

3. SPILL RESPONSE ORGANIZATION

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3.1 VESSEL CREW

The vessel captain is in charge of the vessel crew and is responsible for any spill response measures taken before the arrival of the IC and/or response personnel.

In the event of a spill at any location, the captain is notified immediately. The captain then directs the crew in appropriate initial response procedures (Chapter 4) and commences notification procedures (Chapter 2).

Upon arrival of NRC Plan IC and response personnel, on-scene personnel will transfer their responsibilities to the appropriate individuals.

3.2 NRC / RESPONSIBLE PARTY

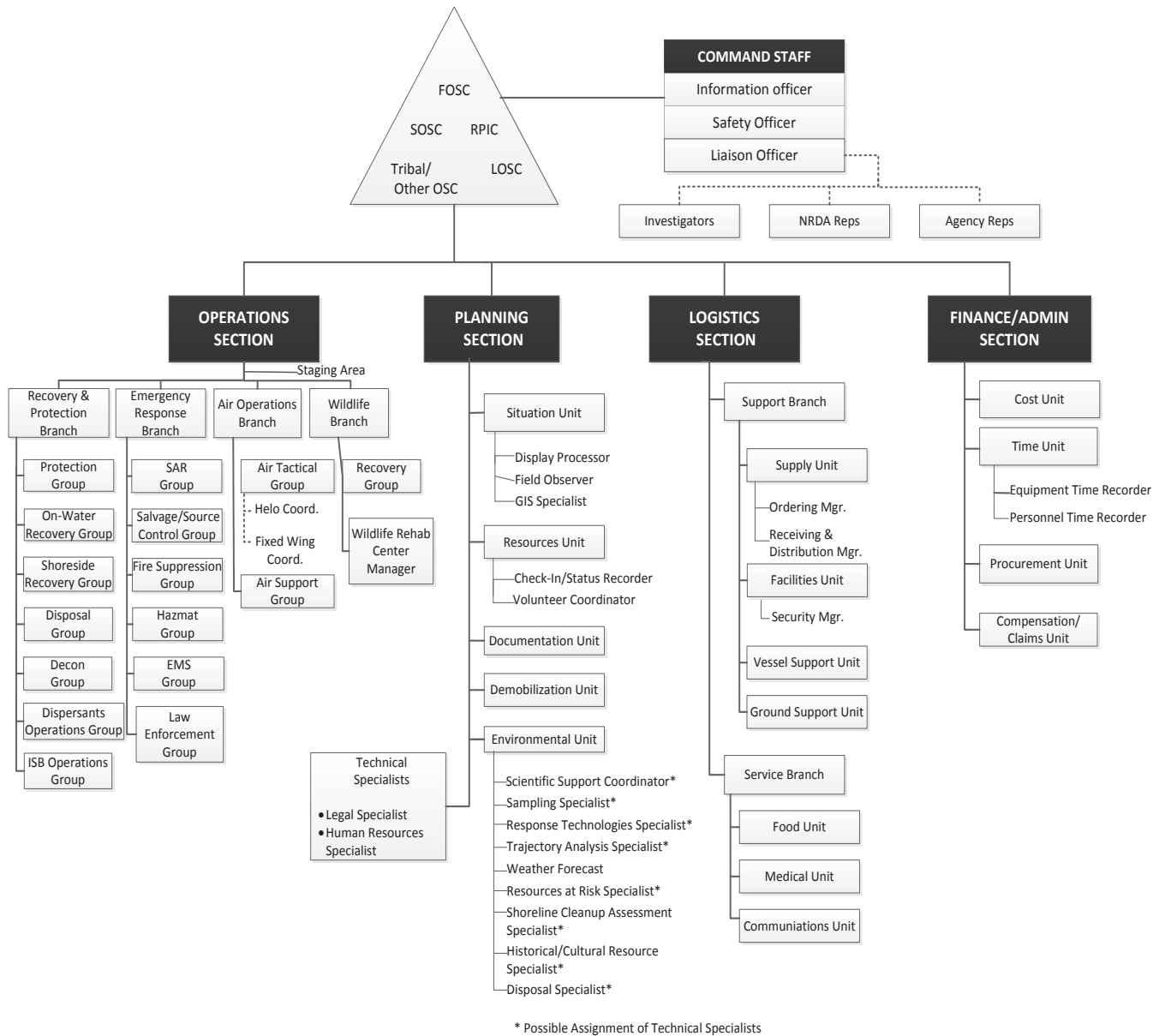
See Section 1.1 for details regarding the establishment, authority and purpose of the NRC Plan, and Section 1.6 regarding the liability and function of the responsible party.

