session II: Planning/Preparedness

Group A

For the scenario, revisit themes of challenges and concerns from Breakout Session I when addressing the following questions:

1. What would likely work "as planned" (i.e., if there was only an oil spill)?

2. What would be the special challenges in responding to the oil spill as a result of the flooding and storm-related issues?

3. What is missing in the existing plans/preparedness? What could we add or change?

4. How well prepared are we to predict impacts and respond? What can we do to better predict impacts?

5. What are the possible "unknowns"? How do we deal with uncertainty?

6. What best practices would help us to respond better?

1:30 pm
Breakout Group Session III: Next Steps
Group A

What steps need to be taken to improve preparation and planning (as discussed in breakout session II) to address this kind of scenario?	Who should be involved in implementing the steps above (e.g., partnerships, teams)?	Identify any impediments (e.g., funding)	Prioritize these steps and estimate how long it would take to implement the steps (e.g., months, years, continual)

Appendix F: Breakout Group Notes

NOAA's Regional Preparedness Training (NRPT)
Natural Disaster Causing Technology Disasters in Mobile Bay Area

June 8, 2:00 PM

Breakout Group Session I: Identifying Stakeholder Needs and Concerns

Attendees: Charlie Henry (NOAA, DRC), Amy Gohres (NOAA, DRC), Ashley Leflore (U.S. Army Corps of Engineers, Mobile District), Will Underwood (ADCNR, State Lands Division, Coastal Section), Peter Tuttle (U.S. Fish and Wildlife Service, NRDA Office), CDR Chris Cederholm (U.S. Coast Guard, Sector Mobile)

Group A. Federal/State Agencies

1. What are your roles?

ADCNR:

- State Lands has submerged lands trustee status. Wildlife and Freshwater Fisheries (WFF) has trustee status over fish, birds, mammals. Marine Resources Division (MRD) has trustee status over marine resources.
- Engineering Section leads FEMA requests for support on recovery side.
- State Lands Division (SLD) officers involved in SAR ops. State also manages lands that could be impacted (National Estuarine Research Reserves (NERRS)).

USFWS:

- During response (oil/hurricane), serve as resource within IC
 - Provide local information to IC and different sections on wildlife resources, sensitive habitat, T&E.
 - Within IC, often takes lead role on wildlife operations section. Injured/impaired wildlife recover and rehabilitation.
- Within environmental contaminant program, have knowledge about contaminant effects/toxicology.
- From regulatory standpoint, TE involved so there will be an emergency consultation.
 - Incident responders can serve as liaison to home office.
 - Emergency consultations are consulting on effects of response action itself (not pollution itself). Within IC, serve more as a liaison.
- Within Mobile Bay area, Bon Secour National Wildlife Refuge (NWR) on Ft. Morgan peninsula.
 - Land owner management role for NWR. If Natural Resource Damage Assessment (NRDA) action. Distinct funding streams between OPA funds and NRDA funds.

USCG:

- CPT of Port (COTP) owns closing/opening port areas. Broad federal authority. Restart commerce and marine transportation.
- Search and Rescue (SAR) mission coordinator (SMC)
- Federal On-Scene Coordinator (FOSC) coordinates during spills/releases/etc.
- Officer in Charge of Marine Inspections (OCMI), US Flag Fleet, licensing (may not be used in this scenario)
- Federal Maritime Security Coordinator – coordinates things on the water security wise
- Manpower-Surge resources – can have thousands of individuals

USACE:

- Don't have to wait to fight floods or check civil works projects – check on USACE managed areas and infrastructure right away
- May receive FEMA mission assignments. Have staff at coordination center waiting on green light (for ESF-3 primarily)
- Manages emergency permitting, permitting for work in wetlands, Section 404. Go through paperwork for entry into private property.

NOAA:

- National Weather Service - Weather forecasts
- Assessments: Physical damage assessments (NGS aircraft, satellites)
- Assisting and opening ports and safe navigation (NOAA charts) – surveying for debris in waterways (except Corps channels)
- Assist in response to oil and chemical pollution (ESF-10), marine debris
- NRDA, including consultations for protected species (marine)
- New EMA pre-scripted mission assignment for NOAA Coastal Science Coordinator to work with JFO to support response and long term recovery

2. In this scenario, what do you foresee being the greatest challenge for you in your current roles?

ADCNR

- Small agency, limited resources
- Internal communications, turnover within agency – reinforce recognition of roles

USFWS

- During hurricane/oil spill, competing demands of personnel and time
 - Chemical companies, Walmart, gas stations, etc. all impacted at the same time that would require attention
- Service facilities – Bon Secour NWR and how they were impacted
- No availability of Stafford Act funds (b/c federal agency)

USCG

- Prioritization of missions
- Interagency coordination
- Public affairs/governmental affairs pressures
- Communications
- Note: May be operating in multiple different areas

USACE

- Agency is impact at the same time they are responding. Do damage assessments on civil works projects and also assist on other projects/mission assignments.
- How to access USACE downtown facility or COOPS location after event
- Impacts to contractors who would do the work. Do we need to share resources with other districts?

