Departional Lessons Learned from the Anthrax Attacks on the United States

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Special Features of the Responses

- Large multi-agency responses
- High national visibility and public concern
- Politically and economically charged sites
- No established proven-procedures for a large civilian anthrax response





- Site security and access
- Worker identification and security adviced Services clearances
 - Parking trailers for responders
 - Equipment deliveries and staging
 - Media control
 - Signage to direct the public



Incident Command

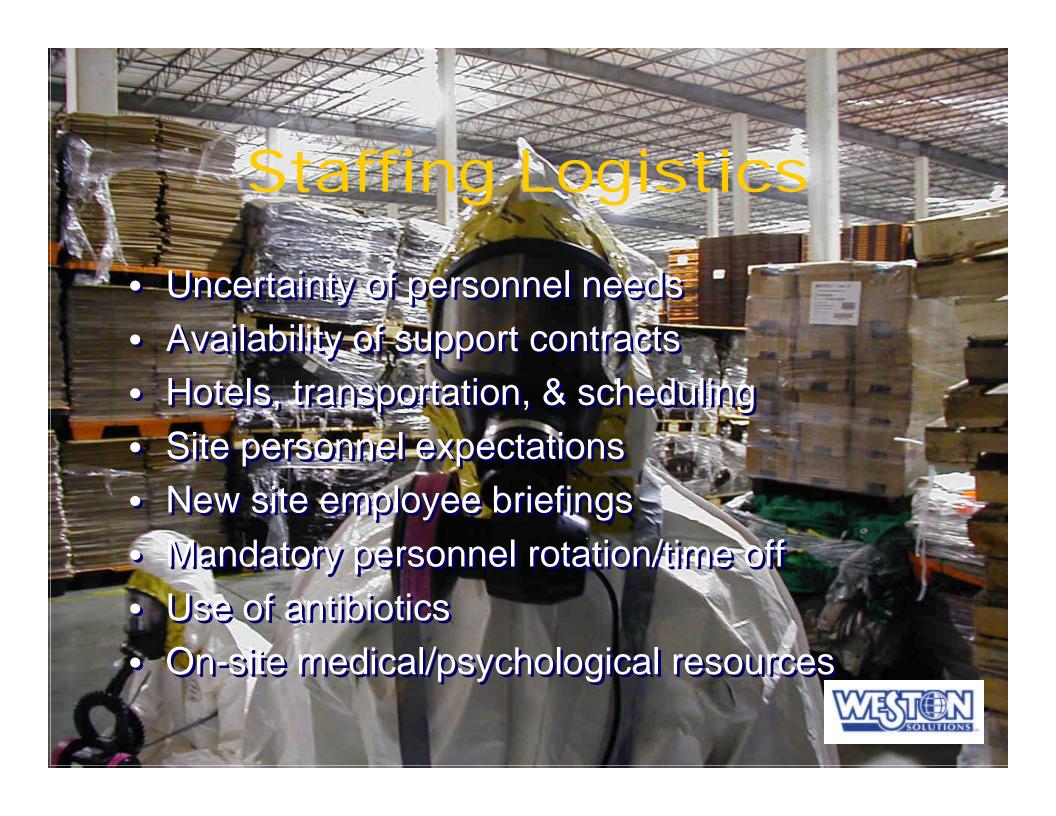
- Current training focused on UCS participation
- Many agencies had varied internal command & support structures
- Operational communications between command and field groups were inconsistent
- "New" response groups were inexperienced with unique aspects of field work
- Responders were challenged by multiple locations



On-Scene Points of Contact

- Safety
- ICS representative/Inter-agency liaison
- Daily reporting
- Field operations and Team Leaders
- Logistics (equipment/services procurement)**
- Security/site control
- Site shipping/receiving
- Sampling, analytical and data management
- Financial/cost tracking
- Plant, facility and union liaison
- Media and public relations







Summary of the Lessons Learned

- Pre-plan and maintain flexibility
- Resist the pressure to start prior to completing a technical and safety strategy/plan
- Establish UCS and communications early
- Establish clear internal command structure
- Identify contracts and secure rates during preplanning
- Make worker welfare a priority



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