ICS will be used to manage spill response activities conducted under the NRC Plan with a designated NRC Plan Incident Commander acting as the Responsible Party's representative in the Unified Command. NRC will provide personnel to fill ICS positions as defined in the Northwest Area Contingency Plan as required by actual spill response circumstances.

The ICS organization develops around five major functions that are required on any incident whether it is large or small (see Figure 3-1). For some incidents, and in some applications, only a few of the organization's functional elements may be required. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet virtually any need.

ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times.

Figure 3-1 ICS Structure (from the NWACP, page 2000-3)



The NRC Plan follows the ICS planning process and ICS position job descriptions as outlined in the Northwest Area Contingency Plan (NWACP). The positions of Environmental Unit Leader, Liaison, Wildlife Branch Director and Information Officer will be staffed according to guidelines set forth in the NWACP. To facilitate implementation of ICS, NRC will use the current referenced Incident Management Handbook, as recommended in the NWACP.

Primary and alternate staffing for the NRC Plan ICS Command Staff and Planning, Operations, Logistics and Finance Sections, including Chiefs and Branch, Group and/or Unit leaders, including minimum training for these positions, are provided in Table 3-1.

Table 3-1 NRC Primary and Alternate ICS Staffing and Training

Position	Name / Resource (Other than NRC)	ICS Training (Minimum)	HAZWOPER (29 CFR 1910.20)	NWACP,GRPs, NRC Plan
COMMAND STAFF				
Gerry Popovice	NRC Plan IC	400	Minimum 24-hour / Annual refresher	Annually
Kelly Post	NRC Plan IC	400	Minimum 24-hour / Annual refresher	Annually
Joe Smith	NRC Plan IC	400	Minimum 24-hour / Annual refresher	Annually
Dave Sawicki	NRC Plan IC	400	Minimum 24-hour / Annual refresher	Annually
Mike LaTorre	NRC Plan IC	400	Minimum 24-hour / Annual refresher	Annually
Information Officer	Nexus NW	100	Not Required	Annually
Safety Officer	Bill Walker Ken Koppler	200	Minimum 24-hour / Annual refresher	Annually
Liaison Officer	Jeff Loa Bob Ransdell	100	Minimum 24-hour / Annual refresher	Annually
OPERATIONS SECTION				
Section Chief	Jim Riedel Tiffany Gallo	300	Minimum 24-hour / Annual refresher	Annually
Recovery and Protection Branch				
<i>Protection Group</i>	Kurt Van Campen Becky Crosby	300	Minimum 24-hour / Annual refresher	Annually
<i>On-Water Recovery Group</i>	Dale Raymond Kyle Sparrow	300	Minimum 24-hour / Annual refresher	Annually
<i>Shoreside Recovery Group</i>	Thom Davis Jon Petrich	300	Minimum 24-hour / Annual refresher	Annually
<i>Disposal Group</i>	Richard Guerrero Eric Allen	300	Minimum 24-hour / Annual refresher	Annually
<i>Decon Group</i>	Brian Alexander Lance Baza	300	Minimum 24-hour / Annual refresher	Annually
Emergency Response Branch				