NOAA

- Maintaining communications
- Logistical support for staff from other locations – no place for them to stay after event

3. What do you want others to understand better about your roles?

<p>ADCNR</p> <ul style="list-style-type: none">• Public have better understanding of roles of individual divisions within agency (ADCNR)• With FEMA response, if volunteers remove debris it may not be eligible for reimbursement from FEMA. Desire for public involvement but may not be a place for it during Stafford response. <p>USFWS</p> <ul style="list-style-type: none">• Within USFWS/DOI have depth and a lot of resources• DOI has roles under each ESF• Nationwide and can bring in highly qualified people at short notice• A lot of expertise <p>USCG</p> <ul style="list-style-type: none">• Staff-wise organization is transient, per person productivity might be less than other agencies because of new personnel• Upside is that this adds to staff capabilities <p>USACE</p> <ul style="list-style-type: none">• Locals do not have an understanding of what USACE's role is or that USACE only does what FEMA directs them to do (during emergency response). People may think USACE has a say in determining eligibility. <p>NOAA</p> <ul style="list-style-type: none">• More than just office that regulates fisheries (snapper season)
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4. What other federal and state agencies have not been mentioned? What are their roles?

<p>Federal</p> <ul style="list-style-type: none">• FEMA• NPS (FL and MS)• National Guard, Civil Support Team• Public Health Service, CDC• USEPA <p>State</p> <ul style="list-style-type: none">• ADEM• AL Law Enforcement Agency (ALEA)• ALDOT• Geologic Survey of Alabama (GSA) – mapping, state trustee <p>County Health agencies</p> <ul style="list-style-type: none">• Mobile County Health Dept• AL Dept of Public Health, Baldwin County

5. From your perspective, who are potential stakeholder groups affected by/concerned with the oil spill and/or storm related disaster?

<p>NGOs (Sierra Club, Audubon) Seafood Industry/Commercial Fishermen</p>
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Recreational fisherman
Industry (multiple: transportation, manufacturing, retail, etc.)
Various levels of government (elected officials, city mayors)
Public in general, people who lost homes

- What is their greatest concern?

Just want to know. When will it be back to normal.

NGOs (Sierra Club, Audubon) - Dependent on NGO mission-set (environmental social justice, wildlife, etc.)

Seafood Industry/Commercial Fishermen – safety, closures, public perception (marketability), long term effects, safe refuge for vessels (so doesn't become debris), access to fuel/docks/ice, debris

Recreational fisherman – snapper season, safety, fishery closures, ramp closures or used for response

Industry (multiple: transportation, manufacturing, retail, etc.) – Just in time delivery, finances/profits

Various levels of government (elected officials, city mayors) – Public perception, how fast will we recover (tax revenue)

Public in general, people who lost homes – insurance rates, getting back to normal life (electricity, fuel, food), toxicity/health concerns from spill, identifying contractors for repairs

- How can they be better involved and/or informed?

Transparency, including multi-media transparency (use multiple sources for information)

Better public affairs and information management within response

Expectation management, don't overpromise

- What do they need to know?

We need to answer the questions they are going to have

Don't tell them what they need to know

NOAA's Regional Preparedness Training (NRPT)

June 8, 2:00 PM

Breakout Group Session I: Identifying Stakeholder Needs and Concerns

Group B. Federal/State Agencies

1. What are your roles?

USCG – serving as federal OSC for incident in coastal zone; fyi -- ESF 10 → oil and hazmat function under NRF

Army Corps – once Stafford Act enacted, FEMA brings in Corps for ice distribution, debris removal, and evaluating roofs; incidental contact as needed, billable organization; if someone has a specific expertise that is needed, can pull that person in to help with issue; may be tasked to assess information once acquired; ESF 3 → public works and engineering; perform damage assessments for structures and utilities; Corps is invited in, does not have a specific mission

EPA – EPA would work w/ (support) USCG as lead; Stafford Act lead is “less significant” (more about which tool is most appropriate at the time) b/c each agency has mission assignment; evaluate problems and send out notification(s) to initiate appropriate response (e.g., notify the gas company of a leak)

FWS – dealing with environmental resources; advise IC (or command structure) on how to handle resources (living, habitat); minimize impacts

ADEM – sitting in on joint science meeting, environmental trustee for state; document all activities to preserve info (who did what, environmental impacts); no authority to do anything; “secretary on the road”; documenting to make sure things get done; have no fund and no contracting authority; much less delegating authority from state; would likely forward IAP to someone else seeking concurrence, not someone at scene but in a managerial or political position (e.g., head of ADEM); skill depends on how well ADEM staff keep management informed; have responsibility for sampling (e.g., after DWH, told to go collect water – figure out why later)

Jointly – carve out tasks among agencies as information grows

2. In this scenario, what do you foresee being the greatest challenge for you in your current roles?

In general – State's willingness to cover cost share portion of Stafford Act requirement

USCG – Managing social media; combatting public's perception of what we're doing

Army Corps – getting in own way, Corps or other government agencies; many entities within a government organization don't have response mentality

EPA – dissemination of information – accurate and timely; restricted by higher ups; minor issue can become very big issue; different perspectives

FWS – media perception; mission not to see effect on humans – negative view; perceived as not caring about people; process takes time, can't happen overnight

ADEM – public interface huge challenge; most people do not understand limitations of authority; public expects action

3. What do you want others to understand better about your roles?

USCG – public perspective how they can integrate into response; when is it appropriate?

