

Oil Spill Incident Annex – Sector Delaware Bay

Introduction

A response to an actual or threatened release of oil is responded to under the National Contingency Plan (NCP). A response can vary greatly, involving only a few people or thousands. The initial action taken by responders sets the tone and direction of the response. Some very large incidents may also be responded to under the National Response Framework (NRF). [\[Link to Oil and Hazardous Materials Annex in the National Response Framework\]](#).

Purpose

The purpose of this Annex is to facilitate the rapid establishment of a multi-agency and responsible party incident command team to respond to an oil spill occurring in the coastal zone. *This Annex should be used in conjunction with the ACP's Base Plan* and if the cause of the incident is a suspected or actual terrorist incident, used in conjunction with the ACP's Terrorism Incident Annex.

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Unified Command Organization

The make-up of the Unified Command organization for a multi-agency oil spill response is usually comprised of representatives from the:

- US Coast Guard
- Pennsylvania Department of Environmental Protection
- New Jersey Department of Environmental Protection
- Delaware Department of Natural Resources and Environmental Control
- Responsible Party

However, the actual makeup of the Unified Command (UC) must be made on a case-by-case basis. Depending on the incident, additional federal, state, or local agencies may comprise the UC, as appropriate and necessary.

Note that PA, NJ, and DE state policy may require additional state agencies representing their interests in the UC if:

- Citizens have been harmed
- There is the possibility that citizens could be harmed

The state emergency management agencies (PEMA, NJ-OEM, DEMA) are to be notified of oil spills whenever the above conditions exist or if the spill is in excess of 1,000 gallons, for their information.

In general terms, an organization may be included in the UC if:

- The organization has jurisdictional authority or functional responsibility under law for oil spill response
- The organization is specifically charged with commanding, coordinating or managing a major aspect of the oil spill response
- The organization has resources to support the oil spill response
- The organization's area of responsibility is affected by the oil spill or the response operation

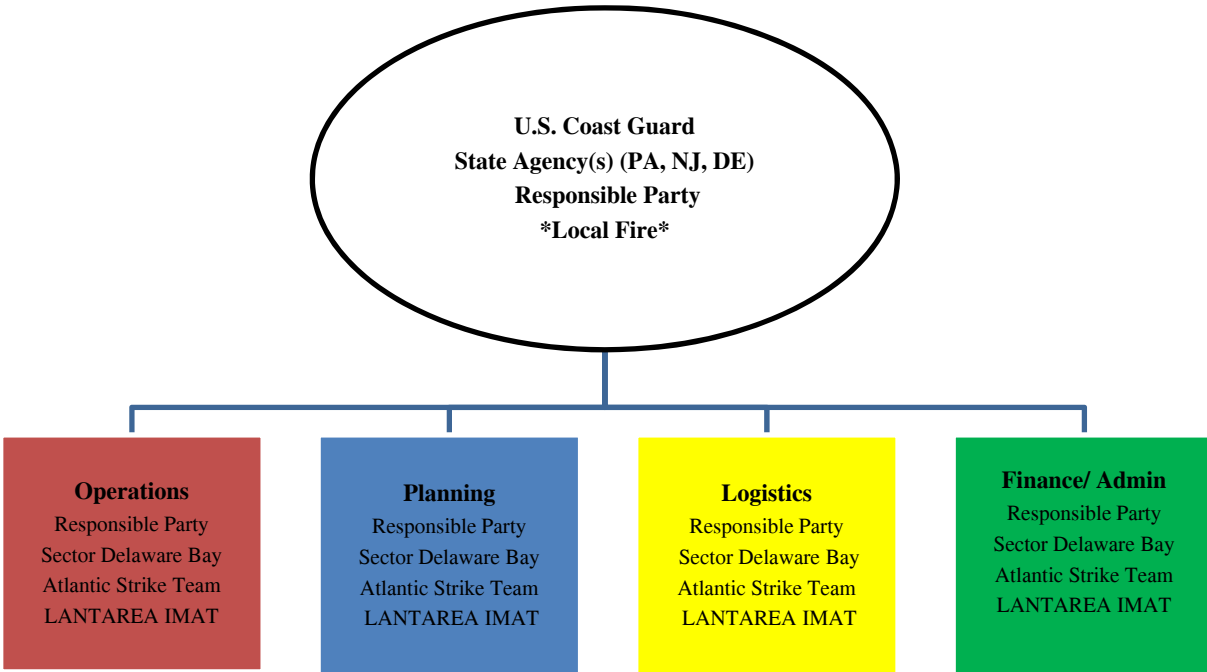


Figure 1 is a generic illustration of the agencies and/or entities that could serve in the Unified Command and General Staff. The list of agencies is not exclusive.

* Local Governments are encouraged to contact the Unified Command through the Liaison Officer.

Unified Command Objectives

Incident Commander References:

- [Link to U.S. Coast Guard, Incident Management Handbook (IMH), August 2006, Chapter 4 for examples of key decisions and objections]
- [Link to Incident Commander Job Aid]
- Various ICS Position Job Aids can be found on the Coast Guard’s HomePort website (HomePort> Library> Incident Command System ICS>)
- The U.S. Coast Guard’s Contingency Preparedness System which is a repository of lessons learned from exercises and real world events.
- MOU between the USCG, EPA & Corporation for National and Community Service TBD

The Incident Commander(s) / Unified Command (UC) set the tone for the response by developing response direction and guidance for the Incident Management Team (Response Organization). Chapter 4 of the U.S. Coast Guard, Incident Management Handbook (IMH) provides a list of decisions, incident priorities, incident objectives, and common tasks typically utilized during a spill. A link to the IMH is provided immediately above.

Considerations and Actions of the Coast Guard Incident Commander (CGIC)/Unified Command:

- Utilize the Oil Pollution Quick Response Card (QRC)
- Make a determination if it is Safe to Respond [Link to Safe to Respond Policy]
- Follow Endangered Species Act requirements [Link to ESA Emergency Response Section 9717]
 - Notify the Regional Response Team representatives of the Department of Interior and Department of Commerce (NOAA) regardless of whether listed species or critical habitat are impacted
 - Determine if federally listed Threatened and Endangered species or critical habitat are present or could be present. If they are present, initiate Endangered Species Act informal Section 7 consultation with the United States Fish and Wildlife Service (USFWS) and National Marine Fisheries Service (NMFS) [Link to example Informal Consultation Section 9735], [Link to ESA MOA Signed Copy Sec. 9716],
 - Document any written or oral communications that involve decisions on endangered species or critical habitat
 - Notify the USFWS and NMFS representative on the Incident Command team of any response situation changes that may impact endangered species or designated critical habitats
 - Ensure that response strategies and tactics are planned to minimize impacts to threatened or endangered species and designated critical habitats
 - Consult with state ICs regarding the presence of state listed threatened and endangered species and/or critical habitats in the; spill area, potential impact areas, and clean-up locations
 - **Post response: Complete consultation pursuant to the Endangered Species Act as is appropriate.** [Link to ESA Post-Response Section 9719]
- Determine if historic properties will be potentially impacted by response activities. Helpful information can be found at:
 - National Register of Historic Places (by state and county) see: <http://www.nationalregisterofhistoricplaces.com>
 - State Historic Preservation Office (SHPO) contacts see: <http://www.ncshpo.org/find/index.htm#p>
 - For information on the Programmatic Agreement on Protection of Historic Properties During Emergency Response Under the National Oil and Hazardous Substance Contingency Plan, see: <http://www.achp.gov/NCP-PA.html>
 - Refer to the guidance in Section 9711, Protection of Historic Properties: Oil Discharge and Hazardous Materials Release Emergency Response Phase Checklist [Link to Guidance Section 9711]