Air Operations Branch	Jason Potts Brad Schell	300	Minimum 24-hour / Annual refresher	Annually
Wildlife Branch	Focus Wildlife IOSA	100	Minimum 24-hour / Annual refresher	Annually
PLANNING SECTION				
Section Chief	John Murphy (Genwest) Dean Dale (Genwest)	300	Minimum 24-hour / Annual refresher	Annually
Situation Unit	Tracy Ross (Genwest) Peter Murphy (Genwest)	300	Minimum 24-hour / Annual refresher	Annually
Resources Unit	Leslie Campbell Sophie Todd	200	Minimum 24-hour / Annual refresher	Annually
Documentation Unit	Debbie Davis Cherii Dalton	200	Minimum 24-hour / Annual refresher	Annually
Environmental Unit	State/Federal Agency Polaris Applied Science	300	As Needed	Annually
LOGISTICS SECTION				
Section Chief	Russ Morgan Bart Dodson	100	Minimum 24-hour / Annual refresher	Annually
Support Branch	Michael Hodges	100	Minimum 24-hour / Annual refresher	Annually
Service Branch	Cyndee Simmons Autumn Potts	100	Not Required	Annually
FINANCE SECTION				
Section Chief	Ray Palacios Josh Powell	100	Not Required	Annually
Cost Unit	Amy Janak Deana Caputo	100	Not Required	Annually
Time Unit	Tami Gamba	100	Not Required	Annually
Procurement Unit	Brad Hopps	100	Not Required	Annually
Compensation/ Claims Unit	Stephanie Barton	100	Not Required	Annually

The NRC Plan IC will initiate response activities and direct response resources in the initial phase of the response. The Plan IC will liaise so far as practicable with the Client and the QI regarding the response and resource direction. NRC Plan covered clients have authorized the NRC Plan IC to direct the response and directed their QI to coordinate with the Plan IC as soon as possible upon a report of a spill or threatened oil spill from the Covered Vessel.

The NRC Plan IC will represent the Responsible Party and its interests in the spill management team working in the unified command within the incident command system to ensure that all personnel and equipment resources necessary to the response will be called out to clean up the

spill safely and to the maximum extent practicable until a formal transition occurs from the provider to the Client's designated Qualified Individual (QI) as outlined in the Plan. A Change of Incident Commander form is included in Appendix C to document the transfer of responsibility from one IC to the next IC.

Before replacing an active IC and SMT spill management, the RP will also need to satisfy the State and Federal OSCs of their ability to direct (continue) the recovery / cleanup without interruption. If the OSCs have concerns about this ability, the NRC Plan IC / SMT will continue in the ICS on behalf of the RP until the change in ICs is approved.

Claims Procedures

All NRC Covered Vessels are required to be insured for coverage of claims related to pollution incidents from vessels. Certificates of insurance providing evidence and contact information for the Covered Vessels will be collected as part of the NRC contracting process. In the case of a spill or threatened spill covered under the NRC Plan, the RP will contact their P&I representative to arrange for claims processing as required under their specific P&I policy.

The scope of the Claims process will be dependent on the actual claims potential of each individual spill event. The Finance Section will determine the need for a Compensation/Claims Unit based on operational information and volume of claims inquiries. The Unit will be activated and staffed as needed to address initial inquiries. The Unit will begin the process of tracking claims requests as submitted. The Unit will be expanded as needed to log and respond to the number of calls received in a timely manner.

The decision on if and/or when a notification about the process for submitting claims to the RP will depend on a variety of factors, which may include the size of the spill and the number of inquiries received concerning potential claims. Legal considerations by the RP may also factor into the timing of releasing claims information. However, in general, the claims information and submittal process will be established and advertised in coordination with the QI as soon as possible after determining there will be an ongoing need for claims coordination beyond any initial direct inquiries.

Notifications about the claims and the claims process will be placed in local newspapers and media. The notification will include contact information provided by the QI, generally including phone, email, mail and a website location to access additional claims information and forms. A "Sample Template for Advertisement for Oil Spill Claims" is provided in Appendix C. Although it is impossible to provide an exact number of claims at which establishing a local claims center would be advisable, a number of 100 calls per day would be a reasonable trigger point at which to consider this option and confer with the RP and its insurer.

Although individual RPs may provide the Compensation/Claims Unit with its own company forms or forms provided by its insurance company for the management of the claims process, sample forms for representative claims procedures are also included in Appendix C. These forms will be used by the Unit on an interim basis until RP provided forms are made available and/or as guidance to ensure that the RP provided forms adequately address the claims process as needed.