Army Corps – Understanding role, especially non-federal entities; role limited by authorities; public needs to understand role has limitations

EPA – perception that emergency response is insular group that cuts out participation; really opposite; in age of expanding participation but still someone has to be in charge

FWS – that process takes time; requires evaluation
 ADEM – understand limitations

4. What other state and federal agencies have not been mentioned? What are their roles?

Dept of Public Health – local or state; trusted by public; good at communicating hazard; NCP requires OSC ensures safety to public and consultation w/ public health departments and checking Agency for Toxic Substances and Disease Registry
 Alabama Power – not a state agency BUT has own fund for response; authorized by governor to expend funds in response
 ACDNR
 Fire/Police Departments – secure scene; road closures; evacuations
 ALDOT – road closures; road/bridge inspections; open response fund (their own fund) for isolated incidents
 Alabama Emergency Management Agency – general emergency coordination
 NOAA/NWS
 IMAAC (Interagency Modeling and atmospheric assessment center) – issues plume model bulletins
 Homeland Security – because of impact to major transportation and refineries
 FEMA – funding and writing checks
 National Guard – Civilian Support Team

5. From your perspective, who are potential stakeholder groups affected by/concerned with the oil spill and/or storm related disaster?

Public
 Transportation sector
 Elected officials
 NGOs/Conservation groups – e.g., River Keeper
 Community groups – Africatown has a group
 FWS
 NOAA Fisheries and Ocean Service – as trustees for resources; integrated into response structure
 Chamber of Commerce
 Local industry – chemical primarily
 Local businesses
 Tribes
 Tourism providers
 Watermen – people making living from or recreating on the water
 Subsistence fishers
 Cruise lines

- What is their greatest concern?

Public – safe, home, money 1) safety, health, getting back in homes, back in routine, going back to work, power, internet; 2) NOAA radio, media communication; 3) what they can expect, what impact will be, timeline from a trusted entity, where to go for help
 Transportation sector – 1) money (includes economy), when back to normal operations; 2) Maritime Transportation system recovery groups; 3) when is navigation safe, what are priorities for movement (who moves first)
 Elected officials – 1) public perception, public health, how constituency is affected, infrastructure; 2) get involved in planning and preparedness stages, understand roles/responsibilities and limitations; 3)

impacts of all aspects of their area (e.g., transportation), need to understand response mechanisms, need to understand how NRF process works → go to governor → request to president
NGOs/Conservation groups – e.g., River Keeper
Community groups – Africatown has a group
FWS – as trustees for resources; integrated into response structure; 1) impacts to resources; 2) involvement in planning and response
NOAA Fisheries and Ocean Service – as trustees for resources; integrated into response structure (same as FWS)
Chamber of Commerce
Local industry – chemical primarily
Local businesses
Tribes
Tourism providers
Watermen – people making living from or recreating on the water
Subsistence fishers
Cruise lines

- How can they be better involved and/or informed?

- What do they need to know?

NOAA's Regional Preparedness Training (NRPT)
Natural Disaster Causing Technology Disasters in Mobile Bay Area

June 8, 2:00 PM

Breakout Group Session I: Identifying Stakeholder Needs and Concerns

Group C. Academia, Outreach/Education, and NGOs

1. What are your roles?

- No mandatory role but would interface with NOAA based on partnerships/efforts from past disasters (Sea Grant)
- Share information & correct misinformation from stakeholders (seafood, file claims, etc) - Compile questions but also answer questions; distill science; conduct seminars/workshops; serve as a liaison for NOAA to assess needs of communities (Sea Grant)
- Provide facility & equipment available for responders & response efforts (NERR)
- Coordinate efforts & assist own communities on personal time (NERR/DMR)
- Field questions & provide information (NERR)
- Answer questions; share information in a timely matter; correct misinformation; provide environmental educational programs; host experts to answer questions (Sierra Club)
- Evaluate & advocate for change in legislation, etc., for future spills/disasters (Sierra Club)
- Share lessons learned from past experiences (All)
- Reach out to national network for assistance (All)
- Engage communities (All)
- Work together to be more effective and more resourceful (All)
- Collect information (Academia)
- Coordinate volunteers (NGOs)

2. In this scenario, what do you foresee being the greatest challenge for you in your current roles?

- Getting access to information from unified command in a timely manner so it can be shared with stakeholders
- Facility and equipment might be impacted by disaster (NERR)
- Reporting and responding to unforeseen concerns & develop solutions
- Understanding & creating a role in response efforts