- o Note that, before federal projects affecting historic properties can proceed, the National Historic Preservation Act (NHPA) requires all federal agencies to identify, preserve and manage eligible historic properties under their ownership or control. Section 106 of the National Historic Preservation Act (NHPA) requires “consultation” with the SHPOs and when agreement cannot be reached, with the Advisory Council on Historic Preservation (ACHP). See http://www.achp.gov/docs/OFAP_Org_Chart.pdf
 - o For ACHP Questions and Answers – Consideration and Treatment of Historic Properties During the Response to DEEPWATER HORIZON Oil Spill, see: <http://www.achp.gov/docs/OilQandA.pdf>
 - o If historic properties are present or could be present, contact the appropriate SHPO. Consult with SHPOs in the event that oil impacts structures that are 50 years old or more and the cleanup activities include:
 - Removing structures
 - Power washing structures
 - Ground disturbance
 - o Document any written or oral communications that involve decisions on historic properties
- Determine viability of employing countermeasures
 - o Utilize the Selection Guide for Oil Spill Response Countermeasures <http://epasg.genwest.com/index.html#>
 - o Dispersants [Link to dispersant protocols for the Delaware River Region Section 9720]
 - o In-situ burning [Link to In-situ Burn Protocols Section 9718]
 - o Additional information may be found on the Regional Response Team III website: <http://www.rrt3-rcp.nrt.org/production/NRT/RRT3-RCP.nsf/AllPages/HomePage.html>
 - o The EPA’s Product Schedule can be found at: http://www.epa.gov/oem/content/ncp/product_schedule.htm
 - Ensure that the natural resource trustees are promptly notified of the incident and that the trustee-appointed Federal Lead Administrative Trustee or Lead Administrative Trustee coordinates NRDA activities, including any requests for assistance, with the Liaison Officer
 - In the event that a Responsible Party decides to no longer fund a response action, consult the guidance outlined in the Transitioning from a Responsible Party Managed Response to a Federal Response [Link to Transition Document Section 9721]
 - In the event that there is NO known responsible party, consult the guidance outlined in the Federally Managed Spill Response document. [Link to Federally Managed Spill Response document Section 9799]

- Establish a 3rd party claims process. The UC should consider/require the cleaning of recreational boats to be part of the response cleanup activities and not necessarily part of the claims process

Utilizing Command Staff Officers

The specialized staff positions that could be utilized during a spill are typically a Safety Officer; Liaison Officer; Public Information Officer; and the Intelligence and Investigations Officers. Additional positions may be staffed as necessary, e.g. Volunteer Officer.

The UC and personnel assigned to fill the Staff Officer positions should utilize the following for more information:

- [Link to U.S. Coast Guard, Incident Management Handbook]
- [Link to Public Information Job Aid]
- [Link to Joint Information Center Manual]
- [Link to Liaison Officer Job Aid]
- [Link to Liaison Manual]
- [Link to Safety Officer Job Aid]
- National Strike Force, Public Information Assist Team
- Coast Guard District 5 Public Affairs Detachment
- The U.S. Coast Guard's Contingency Preparedness System

Recommended "best practices" for selected Staff Officers include but are not limited to:

- Liaison Officer:
 - Identify the need for Assistant Liaison Officers to work with the States of DE, NJ, and PA. Assistants should come from the States.
 - Assist the Federal Lead Administrative Trustee, if assistance is requested, as Trustees conduct Natural Resource Damage Assessment and Restoration activities
 - Coordinate VIP visits
 - Coordinate local, state, and federal political visits
- Information Officer
 - Set up the Joint Information Center (JIC)
 - Begin social media monitoring
 - Television, websites and blogs
 - Identify needs and request NSF Public Information Assist Team and USCG District 5 Public Affairs Detachment as necessary
- Safety Officer
 - Have sufficient Assistant Safety Officers in the field to ensure compliance with Site Safety Plans and OSHA requirements
 - Requested advisory capacity assistance from OSHA

Operations Section Organization

The Operations Section will be organized to meet the needs of the incident. For large and/or complex oil spill response operations the Operations Section Chief may organize as shown in Figure 2.

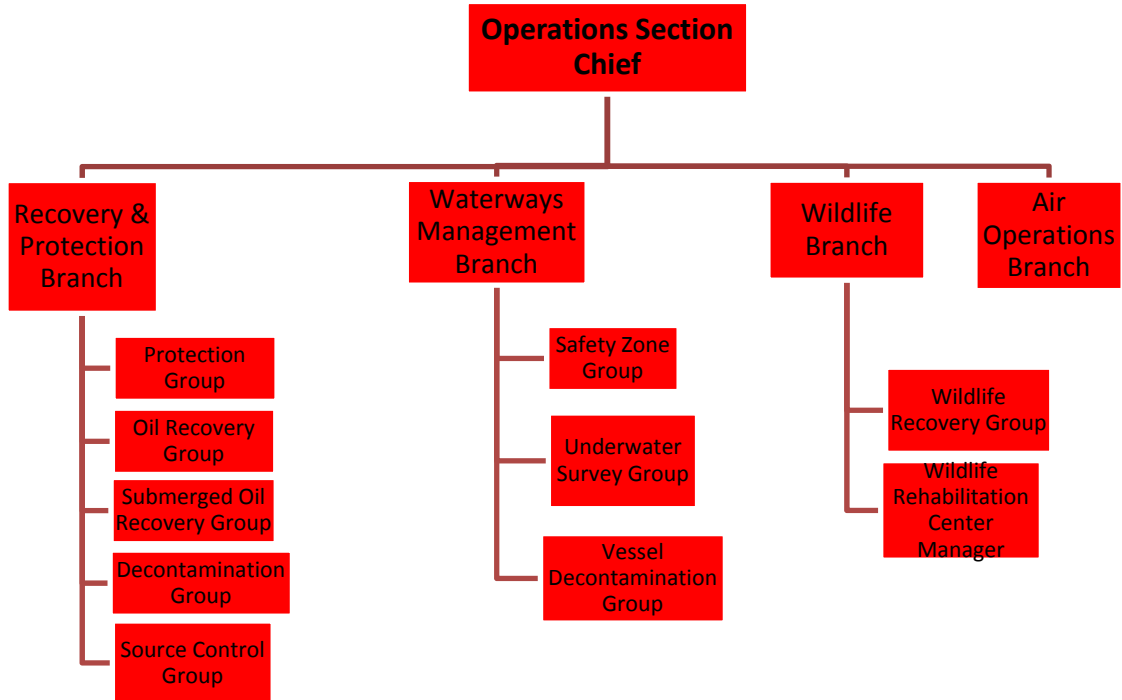


Figure 2. The size and makeup of the Operations Section is dependent on the size and complexity of the incident. For a major oil spill the Operations Section may be organized as shown above.

Operations Section Chief

The Operations Section Chief is responsible for the management of all tactical operations directly applicable to the primary mission.

