

There are three major areas of positive observations that merit mention.

Many of those interviewed specifically stated that the National Incident Management System/Incident Command System (ICS) worked as intended. Because NIMS/ICS is scalable, adaptive, and dynamic, responders were able to tailor the response organization according to need. The ICS organization experienced numerous challenges, such as external communications taking place outside of the ICS hierarchy, and political pressure applied to various levels of the response organization. Nonetheless, the ICS organization worked well during this event. Recommendations provided in this report relating to NIMS/ICS serve to further enhance its use.

There are three major areas of positive observations that merit mention:

cooperative in assisting the Incident Specific Preparedness Review (ISPR) Team in the research for this report.

Media reports often left viewers with the impression that the Coast Guard and the responsible party (RP) were at odds periodically during the response. To the contrary, the team observed that personnel provided by the RP and Coast Guard personnel worked effectively together, and that there was "unity of effort" throughout the response organization. Moreover, BP has been openly cooperative in assisting the Incident Specific Preparedness Review (ISPR) Team in the research for this report.