3. What do you want others to understand better about your roles?

- Searching for answers & truth and want to share that information
- Help response efforts – answer questions, ease concerns, lessen burden
- More assessable to public – can serve as leader to help share information
- Provide preparedness/preventative training for local communities

4. What other groups (academia, outreach/education, NGOs) have not been mentioned? What are their roles?

Other groups:

- Faith-based organizations
- NGOs
- Cities, counties, states
- Elected and appointed officials
- Civic clubs
- Neighborhood associations
- Schools

Roles:

- Trust established
- Relationships developed
- In proximity/neighbors with communities

Ideas (for future efforts):

- Have similar event as today for communities
- Need to exercises to practice response efforts (with community involvement)

5. From your perspective, who are potential stakeholder groups affected by/concerned with the oil spill and/or storm related disaster?

- Communities (Africatown, Pritchard, bait shrimping community)
- Waterfront residents
- Waterfront businesses – ports, harbors
- Fishing community
- Battleship

• What is their greatest concern?

- Long-term impacts
- Loss of livelihood
- Contamination
- Flooding
- Impacts that won't recover
- Environmental health
- Public health

• How can they be better involved and/or informed?

- (We can:) Develop relationships with those that would have information during response
- (We can help:) Develop monitoring programs in place (air, water, etc.) to collect data

- What do they need to know?

- Effects/impacts to all concerns listed above
- How questions will be answered
- Compensation
- Who is responsible
- Future prevention/preparedness
- Recovery timeline

NOAA's Regional Preparedness Training (NRPT)
Natural Disaster Causing Technology Disasters in Mobile Bay Area

June 8, 2:00 PM

Breakout Group Session I: Identifying Stakeholder Needs and Concerns

Group D. Port/Local Stakeholders

1. What are your roles?

- Harbor master – which vessels need to go, when to get moving
- Env. Director AL State Port Authority – If release, 2nd call after fire dept. once fire dept. has stabilized the situation, then over to the env. Director. One challenge is to ID the RP. Then convince them to come out bc its their responsibility
 - o Storm checklist, try to get haz materials out ahead of the storm
 - o Person owning haz mat also wants out of harms way
- Env. Group, City of Mobile – only involved impacts to city stormwater, storm drain within the city limits. City will have to a follow up report how there was impact to rivers, creeks. Would have to monitor.
- Env. Supervisor, industry (BAE) – reporting locally for a facility, report to USCG, oversee remediation, reports (spills from facility or spills impacting the facility)

2. In this scenario, what do you foresee being the greatest challenge for you in your current roles?

- From the industry side, trying to make sure that you are part of what is going on with the Fed response. Be a part of the command center is possible to listen in
- Feds tend to take over the response and overwhelm everything and forget the local responders (Feds have BOA for major companies, but there are local responders). RP does not stay in charge for very long.
- Politics!
- Industry might be peripherally damaged, but not principal
- Port, all the customers want to be up and operational ASAP but are pressured. Get channel surveyed
- Shipyard has similar issues as the Port
- Federal response hears from local
- Fed bring in out of state personnel, not familiar with the area
- MTSRU is supposed to help the USGS, but need to understand the area
- Tough to understand the financial implication that the port, shipyard or city is incurring
- Responders become scarce in the example of a big hurricane. Bring in responders from out of town. Responders nearby will want to hold back people resources bc they will all be affected
- Limited response equipment
- “Fed money comes with Fed problems”, new animal dealing with FEMA, need to be prepared for a new set of challenge than paying yourself and asking for reimbursement from FEMA. E.g., inspector/inspections and documentation
- Fed/state/local sealing off an area. Need to established protocol for how to get into the Port. From a security perspective, trying to get in to do the job. How do get people into a secured area. E.g., get an electrician into the port

3. What do you want others to understand better about your roles?

- Pressure to get the Port back in business
- Reach of the port throughout the state is huge. E.g., shipment of paper by rail to Kansas, paper from Brazil, big impact to industry
- Employees out of work, need to work to support families etc.
- Manufacturing without a lot of inventory, shutdown happens quickly
- Bringing to another Port does not solve the problem
- For the city, FEMA may have support but city knows where to go, what to unclog, clear streets, etc. city has done it before

4. What other port/local stakeholders have not been mentioned? What are their roles?

- Tank farms, oil facilities
- Bar pilots (can only work 12 hr within 24 hr period), tugs – limited personnel
- Tugs captains also have limitations - staff
- Roles of coast guard plays to reopen channel and ACE – survey of waterway, aids to navigation (mark the channel)
- Other industries along the river, e.g., Austal usually have 4-5 vessels in the water. Unmanned.
- Cruise ships – 2000 people on ship, vehicles at cruise terminal
- Downstream users, just in time delivery (manufacturers don't stockpile)
- Local business, responders working out of Convention Center
- Hotels, putting up responders
- Local utilities (power, sewage, water)
- Hospitals

5. From your perspective, who are potential stakeholder groups affected by/concerned with the oil spill and/or storm related disaster?