Operations Section Chief References:

- U.S. Coast Guard, Incident Management Handbook, August 2006
- Operations Section Chief Job Aid
- Various ICS Job Aids for positions normally found in the Operations Section can be found on the Coast Guard's HomePort website (HomePort> Library> Incident Command System ICS>)

- See “Special Teams” at the end of this Annex. [\[Link to Special Teams\]](#)
- The U.S. Coast Guard’s Contingency Preparedness System which is a repository of lessons learned from exercises and real world events.
- Pollution Removal Funding Authorizations (PRFA) for:
 - [\[Link to US Army Corps of Engineers PRFA\]](#)
 - [\[Link to State Environmental Agency PRFA\]](#)
 - [\[Link to US Fish and Wildlife Service PRFA\]](#)
 - [\[Link to Department of the Interior’s Office of Environmental Policy & Compliance PRFA\]](#)

Responsibilities: The Operations Section Chief should also refer to the Oil Spill Quick Response Card utilized by the initial IC to confirm actions and notification that were taken. Depending on the complexity of the spill, a Multi Division/Group Organization or a Multi Branch Organization will need to be established (See: “Oil Spill” Chapter in the U.S. Coast Guard IMH). Overall, the Operations Section Chief is responsible for:

- Overseeing the initial assessment:
 - Determine or confirm location and time of spill; product and amount spilled; and area of known impact
 - Determine immediate safety hazards
 - Obtain best estimate of oil movement for next 12 hours based on current weather and tides
 - Identify areas that will be impacted
- Implementing protective booming strategy [\[Link to Strategies\]](#)
 - Prioritize protective booming (The Area Committee has determined that protecting openings to wetlands is the number one priority for protective booming. The philosophy is that oil can be deflected onto any river bank but must be prevented from going up tributaries into the wetlands.)
- Initiating efforts to control the source
 - Ensure actions are being taken to control and secure the source
 - If necessary, recommend establishing a safety zone
 - Contain the spill
- Establishing response branches (Recovery and Protection, Emergency Response, Air Operations, Waterways Management, Wildlife), as needed
- Consider conducting pre-impact cleanup of shoreline
- Identifying staging areas to be used [\[Link to pre-identified staging areas\]](#)
- As directed, conducting dispersant operations [\[Link to dispersant protocols Section 9720\]](#)

- As directed, conducting In-situ Burn operations [[Link to In-situ Burn Protocols Section 9718](#)]

Recovery and Protection Branch

The Recovery and Protection Branch is responsible for overseeing and implementing the protection, containment and cleanup activities as established in the IAP.

Protection Group

- Utilize Oil Spill Response Tools (See Electronic ACP's "MAPS" Section)
 - Based on location of spill, amount released, weather and other factors determine what areas will be impacted and the time they will be impacted
 - Provide prioritized protective booming list to the Operations Section Chief or Branch Director, if established
- Determine the organizations responding from or on behalf of the Responsible Party
- Is the local spill cooperative (Delaware Bay River Cooperative (DBRC)) responding?
 - If yes, confirm which boom sites have been ordered deployed?
- If the local cooperative is not responding, what organization(s) will be doing the protective booming? Note that the DBRC's response equipment is only available to co-op members unless the Coast Guard hires DBRC
 - Confirm which boom sites have been ordered deployed
 - Where will resources, materials and personnel come from?
 - Are the personnel familiar with the booming plans?
 - What is the time frame for accomplishment?
- Provide information to Waterways Management in order to issue a Notice to Mariners for protective boom sites. Ensure that the most up-to-date information is provided so that adjustments can be made to the broadcast(s)
- Ensure that the Incident Action Plan includes any necessary special instructions that deployed booms are to be lighted and/or attended
- Monitor and maintain the activities at boom sites and report back daily to Operations with observations.
- Based on overflight information:
 - Determine additional sites that will have to be boomed and establish priorities
 - Identify other potential sites (other than openings to wetlands) that may require protective booming

- Identify additional staging areas to mobilize
- Identify resources to be mobilized (equipment and personnel)
- Repeat above until no further protective booming is needed
- Determine protective boom sites to be removed, decontaminated, or disposed of, if necessary

Oil Recovery Group

General responsibilities include the need to:

- Advise the Operations Section Chief of the amount of oil that can be recovered based upon the amount of oil on the surface of the water; offshore, near shore and on the riverbanks and shorelines. Based on experience, suggest the types of resources that can be used.
- Obtain dedicated helicopter for on water recovery operations (the efficiency of the on water recovery will be severely impacted without air support)
- Establish communications with helicopter and/or on-water resources
- Obtain latest spill information to verify that the on-water resources are the best location to recover oil
- Provide feedback to the Operations Section Chief on the ongoing adequacy of the resources deployed
- Look at methods to enhance the recovery operations
 - Review the planned collection booming schemes in the ACP's Environmental Sensitivity Maps or ASAMAP data layer
 - Consider the possibility of using V-booms to enhance the encounter rates
- Determine the temporary storage required for the spill and the type required:
 - In the upriver area, Delaware City and above, land facilities, vacuum trucks, and/or barges may all be viable solutions for temporary storage to offload OSRVs
 - Below Delaware City, the temporary storage will be limited to barges to which OSRVs can transfer recovered oil
- Monitor the location of on-water resources and, if direct air support is not available, provide the OSRVs with the latest observations from any sources. Review the latest trajectory information to assist in keeping the OSRVs in areas where there is recoverable oil

- Consider the use of a vessel identification system (Automated Identification Systems (AIS)) to track the location of oil spill recovery vessels or vessels of opportunity

USCG District 5's District Response Advisory Team (DRAT) may be able to provide an Equipment Specialist/On Water Group Supervisor. Request the DRAT resources through the District 5 Command Center.

Submerged Oil Group (established when submerged oil is determined to exist)

- Develop a Submerged Oil Assessment Plan [\[Link to attachment 9756 Submerged Oil Assessment Plan for the ATHOS I Oil Spill\]](#)
- Locate and quantify recoverable submerged oil with remote sensing and or divers certified to dive in contaminated waters. Explore remote sensing options with NOAA and the USCG Research and Development Center. The local cooperative, DBRC, has some capability to detect submerged oil.
- Develop appropriate site safety plan
- Identify required resources based on quantity, viscosity, water depth and temperature
- For large quantities of submerged oil consider:
 - Platform (vessel, barge, etc.)
 - Contaminated water divers
 - Pumping equipment
 - Oil/water separation or decanting (Ensure actions are approved by the UC and permits are received prior to implementation)
 - Temporary storage
 - Transfer equipment
 - Disposal needs
- Small quantities of submerged oil:
 - Weighted snare or VSORS (Vessel Submerged Oil Recovery System)
 - Diver assisted recovery with viscous oil pom poms

Decontamination Group

- Identify types and amounts of equipment to be decontaminated
 - Large vessels (ships and barges) on water
 - Small vessels (See "Considerations and Actions of the CGIC/UC" to verify how cleaning of recreational vessels will be handled)
 - Oil Containment boom (Working with interested parties, determine if it is more cost effective to dispose of contaminated boom)
 - Skimmers