Since there can be many different types of claims, the documentation needed by a claimant to prove their claim will vary. In addition, individual insurers may have different documentation requirements. However, as a general guideline for Covered Vessel RPs, information on what

might be needed for a Damage Claim and a Loss of Profits or Earning Capacity Claim is included in Exhibit C, "Sample Required Claim Documentation".

3.3 FEDERAL AND STATE ON-SCENE COORDINATORS

The authority and responsibilities of the FOSC are outlined in Section 1.8. The state's roles, responsibility and authority are contained in Section 1.9. The duty of the FOSC is to ensure a safe and adequate response, and to direct federal pollution control activities at the scene of a discharge or potential discharge. The SOSC also has the authority to assume responsibility for a response if the RP isn't acting responsibly. However, the general philosophy is to allow the spiller to clean up the spill, provided there is adequate progress

In the event that an apparent RP refuses responsibility for a spill, the NRC Plan IC will ensure that the appropriate federal and state agencies are informed of this situation. If the situation necessitates FOSC or SOSC assumption of the management of the response, the IC will take actions to transfer all responsibilities to the FOSC or SOSC.

As part of the transfer procedure from NRC to the FOSC or SOSC, all relevant materials, or copies (maps, logs, correspondence, etc.), will be provided to the personnel designated by the FOSC or SOSC to continue the management of the response. Also, the exact time of transfer must be documented for reference purposes and notification made to all interested parties.

3.4 INCIDENT COMMAND POST

The establishment of an ICP to coordinate spill response activities is primarily dependent upon the location and size of the spill. Small spills, for example, can be managed from a vehicle equipped with a cellular telephone and portable VHF radio.

On the other hand, larger spills might require numerous offices and conference rooms, a separate communications center, kitchen facilities, etc. - all co-located at or near a logistical staging area with dock space and a helicopter landing zone. Depending on the size and location of the spill, suitable ICP spaces may be available at the shoreside facility at the scene of the spill. Other options for an ICP would include local government buildings, hotels, motels, resorts, cabins, schools, park facilities, even private homes.

NRC maintains an Operations Center at 9520 10th Avenue South, Suite 150, Seattle, WA 98108, that could serve as an initial ICP. This Operations Center is capable of accommodating an initial spill management team.

A list of pre-identified potential ICPs is provided in Table 3-2.

Table 3-2 Potential Incident Command Posts

Location	Facility	Telephone	Fax
Aberdeen	Port of Grays Harbor 111 S. Wooding Street Aberdeen, WA 98520	360-533-9528	360 533-9505
Anacortes	Northwest Education Services Dist 1601 R Avenue Anacortes WA 98221	360 299-4000	360 299-4070
Anacortes	Port of Anacortes 1st Street and Commercial Avenue Anacortes, WA 98221	360 293-3134 360 661-5000 (Security)	360 293-9608
Bellingham	Bellingham Best Western Bellingham, WA 98226	360 647-1912	
Ocean Shores	Shilo Inn 707 Ocean Shores Blvd NW, Ocean Shores, WA 98569	360 289-4600	360 289-0355
Ocean Shores	Ocean Shores Convention Ctr. 120 W. Chance A La Mer Ave. Ocean Shores, WA 98569	800 874-6737	
Port Angeles	Vern Burton Center 308 East 4th Street Port Angeles, WA, 98362	360 417-4550 360 457-0411	
Port Angeles	Red Lion Inn 221 N. Lincoln, Port Angeles, WA	360 452-9215	
Seattle	NRCES Offices 9520 10th Avenue South Seattle, WA 98108	206 607-3000	206 607-3001
Seattle	Port of Seattle 2711 Alaskan Way Seattle, WA 98121	206 728-3000	
Tacoma	Fire Training Center 2124 Marshall Ave Tacoma, WA 98421	253-591-5725	
Tacoma	Port of Tacoma 1 Sitcum Way Tacoma, WA 98421	253-383-5841	

If suitable space for an ICP is unavailable or non-existent, trailers, motor homes, camp barges and portable offices can be leased and moved to inaccessible areas within a relatively short period, e.g. 6-12 hours. However, such an arrangement will require additional logistical support such as potable water hauling and storage, chemical toilets with servicing, portable generators and lighting systems, garbage dumpsters, etc.