- Commercial and recreational fishing
- Fishing vessels became vessels of opportunity
- Tourism, cruise ships
- Gulf Island Nat Seashore (NPS)
- Local business
- Local schools
- Resource agencies (wetlands, habitat, wildlife)
- Environmental groups, bay keepers, Sierra Club, etc.
- Other municipalities and counties

A copy and paste from #4:

- Tank farms, oil facilities
- Bar pilots (can only work 12 hr within 24 hr period), tugs – limited personnel
- Tugs captains also have limitations - staff
- Roles of coast guard plays to reopen channel and ACE – survey of waterway, aids to navigation (mark the channel)
- Other industries along the river, e.g., Austal usually have 4-5 vessels in the water. Unmanned.
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- Downstream users, just in time delivery (manufacturers don't stockpile)
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- Hotels, putting up responders

- Local utilities (power, sewage, water)
- Hospitals

- What is their greatest concern?

- When they can get back to normal function?
- Injury, loss of personnel
- Getting information out (find out when street are open, etc)
- From Katrina, lessons learned about communication

- How can they be better involved and/or informed?

- Communication: storm radios, local antennae
- Have an emergency plan (work, family)
- Know who to contact (with the city, the port, a business)
- More involved in emergency response exercise/preparedness

- What do they need to know?

- Access, e.g., to home or business, when will roads be cleared, etc.
- When will utilities be restored to get back home or business
- Where to go for help. E.g., medical, food, gas, ice
- Accounting for all members of the family and employees

NOAA's Regional Preparedness Training (NRPT)
Natural Disaster Causing Technology Disasters in Mobile Bay Area

June 9, 10:00 AM

Breakout Group Session II: Planning/Preparedness

Group A

Attendees: Carol Adams (Sierra Club), Brian Austin (BAE Systems), Charlie Henry (NOAA), Diane Palmore (ADEM), Tom Smith (USACE), Pete Tuttle (USFWS)

For the scenario, revisit themes of challenges and concerns from Breakout Session I when addressing the following questions:

1. What would likely work "as planned" (i.e., if there was only an oil spill)?

- Communications and notification systems (NRC notification)
- Harbor master, head of port has been notified. Would have knowledge of what equipment/vessels are in the area.
- Oil spill control specialists deploy on behalf of company (Responsible Party - RP), will have contracts with local spill cleanup Oil Spill Response Organizations (OSROs)
- U.S. Coast Guard will act as federal lead (Federal On-Scene Coordinator - FOSC)
- Area Contingency Plan (ACP) in place and will be activated – Identifies areas that need immediate protection
- Vessel has response plan in place regarding source control – they (captain, crew) are the most competent people to manage the source control

2. What would be the special challenges in responding to the oil spill as a result of the flooding and storm-related issues?

- Transportation routes needed to implement ACP may be impacted by weather
 - Slows response
 - Getting equipment launched (vessels, aircraft) and accessing water
- Poor visibility
- Oil continues to spill throughout event
- Deployed equipment could be affected by weather
- Booms may be ineffective in weather conditions
- Vessel may not be safe for people to stay on.
 - Vessel may be compromised – captain needs to do damage assessment and update as needed.
 - Crew may have to be evacuated
 - Could have fatalities or serious injuries
- People responsible for managing oil spill response are already engaged in preparing facility for approaching storm, managing Search and Rescue, etc.
 - Have to check and ground truth all reported issues – pulled in many different directions.
 - All agencies are already busy.
- If evacuating because of high water, could create issues. Flooding has potential to transport oil unless oil is contained within the river.
- Sensitive areas north and south of spill location could be impacted
- High winds could transport oil north into the delta (dependent on rotation), natural

dispersion can increase impact

- Public needs to be notified to avoid the area
- Have not been a lot of spills in area. Plans have not been exercised recently. Complacency.
- Flammability/fire could complicate response

3. What is missing in the existing plans/preparedness? What could we add or change?

- If oil is spreading, need to have a number for public to call if they are sighting oil (more eyes help). Perhaps use photographs instead of verbal reports.
- Use of social media by counties, use to advantage in response. Use photographs.
- Incorporate public perception into message rather than combating it

4. How well prepared are we to predict impacts and respond? What can we do to better predict impacts?

- Complacency. No large spills in areas in long time.
- Protection strategies, contacts in ACP are used. Other sections are not.
- Have Area Committee Meetings (before and incident) to plan for how to respond
- NOAA leads trajectory analysis using information called in – weather forecasters will be busy because of storm forecasting
- USACE modeling expertise could be used to improve forecasts (in development)
- Tide and currents data is immediately available
- Hydrographs would change because of storm event
- Use of remote sensing could better predict impacts, but may have limited use because of storms
- Responders need to be aware of sources of information and models
- Need awareness of sensitive areas to prioritize response (in ACP and Environmental Sensitivity Index (ESI) maps)
- Knowing cause of leak could help prevent future events
- Collecting data early is a challenge

5. What are the possible “unknowns”? How do we deal with uncertainty?

- What weather will do - Will it escalate?
- What other threats are escalating? Ex. Sewage treatment plant, neighboring industries impacted by water damage
- Human casualties (separate from spill response)
- Other releases or problems because of storm, chemical releases that threaten responder health
 - Above ground storage tanks (other hazmat storage) could have high water and be in jeopardy. Clay foundations could deteriorate because of standing water. Historically, don't have to detain water.
- Things change since plan is developed, and may not know what has changed until boots are on the ground

6. What best practices would help us to respond better?

- Practice our plan
- Should port have a copy of response plans from vessels? Or have it publicly available?