- Identify and locate suitable facility for decontamination activities
 - Suitably sized area for decontamination operation
 - Suitable area for staging equipment prior to and post decon
 - Consider location based on public use and access, preferably in an industrial area
- Work with the Safety Officer to develop an appropriate site safety plan considering approved cleaning agents (include information on the Material Safety Data Sheet)
- Identify and locate required resources
 - Decontamination pools
 - Pressure washers
 - Pumps
 - Water source
 - Wash water temporary storage
 - Wash water transport to disposal facility in accordance with waste disposal plan
 - Equipment handling (fork lift, crane)
- Develop appropriate tracking and documentation of equipment as it enters and departs decontamination facility

Source Control Group

The Source Control Group Supervisor is responsible for coordinating and directing all source control activities related to the incident. The Source Control Group can also be organized as the Salvage/Source Control Group, if necessary. Source Control activities include but are not limited to:

- Coordinating the development of the Source Control Plan
- Determining Source Control resource needs
- Directing and coordinating implementation of the Source Control Plan
- Managing the dedicated Source Control resources

Waterways Management Branch (WMB) The WMB within the Operations Section works closely with the Marine Transportation System Recovery Unit (MTSRU) within the Planning Section. The WMB actively ensures the safe movement of vessels within the established safety zone and the prioritized commercial facilities and vessels are decontaminated as quickly as possible to limit the impact to the port. All WMB activities and decisions should be briefed back to the MTSRU.

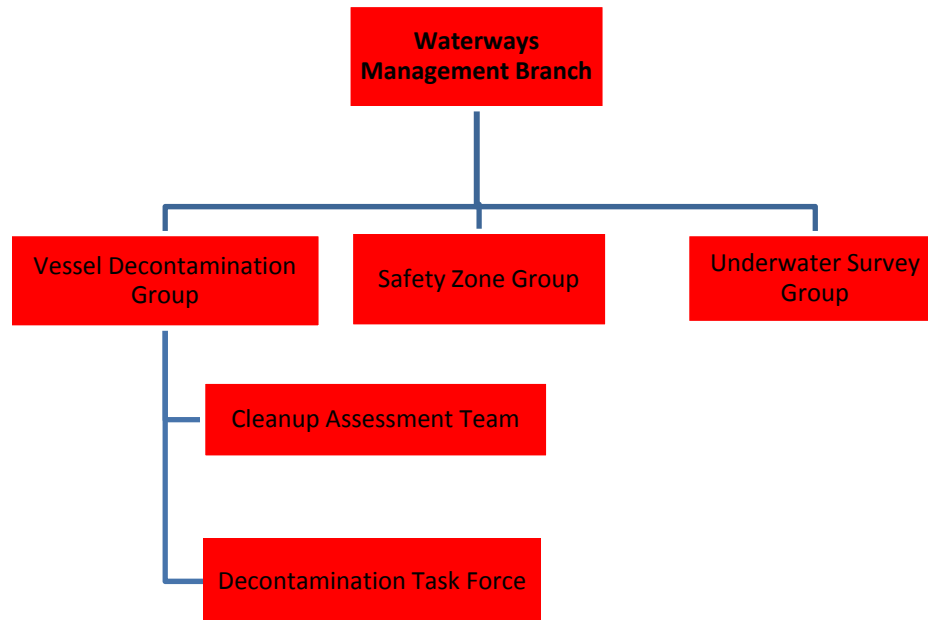


Figure 3. The Waterways Management Branch organization oversees the safe movement of vessels within the established safety zone.

Vessel Decontamination Group. The Supervisor oversees the implementation of the facility and vessel decontamination plan. Duties include:

- Utilize the daily decontamination priority list (received from the MTSRU) to coordinate decontamination priorities
- Assign and coordinate decontamination work assignments
- Ensure that safety briefings are conducted prior to each shift
- Ensure that decontamination schedule is communicated daily to the impacted Stakeholders

Cleanup Assessment Teams. Assessment Teams conduct assessments of facilities and vessels within the spill area to determine extent of oil contamination and if decontamination efforts meet established criteria for cleanliness. Activities and actions include:

- Receive daily work assignment from the Decontamination Group
- Document (written and photographic) findings for each facility and vessel assessed

- [Assessment Form Section 9728]
- [Sketch Map Section 9729]
- Check integrity of deployed boom around facility piers. Notify Decontamination Group Supervisor if boom is not performing as required
- Check vessels within the safety zone for oiling. Notify Decontamination Group Supervisor of vessel(s) status (contaminated or not contaminated)

Decontamination Task Force. Provide personnel and equipment to conduct commercial facility and vessel decontamination.

- Receive daily tasking and safety brief from the Decontamination Group Supervisor
- Clean facilities and vessels in accordance with the Vessel Decontamination Plan [Link to a sample Vessel Decontamination Plan Section 9736]
- Upon completion of decontamination efforts, coordinate with the Decontamination Group Supervisor to have the Cleanup Assessment Team inspect the vessel and verify that the decontamination meets established guidelines for cleanliness

Underwater Survey Group. The Survey Group is to conduct bottom survey activities within the established safety zone(s) to assure the overall safety of on-water activities. Activities include:

- Coordinate all diving and survey operations within the established safety zone
- Approve/disapprove dive safety plans
- Coordinate all dive and survey operations with the Vessel Traffic Management Group, Safety Zone Group and the Oil Recovery Group

Safety Zone Group. Utilize waterborne resources to enforce integrity of the safety zone.

- Enforce requirements of the safety zone
- Coordinate with the Vessel Traffic Management Group and the Decontamination Group to monitor and enforce all movement of vessels (commercial cleanup) that are arriving, departing or shifting berths within the safety zone

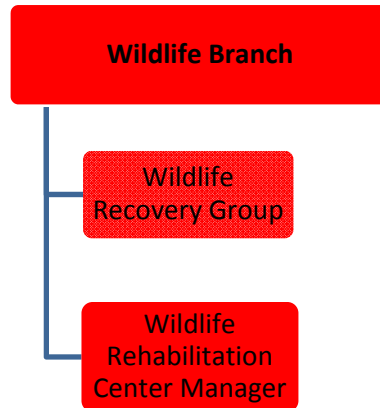


Figure 4. The Wildlife Branch within the Operations Sections is charged with actually conducting “field operations”.

Wildlife Branch. When oiled wildlife is present or there is a possibility that wildlife will become impacted, the Operations Section Chief should standup the Wildlife Branch. This Branch deals with all operational wildlife issues, such as actually conducting; wildlife field assessments and surveys, deterrence, recovery, and rehabilitation of the impacted animals. The Wildlife Branch within the Operations Section works closely with the Environmental Unit and specifically the Wildlife Team within the Planning Section. The interaction between these groups helps to determine the best course of action for the response.

During a response, one or more of the following positions may be activated. In addition to the assigned tasks, each activated group is responsible for providing daily activity reports. Helpful references: Best Practices for Migratory Bird Care during Oil Spill Response (USFWS); Best Practices for Marine Mammals (NOAA).