A spill requiring full mobilization of NRC Plan resources may require:

- A centralized Incident Command Post (large room), with good visibility of operational area highly desirable
- A co-located (but separate) communications center (minimize noise and interference)
- About 24+ telephones and telephone lines
- 1-2 large conference rooms (if equipped with telephones they can also be used as temporary offices for up to four people, each)
- 12+ offices or work spaces with desks or tables (must be shared; more required if not shared)
- Kitchen facilities (coffee pot, refrigerator, microwave oven, etc.)
- A bunk room (4-6 cots) and shower facilities (for short naps and a quick refresher by personnel working in the command center; not for field personnel)

It should be noted that not all Unified Command, SMT and response personnel are required to operate from the ICP. Some can operate from their home office or in the field while making frequent contacts with the ICP.

3.5 STAGING AREA

A staging area is located where incident personnel and equipment are assigned awaiting tactical assignments. There can be multiple staging areas if necessary or appropriate. While there are many advantages to having the ICP co-located near a staging area, there are also several potential drawbacks, e.g. traffic, parking, equipment congestion, noise, etc.

The following should be considered for identifying suitable staging sites:

- Accessibility
 - for vehicles
 - for boats, vessels
 - helicopters
- Docks / piers
 - personnel access (ladders)
 - cranes or davits for lifting
 - tides, currents and wind
- Staging / storage area, covered if possible
- Parking
- Proximity to food and lodging facilities
- Proximity to restrooms and potable water
- Security (ability to limit access)

Depending on the size of the response and the support needed for personnel and equipment deployment, staging areas may be equipped with:

- Portable lighting
- Hand washing units
- Decon stations for personnel and equipment
- Portable showers and changing rooms
- Forklifts
- Small mobile crane
- Covered repair and work shops
- Security

3.6 EQUIPMENT AND SUPPLIES

In the event of an oil spill, the equipment and supplies listed in Table 3-3 may be useful in establishing, operating and maintaining a command, or operations, center. NRC has a mobile command trailer and equipment and supplies that may be utilized for smaller spills with limited ICS personnel or as a forward ICP in larger or remote spill locations.

Table 3-3 Recommended Equipment for Extended Field Operations

EQUIPMENT:

- _____ Radio, base station
- _____ Radios, portable (with batteries and chargers)
- _____ Telephone/s, cellular
- _____ Copy machine (with supplies)
- _____ Computer, printer, etc. (with supplies)
- _____ Camera, photo (with extra film)
- _____ Coffee pot (and supplies)
- _____ Ice chest (with ice)
- _____ Thermos, 5 gallon (water)
- _____ Multiple plug power-strip (3 or 4)
- _____ Portable generator

OPERATIONS:

- _____ Petty cash
- _____ Batteries (various)
- _____ Flashlights
- _____ Calculator
- _____ Personnel list
- _____ Equipment price list
- _____ Charts and maps
- _____ Current / tide tables
- _____ Road maps (various)
- _____ Easel with 2 pads, marking pens
- _____ First aid kit
- _____ Boat Launch Ramps (book)
- _____ Contingency Plan
- _____ Geographic Response Plans / maps (for environmental sensitivity)

RECOMMENED EQUIPMENT FOR EXTENDED FIELD OPERATIONS

OFFICE:

- _____ Tablets
- _____ Pens (various)
- _____ Pencils and erasers
- _____ Pencil sharpener
- _____ Tape - scotch
- _____ Tape - masking
- _____ Tape - duct
- _____ Stapler, staples and puller
- _____ Paper clips
- _____ Scissors
- _____ Telephone message pads
- _____ Rulers
- _____ Clip boards
- _____ Stand-up rack/s (hold folders / books)
- _____ File folders
- _____ Pocket notebooks
- _____ Calendar
- _____ Plastic bags (trash)
- _____ Time cards and payroll sheets
- _____ Log sheets (vessel/ boat/communications/ operations)
- _____ Invoices
- _____ Accident Reports
- _____ Field purchase orders
- _____ Advance pay vouchers
- _____ Employment application