(Debate over release to general public). USCG may already have this information.

- Need to review preventative measure plans
- Additional training (like this workshop), exercises/drills that engage larger community
- Identify weaknesses in the plans
- Increased communication could increase ability to utilize local resources
- Why did this happen in the first place? Crew oversight, etc? Learn from mistake and implement solutions.
- Have a number for public to call or use photographs to report oil.
- Use of social media by counties, use to advantage in response.
- Incorporate public perception into messaging rather than combating it

1:30 pm
Breakout Group Session III: Next Steps
Group A

What steps need to be taken to improve preparation and planning (as discussed in breakout session II) to address this kind of scenario?	Who should be involved in implementing the steps above (e.g., partnerships, teams)?	Identify any roadblocks (e.g., funding)	Prioritize these steps and estimate how long it would take to implement the steps (e.g., months, years, continual)
Work within agencies/ organizations to address problems internally (so don't repeat the same mistakes)	<ul style="list-style-type: none"> • Individual organizations/agencies • Cross-agency leadership 	<ul style="list-style-type: none"> • Personalities/egos • Changes in leadership, turnover • Administration changes and new appointees • Actually implementing changes • Learning curves • Status quo 	Timeline: Months-Years, 5 years for a cultural shift #4
Develop systems of knowledge retention, archival and sharing within agencies. So you can benefit from existing programs.	<ul style="list-style-type: none"> • Individual employees • Top down, leadership to staff, corporate board 	<ul style="list-style-type: none"> • Ownership, territorial of information • Lack of information sharing programs • IT, security • Lack of incentives to develop as an agency 	Timeline: Up to 5 years #5
Build relationships with media and journalists in fair weather	<ul style="list-style-type: none"> • Individual agencies/organizations, public affairs offices and officials (PIOs) 	<ul style="list-style-type: none"> • Current policies too restrictive • Miscommunications between what is happening on ground and PR person • Unnecessarily defensive 	Timeline: Quick or long-term. Ongoing process. #6
Have public forums (town hall meetings, etc.) with communities so that they know what to expect when an incident happens. Combats misperceptions and lack of	<ul style="list-style-type: none"> • Spokespeople from individual agencies – use agency websites to inform • LEPC – Superfund local groups 	<ul style="list-style-type: none"> • Complacency, lack of interest • Short memories • Funding • Too much going on – info overload 	Timeline: Months #3

<p>information – set public at ease early on.</p>	<ul style="list-style-type: none"> • Media – radio and TV networks 	<ul style="list-style-type: none"> • Misconceptions • Local/cultural norms and standards (might accept lower standards than other areas) • Laws different from state to state • Agency polices • Media 	
<p>Increase frequency of exercises that involve state/local agencies in AL (perhaps included in hurricane preparedness agendas)</p>	<ul style="list-style-type: none"> • Anyone who plans for these events • State • USACE • FEMA • Army • Other fed agencies with role in response (USFWS) • Municipal gov • Public health agencies 	<ul style="list-style-type: none"> • Funding • Time • Lack of interest • Lack of engagement – complacency 	<p>Timeline: 2 years to implement, but can get started immediately</p> <p>#2</p>
<p>Increase participation at meetings and improve U.S. Coast Guard Area Contingency Plan (ACP) content</p>	<p>U.S. Coast Guard NGOs States (ADEM) Industry Elected officials</p>	<ul style="list-style-type: none"> • Public affairs (USCG, others?) • Low frequency of ACP meetings in Sector Mobile • Low participation • Old email lists 	<p>Timeline: Start publicizing now. Month or less.</p> <p>#1</p>

NOAA's Regional Preparedness Training (NRPT)
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June 9, 10:00 AM

Breakout Group Session II: Planning/Preparedness

Group B

For the scenario, revisit themes of challenges and concerns from Breakout Session I when addressing the following questions:

Special notes: I-10 would be open; Bankhead would be closed; causeway would be flooded; Bayway would likely be open; oil would likely be mixing with flood waters in town (depends on winds); DHS, FEMA, Red Cross needed for evacuations and temporary housing; spill would likely be on top of I-10 tunnel

1. What would likely work "as planned" (i.e., if there was only an oil spill)?

In terms of preparedness training; would area contingency plan still be valid? In immediate aftermath, probably not.