- **Wildlife Branch Director:** The Wildlife Branch Director oversees efforts to minimize wildlife impacts during the emergency response including, but not limited to:
 - Coordinates teams for:
 - Field assessment and surveys
 - Live animal capture and carcass collection.
 - Establishes a facility for wildlife rehabilitation as appropriate
 - Consults on wildlife protection strategies
 - May provide input on potential impacts of response protection strategies on wildlife
 - Knowledgeable of all aspects of a wildlife response.
 - Responsible for ensuring that plans are executed and for day to day operations.
 - Ensures overall safety of the wildlife efforts
 - Ensures storage or disposal as appropriate is arranged for oiled carcasses

- Ensures wildlife responders possess appropriate state and federal permits for wildlife response activities
- **Wildlife Recovery Group:** This group coordinates the priorities and daily activities of all units with field assignments and is responsible to ensure that all assigned personnel adhere to safe work practices. The group follows the response organization's agreed upon procedures to order necessary equipment and supplies. This group may also be further divided according to impacted species (birds, marine mammals, sea turtles) with each unit below ramped up for species type.
 - Wildlife Assessment Unit
 - Collects accurate field data (number and location of oiled and non-impacted wildlife)
 - May be done via land, water and air resources
 - Hazing Unit
 - Executes the deterrence plan
 - Ensures deterrents are not displacing clean animals into oiled areas
 - Recovery Unit
 - Collects impacted wildlife (by land or water)
 - Live wildlife and carcasses
 - Utilizes trained personnel experienced in the capture of oiled wildlife
 - Follows transportation and stabilization guidelines
 - Ensures accurate records and chain of custody
 - Timely communication with Wildlife Rehabilitation Group
 - Wildlife Morgue Unit
 - Often staffed by agency law enforcement personnel
 - Ensures accurate records and chain of custody
 - Ensures appropriate storage of carcasses
 - May be co-located with rehabilitation facility when appropriate
 - References : Best Practices for Migratory Bird Care during Oil Spill Response (USFWS); Best Practices for Marine Mammals (NOAA)
- **Wildlife Rehabilitation Group:** This group coordinates the safe work practices of the day to day activities of the wildlife rehabilitation facilities and is responsible for the site safety plans of each facility. It is essential that this group utilizes trained personnel experienced in the rehabilitation of oiled wildlife. Responsibilities include but are not limited to:
 - Ensure accurate records and timely reporting to the Situation Unit and Joint Information Center (JIC)
 - This group may be divided according to species impacted (birds, marine mammals, sea turtles) with dedicated facilities for each
 - Identifies the need for and establishes stabilization sites as appropriate

- Secures equipment, supplies and specialized wildlife rehabilitation items as per the response organization's agreed upon procedures
- Maintain a status database of all wildlife (living or deceased) passing through the facility
- Ensures stabilization and rehabilitation protocols adhere to published guidelines accepted by federal and state natural resource managers.
 - References : Best Practices for Migratory Bird Care during Oil Spill Response (USFWS); Best Practices for Marine Mammals (NOAA)

Air Operations Branch. There is no specific number of aviation assets that will trigger when the Air Operations Branch is established. In order to schedule the aircraft best suited for the missions, the Air Operations Branch Director (AOBD) should discuss overflight mission objectives with the Operations Section Chief (and with the Liaison Officer, if necessary). Overflight missions may include:

- Mapping the distribution and appearance of the oil
- Verifying modeled forecasts of the oil movement
- Providing responders with an overview of the incident
- Directing cleanup operations
- Providing equipment/personnel
- Wildlife Surveys
- Monitor and document integrity and effectiveness of deployed booming
- VIP observers (e.g. Agency Administrators, Governors, etc)

Aerial Observation Considerations:

- In the early morning or early evening there is often not enough contrast to see some oils clearly
- The flight track should be set up to minimize the glare with the optimum schedule for mapping oil distribution depending on the angle of the sun in mid-latitudes. The middle of the morning or afternoon is usually a good viewing time. Personnel selected to conduct observations of oil spills should consult the [Guidance for Aerial Observation of an Oil Spill \[Link to Guidance for Aerial Observation of an Oil Spill Section 9740\]](#)

Planning Section Organization

The Planning Section is responsible for the collection, evaluation, dissemination and use of incident information and maintaining the status of assigned resources. In addition to the traditional ICS Planning Section Units, response to an oil spill may require additional units be added (Figure 4) to enable the Planning Section to support incident operations.

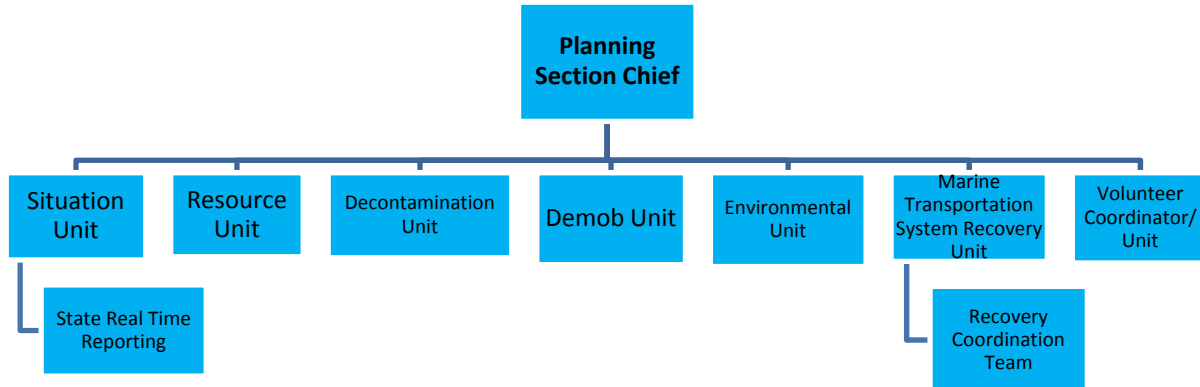


Figure 4. The Planning Section may require additional units not normally associated with the traditional ICS organization to enable the Planning Section to support response operations.

Planning Section Chief:

Depending on the size and complexity of the oil spill response, the Planning Section Chief should determine the need to establish various Units, such as the ones mentioned below, or to establish additional Units such as a Geographic Information System (GIS) Unit. In addition, the Planning Section Chief needs to determine the need to develop other supporting plans such as:

- Tarball and Debris Plan [[Link to Tarball Plan Section 9744](#)]
- Commercial Vessel Decontamination Plan
- Waste Disposal Plan
- Wildlife Recovery Plan
- Water Column Monitoring Plan
- Dispersant Plan
- In-situ Burn Plan

USCG District 5's District Response Advisory Team (DRAT) may be able to provide expertise and technical assistance to the FOSC during oil spills. Request the DRAT resources through the District 5 Command Center.

Planning Section Chief References:

- [\[Link to U.S. Coast Guard, Incident Management Handbook, August 2006\]](#)
- [\[Link to Planning Section Chief Job Aid\]](#)
- Various ICS Job Aids for positions or “tools” normally found in or used by the Planning Section can be found on the Coast Guard’s HomePort website (HomePort> Library> Incident Command System ICS>)
- See “Special Teams” at the end of this Annex
- The U.S. Coast Guard’s Contingency Preparedness System which is a repository of lessons learned from exercises and real world events.