- NCP → RCP → ACP (FRP, VRP) → GRP
- First week or two in reaction mode.
- Vessel and facility (FRP) CPs would be used.
- Same resources needed to respond to scenario, i.e., there would not be additional resources available.
- Notification parts of plans would work well for city, facility, and vessel.
- County EMA plans address temporary housing; interface with FEMA; distribution of ice/water; feeding people
- Wide-spread shoreline assessment needs → have resources

2. What would be the special challenges in responding to the oil spill as a result of the flooding and storm-related issues?

- Mobilizing assets would be problem b/c access issues (flooding downtown), causeway closed, tunnels open; would not be able to drive anything near spill
- Containment efforts would likely not work well
- Loss of power, boom resources, night time (can't do much of anything) event → would all be constraints
- Prioritization → search and rescue before environmental response
- Establishing perimeter; securing the scene (harbor master, Captain of the Port [COTP], local police, DOT)
- Displacement of people; do good job evacuating but no good plan for where they go and for how long; special needs; pets
- Public health concerns
- What to do with oil, i.e., transfer?
- Would have oily debris vs usual storm debris
- Clean-up of fish kills
- Movement of oil; where oil goes will need clean-up, e.g., marsh, oyster reefs, etc.

3. What is missing in the existing plans/preparedness? What could we add or change?

- Outreach to public; most plans do not have good outreach component
- Outreach not part of response
- Poor coordination
- Where to put displaced people

4. How well prepared are we to predict impacts and respond? What can we do to better predict impacts?

- Predictions are really good for floods
- Vessel and facility plans do good job with spill predictions
- Geographic Response Plans (GRP) show sensitive areas, booming strategies, T&E species locations, etc.

5. What are the possible “unknowns”? How do we deal with uncertainty?

- How much oil has leaked
- How much more oil could be released
- How many people are on tanker
- How to get people off tanker
- Cause of spill
- Why is vessel partially submerged → need to stop sinking and move vessel to prevent further sinking
- Structural integrity of vessel
- Requires lots of phone calls (communication)
- Nationality of people on vessel; may not speak English

6. What best practices would help us to respond better?

- Exercises
- Training/workshops
- Professional outreach staff
- Detailed development and updating of GRPs → fully developed GRP is nuts and bolts of being prepared
- Tactical evaluations
- Pre-approved dispersant use

1:30 pm
Breakout Group Session III: Next Steps
Group B

What steps need to be taken to improve preparation and planning (as discussed in breakout session II) to address this kind of scenario?	Who should be involved in implementing the steps above (e.g., partnerships, teams)?	Benefits of implementation	Identify any impediments (e.g., funding)	Prioritize these steps and estimate how long it would take to implement the steps (e.g., months, years, continual)
1. Better equip and train local PD for HAZMAT response, e.g., mimic OSC equipment; HAZWOPER training → reach out to USCG	Local PD; potentially USCG; city council; EPA; NOAA; EMA	Protecting responders; improved communication	Funding for training; purchase and maintenance of equipment; Initial 40 hr training; requires annual refresher	Once funding secured, could implement within months
3. More exercises, particularly tabletop; utilize GRPs, incorporate online tools	All – state, federal, local, county, NGOs, perhaps some elected officials, limited stakeholder representation (i.e., vetted POCs); MAWSS; NEPs, TNC	Updated GRPs → living document; increased institutional knowledge	Scheduling; time constraints	Continual, quarterly
2. Internal and external process and procedure for developing and releasing press releases, and for sharing info and data from Unified Command	Unified Command – Incident Management Team (IMT); members that make up Joint Information Center (JIC) and environmental unit team	Protecting responders, improving safety for stakeholders/public; better use of responder time → can focus on other more important needs	Political appointees; increasing level of bureaucracy → execution at different levels	90 days if will was there
4. Equip NERRS with back-up communication equipment; prep bldg. for use as Incident Command Post; concept here is to utilize existing structures as back up facilities	MS DMR; NOAA; Jackson County EOC	Provides backup/alternate location; safety for people already in bldg	No clear impediments	90 days

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June 9, 10:00 AM

Breakout Group Session II: Planning/Preparedness

Group C

For the scenario, revisit themes of challenges and concerns from Breakout Session I when addressing the following questions:

1. What would likely work "as planned" (i.e., if there was only an oil spill)?

Typical response responsibilities would kick in and include:

- Initiate search & rescue (if needed)
- Notify state, county, local agencies, etc.
- Shut down river traffic, businesses, and facilities
- Set up security zone on water & land
- Response from hazmat
- Mitigate and stabilize source
- Activate vessel response plan & response efforts (booms, etc.) and geographic response plans
- Request NOAA trajectories
- Set up Incident Command Post

2. What would be the special challenges in responding to the oil spill as a result of the flooding and storm-related issues?

- Contaminated land (city, habitats, etc.) due to flooding
- Movement of oil would be determined by conditions of storm
- Negative public perception related to response efforts – people may not understand why response efforts are on hold (due to storm)
- Changes in response efforts (or be on hold) due to storm surge, wind, increased water flow, debris, etc.
- Oil would move more quickly; response efforts move more slowly because of weather
- Impacted industries (down bay)
- Reduced access (roads, tunnels, bridges, etc.)
- Increased risk to personnel safety
- Reduced personnel because of storm response efforts
- Reduced/impacted communications (include interagency)
- Restricted vessel movement/fewer events at local event facilities because of storm
- Decontamination process of downtown (flooding, contamination, etc.)
- Increased economic impacts (port, rail, etc. shut down due to flooding)
- Localized event (storm)
- Change in funding sources

3. What is missing in the existing plans/preparedness? What could we add or change?

- Process for security to protect the public due to flooding and contamination on land
- Process for requesting and receiving help from other regions

4. How well prepared are we to predict impacts and respond? What can we do to better predict impacts?

- Current response plans are in place but resources may be limited
- Response to storm could have efforts & resources already in place
- Understanding of how water moves around the bay and city (sea level rise & storm surge work) already exists and could be tied into response efforts

5. What are the possible “unknowns”? How do we deal with uncertainty?

- Communicating/info sharing about response efforts to media and public – priorities, process, etc.
- Claims/compensation process for damage due to oiling on land (businesses, gov’t buildings, etc.)
- Availability of oil spill removal organizations (OSRO)
- Logistics within port (receiving containerships, etc. & timing)
- Contingency plans for companies impacted by port/rail being shut down
- Availability of resources due to other competing events (disasters, Mardi Gras, sports)
- Status of closed roads, etc.

6. What best practices would help us to respond better?

- Continue to practice communicating with other agencies (public perception)
- Continue to train (e.g., hazwoper) and have drills to be prepared
- Pre-stage additional response resources
- Share resources /existing MOUs
- Establish more inspections & better maintenance of equipment (moorings, etc.)

1:30 pm
Breakout Group Session III: Next Steps
Group C

What steps need to be taken to improve preparation and planning (as discussed in breakout session II) to address this kind of scenario?	Who should be involved in implementing the steps above (e.g., partnerships, teams)?	Identify any impediments (e.g., funding)	Identify benefits/outcomes	Prioritize these steps and estimate how long it would take to implement the steps (e.g., months, years, continual)
Get politicians to participate in training exercises	Training host, state on-scene coordinator, NEP (gov't network committee), local USCG	PROBABLY WON'T HAPPEN – Too busy, scheduling, other priorities, high turnover, perceived as irrelevant	Assist with decision-making outcome, funding, assist with re-election, piggyback on other relevant event, media coverage	#6 – continual 6, 5, 6, 4, 5, 6, 6 = 38
Get environmental NGOs to participate in training exercises	Training host, NGOs (e.g., Mobile BayKeeper, AL Coastal Foundation, Africatown community group), emergency responders	Keeping NGOs on task and focused, NGO lack of trust and ownership, perceptions, focused on advocacy topic, priorities misunderstood (on both sides)	See bigger picture and greater understanding of process and challenges, improve media/public perception, more incentive to keep story in context	#5 – annual or as available 3, 2, 5, 5, 4, 4, 5 = 28
Get media to participate in training exercises	Training host, impartial media experts (e.g., COMPASS), port & agency public information officers/pr/media contact, media, governor's office, contact that knows media	Bias, lack of relationships, lack of trust, turnover, secondary job for some public information officers	Education, relationship building, more incentive for factual reporting and in correct context, improved messaging	#2 – annual or as available 5, 1, 2, 3, 1, 5, 2 = 18

What steps need to be taken to improve preparation and planning (as discussed in breakout session II) to address this kind of scenario?	Who should be involved in implementing the steps above (e.g., partnerships, teams)?	Identify any impediments (e.g., funding)	Identify benefits/outcomes	Prioritize these steps and estimate how long it would take to implement the steps (e.g., months, years, continual)
Encourage participation at Area Committee meeting/training events (i.e., spill drills)	Training host, Sea Grant, NEP, NERRs, NGOs, USCG, FOSC, EPA, state and local agencies	Scheduling conflicts, time commitment, complacency, turnover, visibility, people don't know about the meeting	Building understanding, face-to-face time, relationships, understanding roles and responsibilities, identifying go-to people, updating response plans, understanding jurisdictions, dependable findings	#1 – continual 1, 4, 1, 1, 2, 1, 1 = 11
Outreach to businesses, civic and local groups, media	NOAA DRC, Chamber of commerce, Downtown Alliance, civic organizations, Leadership Mobile, Partners in Environmental Progress, Sea Grant	Scheduling conflicts, time commitment, priorities, return on investment, ignorance	Better understanding of how response works, roles and responsibilities, oil behavior, etc. (modeled after Science of Spills), funding	#3 – monthly/continual 4, 3, 3, 6, 3, 2, 3 = 24
Finding ways to maintain certification (e.g., hazwoper)	NOAA DRC, state and local agencies, NERRs, cooperative extension, emergency mgmt agency, Chevron, NGOs, businesses, etc.	Scheduling conflicts, time commitment, priorities, return on investment, perceived need, incentive	Increased safety, meets a job requirement	#4 – annual or as available 2, 6, 4, 2, 6, 3, 4 = 27