Situation Unit

The Situation Unit is responsible for gathering incident information and ensuring that the information is ‘pushed out’ and shared throughout the entire command team. Helpful information can be found in:

- [\[Link to Section 4100 of the ACP\]](#)
- [\[Link to USCG Incident Management Handbook\]](#)
- [\[Link to Situation Unit Leader Job Aid\]](#)

State Utilization of “Real Time” Reporting Systems

Should the states of PA, NJ or DE, and their corresponding counties or municipalities utilize a web based, “real time” reporting system, such as Knowledge Center, eTeam, Incident Master, or Web-EOC to report oil sightings or impacted wildlife; the states are to supply the response organization with access to the systems and state specialists to enter data into the systems. These steps are to ensure smooth information flow “up and down” the reporting systems and between the response organization and the states of PA, NJ, and DE.

Prior to utilizing any state real time reporting system during the response, state Incident Commanders are to ensure that officials and representatives from their respective states know the Unified Command’s agreed upon reporting procedures.

Resource Unit

The Resource Unit Leader (RESL) is responsible for maintaining the check-in, and tracking the current status (assigned, available, out of service) and location of all resources at an incident. Helpful information can be found in:

- [\[Link to Section 4200 of the ACP\]](#)
- [\[Link to USCG Incident Management Handbook\]](#)
- [\[Link to Resource Unit Leader Job Aid\]](#)

- [\[Link to Resource Tracking Flowchart – Resources from Other Federal, State or Local Governments\]](#)
- [\[Link to Resource Tracking Flowchart – Resources from Contractor\]](#)

Documentation Unit

The DOCL is responsible for the maintenance of accurate, up-to-date files. Helpful information can be found in:

- [\[Link to Section 4400 of the ACP\]](#)
- [\[Link to USCG Incident Management Handbook page \]](#)

For assistance in standing up the Documentation Unit, contact; Chuck Anglin, Response Documentation Specialist, TRACEN Yorktown, (757) 856-2920 Office, (757) 561-9275 Cell.

To ensure that UC decisions are formally documented, consider assigning a “Recorder” to the Unified Command.

Demobilization Unit

[\[Link to Section 4500 of the ACP\]](#)

Environmental Unit

[\[Link to Environmental Unit Leader Job Aid\]](#)

[\[Link with USCG Incident Management Handbook page 8-9\]](#)

The Environmental Unit responds to the changing demands of oil spills by developing with stakeholders a number of teams that execute specific tasks. The organization chart in Figure 6 includes several of the most common teams that work under the Environmental Unit during an oil spill response.

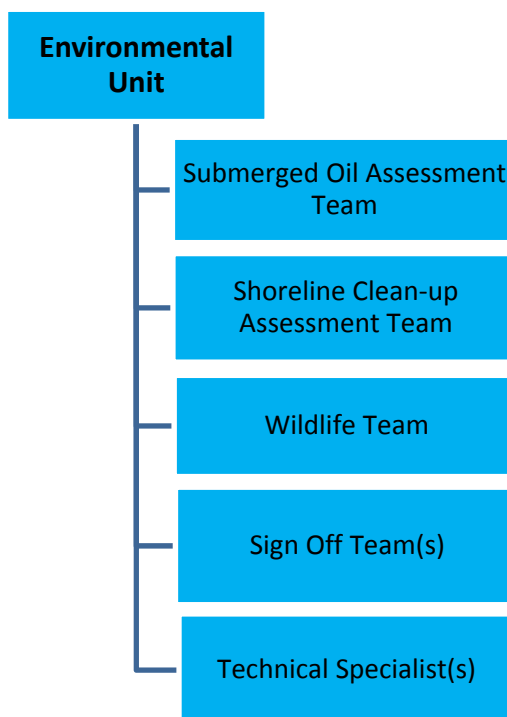


Figure 5. The Environmental Unit oversees a wide range of technical disciplines.

Environmental Unit Leader Responsibilities (not all inclusive)

- Assess the chemistry of the spilled oil to determine the oil’s fate and effect in the environment
- Provide support to the Safety Officer in development of the Site Safety Plan
- Provide expertise on living marine resources and their habitats and information on associated cleanup and mitigation methods
 - Coordinate with Federal and State Resource Agencies and Trustees on the collection and dissemination of information on the environmental resources at risk, including marine resources
- Develop strategies to minimize environmental impact of the spill based on stakeholder consensus
 - Participate with State responders in the development of priority protection areas based on sensitive habitats [[Link to Sensitive Area Maps](#)]
 - Coordinate consultation with the State Historic Preservation Officers concerning the location of cultural and historic resources

- Develop environmental monitoring strategies that will help decision-makers understand the impact of response countermeasures that have been implemented
- Provide technical support to the FOSC during negotiations with representatives from the oil industry, the Port, the Nuclear Power Plant, and the Nuclear Regulatory Commission
- Provide information on meteorological, hydrological, ice, and oceanographic conditions
 - Provide technical report on future ice conditions
 - Provide technical report forecasting movement of the spilled oil
- Assemble and coordinate environmental stakeholders to reach consensus on protection priorities and cleanup strategies and endpoints
 - Consider establishing a Science Team that includes State representation and technical specialists to evaluate the technical issues and reach consensus
 - Through the Science Team, coordinate with stakeholders the development of endpoints [[Link to sample End-points Section 9737](#)] [[Link to Delaware Estuary Science Directory](#)]
- Work with Trustee agencies to begin the process of the Endangered Species Act Section 7 consultation [[Link to example Informal Consultation Section 9735](#)]
- Provide timely and complete status reports to the Planning Section Chief
 - Prepare environmental data for the Situation Unit
 - Provide weather, shoreline oiling, mapping and graphics for use in all briefings and situational updates, media briefings and public outreach forums
- As directed by the Unified Command, participate in news conferences, media availabilities, open houses and town hall meetings
- Establish and maintain the Response Link website for internal communications with response agencies
- Act as the liaison between the Unified Command and the Regional Response Team (RRT) providing the RRT with daily updates
- Coordinate requests from the Unified Command to conduct testing of alternative response strategies with the RRT
- Coordinate requests from vendors to evaluate a product's appropriateness for use during an incident using the Alternative Response Tool Evaluation System (ARTES). The process can be accessed through:
 - NOAA's website
 - Regional Response Team III's website

- Coordinate the activities of wildlife agencies and development of a Wildlife Recovery Plan
- Coordinate and support Unified Command requests for conducting hydrographic surveys

Submerged Oil Assessment Team

- Supports Submerged Oil Group activities
- Design submerged oil assessment strategies
- Ensure sample techniques are approved by the State(s)
- Coordinate placement of water column monitoring devices with the State(s)
- Provide leadership in the development of monitoring strategies for submerged oil [\[Link to example Submerged Oil Report Section 9756\]](#)
- Compile data reports
- Assess recovery techniques
- Identify potential impacts of oil and recovery techniques

Shoreline Cleanup Assessment Team (SCAT)

Shoreline Cleanup Assessment Team(s) are critical to supporting response operations by visually assessing impacted areas and determining the best methods of removal, enabling the Operations Section Chief to focus their response resources and refine their tactical plans [\[Link to NOAA Shoreline Assessment Manual\]](#). The SCAT Team Leader responsibilities include:

- Determining the number of SCAT teams required
- Configuring the teams with members possessing proper training and skill sets to ensure appropriate stakeholder representation. At a minimum the team make-up should include:
 - Coast Guard Representative
 - Impacted State Representative
 - Responsible Party Representative
 - Land Management Agencies

All members of the SCAT shall have completed the NOAA SCAT course or an alternately accepted course. All members of the SCAT shall have the Hazardous Waste Operations and Emergency Response Standard (HAZWOPER) as specified

by 1910.120(a)(1)(i-v) and 1926.65(a)(1)(i-v). For more information link to:
<http://www.osha.gov/html/faq-hazwoper.html>

- Coordinating SCAT activities
- Developing the SCAT process that would meet the objectives of the Unified Command and the data collection/documentation requirements of the Natural Resource Damage Assessment (NRDA) teams.
- Establishing on-scene Geographic Information System (GIS) mapping capabilities to capture SCAT results and provide information to Situation Unit and stakeholders
- Coordinating with the Responsibility Party's spill management team to ensure that SCAT information is shared with their scientific personnel

Wildlife Team

The Wildlife Team within the Planning Section is responsible for developing guidelines and advising on wildlife issues including but not limited to; wildlife protection strategies, capture techniques, handling of wildlife, handling of carcasses, and the employment of hazing measures. This team works closely with the Wildlife Branch within the Operations Section to minimize wildlife injuries. The Wildlife Team should:

- Ensure all wildlife recovery personnel are properly trained and authorized to capture and handle wildlife and are adhering to accepted or incident-specific health and safety guidelines.
- Ensure wildlife capture plans outline incident specific techniques to be utilized in the approved plan.
- Advise FOSC of the presence of any federally or state-listed species, and/or their supporting habitats.
 - Make recommendation to minimize or avoid adverse impacts to the species or the supporting habitat, in coordination with the appropriate Endangered Species biologists [[Link to Fish and Wildlife Protection Options Section 9738](#)]
 - Assist the FOSC with initiation and implementation of emergency consultation under the Endangered Species Act as warranted
- Advise FOSC of the presence of populations of migratory birds, sensitive species and/or their habitats and offer recommendations to minimize or avoid adverse impacts
- Mobilize federal and/or state wildlife personnel for oversight or to assist in the collection or capture of oiled wildlife [[Link to Wildlife \(bird\) Recovery Operations/Procedures Section 9739](#)]

- Prepare a written oiled Wildlife Recovery Plan to include, but not limited to:
 - Establishment of a hotline to report oiled wildlife
 - Establish process to ensure hotline information gets to Situation Unit and Wildlife Recovery Unit
 - Advising cleanup contractors of wildlife reporting and recovery protocols
 - Ensuring stabilization and rehabilitation protocols adhere to published guidelines accepted by federal and state natural resource managers
 - Establishing protocols to report daily wildlife numbers to the UC
 - Establishing protocols for:
 - Wildlife survey and assessments
 - Capture and transportation of wildlife
 - Deterrence of clean wildlife from an impacted environment
 - Carcass collection and processing of dead wildlife
 - References:
 - Best Practices for Migratory Bird Care During an Oil Spill Response (USFWS)
 - Best Practices for Marine Mammals (NOAA)

- Provide technical assistance in the prioritization of sensitive areas for clean-up

- Provide technical assistance to minimize or avoid adverse impacts to trust species or lands held by any State, Tribes or the United States

- Ensure the Wildlife Rehabilitation Group is aware of the clean up products used on wildlife and that the Material Safety Data Sheets (MSDS) for each product is provided

- Provide support information to Situation Unit and Public Affairs on wildlife information

- Identify release locations

- Provide technical assistance on clean-up end points and shoreline assessment techniques

- Establish and maintain a Wildlife Impact Status Database to document and track impacted wildlife from impact to grave/release

- Prepare a daily Wildlife Branch summary for the Unified Command

- Prepare a Wildlife Branch demobilization plan

- For potential support resources consult the Fish and Wildlife Response Facilities and Resources in Section 9743 [[Link to Section 9743](#)]

Sign Off Team (SOFT)

The Sign Off Team is responsible for providing documentation to the Unified Command stating that areas impacted by the oil spill have been cleaned to agreed upon standards. SOFT members usually include representation from the State, local land trustee managers, Coast Guard, Scientific Support Coordinator and the responsible party. SOFT responsibilities include:

- Evaluating areas identified by Operations as ‘clean’ to ensure that the agreed upon cleanup endpoints are met or “no further action is required” at a particular location
- Working with Operations to identify areas that require further cleaning
- Providing signed documentation to the Unified Command that the area evaluated met the cleanup standard [[Link to Sec. 9797 Shoreline Sign Off Example](#)]
- Coordinating any field activities with the Operations Section Chief
- Providing Documentation Unit Leader with the original copy of the SOFT Documentation

Technical Specialists

Technical Specialists may function in the Planning Section or anywhere their skills are needed in the Response Organization. They should report to the Planning Section prior to going to their response assignment.

Disposal Technical Specialist

The Disposal Technical Specialist is responsible for developing a Waste Disposal Plan that meets the requirements of municipal, state and federal regulations. Specific responsibilities include:

- Contact Operations Section Chief to assess disposal needs for types and magnitudes of materials to be handled
- Identify available tankage for interim recovered liquids storage and location(s) for interim storage of solid wastes and tank waste accumulations at each location
- Prepare a Waste Disposal Plan and submit to the Planning Section Chief and Operations Section Chief for review [[Link to Waste Disposal Plan 9782](#)]
- Contact appropriate waste transportation contractors to determine capabilities and availability

- Designate liquid waste transfer locations and ensure compatibility of equipment with vacuum/tank trucks and/or skimmers/barges
- Ensure accurate waste accounting and tracking systems are in place
- Make initial determination on hazardous nature of material through knowledge of material spilled and/or chemical analyses
- Contact potential waste treatment and disposal facilities to determine acceptance criteria and any additional characterization/testing requirements
- Collect representative samples of oil/oily wastes if required by the treatment or disposal facilities for additional characterization
- Waste should be segregated:
 - Oil and oil water mixtures recovered from the water and shoreline
 - Oiled organic debris (wood, aquatic vegetation)
 - Oiled sorbents (pads, booms, snares, sweeps)
 - Oiled sediments
 - Oiled PPE, containment boom, general trash
 - Non-oiled and non-hazardous waste materials
- Document all waste collection, segregation, handling, transportation, and treatment/disposal activities to enable accurate tracking and ensure regulatory compliance
- Consult the General Waste Containment and Disposal Checklist [\[Link to Disposal Checklist 9781\]](#)

Other Technical Specialist Technical specialist can be added to the response organization as necessary. The below is not an all inclusive list [\[Link to Technical Specialist phonebook\]](#).

- Wetland Ecology – Freshwater Tidal Wetlands
- Wetland Ecology – Salt Marshes
- Conservation Biology
- Water Quality – Contaminants, Toxicologists
- Water Quality – Biogeochemistry

Natural Resource Trustees

- Natural Resource Trustees generally serve as key advisors, rather than as designated representatives on Unified Command

- Trustees need to immediately select a Federal Administrative Lead to represent the Trustees to the Unified Command
- The lead trustee should coordinate their concerns through the Liaison Officer. If there is no Liaison Officer, the lead trustee must coordinate directly with the Unified Command

Historic Property Specialist

- Assesses potential effects of emergency response strategies on archeological/historic properties in consultation with the parties identified in the ACP
- Recommends to the FOSC response actions and policies developed in consultation with parties identified in the ACP to help minimize potential impacts to historic properties

Marine Transportation System Recovery Unit (MTSRU)

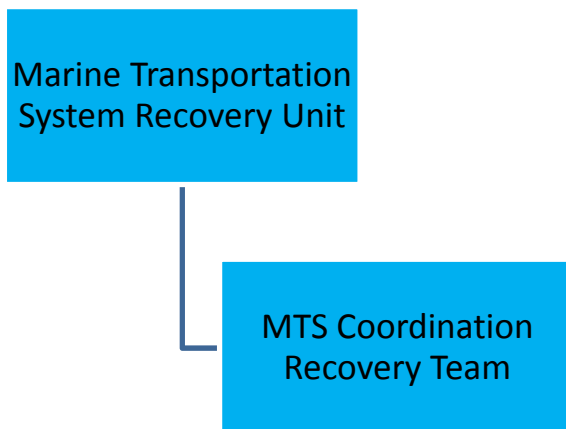


Figure 6. New Marine Transportation System Recovery Unit

The Marine Transportation System Recovery Unit is responsible for planning infrastructure recovery as a result of incidents that significantly impact the marine transportation system.

The MTSRU function during an oil spill is to identify gaps, evaluate the incident and report possible courses of action to reduce the impact on the marine transportation system. This is done by utilizing the MTSRU Recovery Coordination Team.

In addition, the MTSRU will report the conditions of the port to CG District 5 and HQ simultaneously, to ensure an accurate “on the spot” report. Common Assessment Reporting Tool (CART) system has been pre-loaded with the current port condition under normal operations, known as Essential Elements of Information. A few examples of “EEI’s” are waterways availability, facilities within the AOR, domestic vessel operations, and oil spill

activity within the AOR. The system enables the IC to track the progress of certain operations and utilize this data to assign priorities for the next operational period.

Marine Transportation System Recovery Coordination Team (Formerly - Facility and Vessel Decontamination Prioritization)

The MTSRU Coordination Team is responsible for supporting the Waterways Management Unit's efforts to prioritize the decontamination of commercial facilities and vessels. The information provided by this Team is one of several variables used in the final determination. Primary responsibilities include:

- Assemble port partners from the maritime industry to determine the variables (i.e. type of cargo, impact on community, etc.) to be used when prioritizing decontamination. Port partners may include but not limited to:
 - Delaware Bay and River Pilot's Association
 - Mariner's Advisory Committee
 - Maritime Exchange
 - Delaware River Maritime Enterprise Council
 - Philadelphia Regional Port Authority
 - Delaware River and Bay Authority
 - Representative sample of port facilities impacted by the spill
- Develop a mathematical model based on the economic impact that would result from delaying a return to normal operations [[Link to sample Facility and Vessel Decontamination Priority Model Section 9748](#)]
- Use the results of the model to rank order facilities and vessels
- Provide ranked outcome to Waterways Management within Operations to assist with their scheduling of facilities and vessels for decontamination.
- Approve or disapproves vessel movement based on the following criteria:
 - Cargo prioritization
 - Location of oil spill
 - Tides
 - Berth availability
 - Vessel determined to be clean by the Decontamination Group
 - Facility piers determined to be clean by the Decontamination Group
 - Transit times
 - Vessel movements through or within the safety zone(s)
- Coordinate all vessel arrivals, departures, and request from vessels to shift berths [[Link to the Commercial Vessel Traffic Movement Criteria Section 9730](#)]

- Instructions for vessels requesting entry into the safety zone
[Link to sample Entry Instruction Section 9731]
 - Instructions for vessels requesting to shift berths within the safety zone
[Link to sample Shifting Instruction Section 9732]
 - Instructions for vessels requesting to depart the safety zone
[Link to sample Departure Instruction Section 9733]
- Coordinate vessel movements with the Safety Zone Enforcement Group
 - Provide the following information to the Situation Unit and the Marine Transportation System Recovery Unit, if established, prior to the Unified Command Planning Meeting:
 - Number of vessels awaiting berth
 - Number of vessels authorized inbound transit through the safety zone
 - Number of vessels departed
 - Number of vessels awaiting decontamination
 - Number of vessels actively being decontaminated
 - Total number of vessels decontaminated
 - Number of vessels awaiting inspection
 - Total number of vessel inspections completed

Volunteer Coordinator or Unit (as necessary)

Volunteers may want to participate in a spill response. As such, the response organization has to prepare for their arrival. Depending on various factors, the UC, may manage the volunteers utilizing a Coordinator, Unit or Officer position. Available tools to manage them include:

- Section 4300 of the Sector Delaware Bay ACP
- Guideline developed by the National Response Team (NRT)
- MOU - USCG, EPA & Corporation for National and Community Service

Finance Section Organization

The Finance Section is responsible for all financial, administrative and cost analysis aspects of the incident. Utilize the U.S. Coast Guard, Incident Management Handbook and Finance Section Chief Job Aid to build the appropriate Finance Section.

Finance Section Chief:

The FSC may have Deputy FSC's, who may be from the same agency or from an assisting agency. USCG District 5's, District Response Advisory Team (DRAT), may be able to provide expertise and technical assistance to the FSC during oil spills. Request the DRAT resources through the District 5 Command Center. Additionally, the USCG's Director of Operational Logistics (DOL) provides mission support logistics during contingency operations. Contact DOL for available resource support.

Finance Section Chief References:

- [Link to U.S. Coast Guard, Incident Management Handbook, August 2006]
- [Link to Finance Section Chief Job Aid]
- See the U.S. Coast Guard's Contingency Preparedness System which is a repository of lessons learned from exercises and real world events.
- [Link to Resource Tracking Flowchart – Resources from Other Federal, State or Local Governments]
- [Link to Resource Tracking Flowchart – Resources from Contractor Resources]
- Various ICS Position Job Aids for positions or “tools” normally found in or used by the Finance Section can be found on the Coast Guard's HomePort website (HomePort> Library> Incident Command System ICS>)

Ensure that Pollution Removal Funding Authorizations (PRFA) are completed for agencies providing response assistance.

Logistics Section Organization

The Logistics Section Chief is responsible for providing facilities, services, and material in support of the incident. Utilize the U.S. Coast Guard, Incident Management Handbook and Logistics Section Chief Job Aid to build the appropriate Logistics Section.

Logistics Section Chief

The LSC may have Deputy LSC's, who may be from the same agency or from an assisting agency.

Logistics Section Chief References:

- [Link to U.S. Coast Guard, Incident Management Handbook, August 2006]
- [Link to Logistics Section Chief Job Aid]
- The U.S. Coast Guard's Contingency Preparedness System which is a repository of lessons learned from exercises and real world events.
- [Link to Resource Tracking Flowchart – Resources from Other Federal, State or Local Governments]
- [Link to Resource Tracking Flowchart – Resources from Contractor Resources]

Coordinate with the Operations Section Chief on dispersant requirements [Link to Dispersant and Equipment Sources Section 9746]

Special Teams

The following are some of the agencies, special teams and other technical experts that can be utilized during a spill response:

- National Oceanic Atmospheric Administration (NOAA) Scientific Support Coordinator (SSC)
- National Strike Force Atlantic Strike Team
- National Strike Force Public Information Assist Team
- NOAA National Marine Fisheries Service
- NOAA Navigational Response Team (access through NOAA SSC)
- Coast Guard Atlantic Area Incident Management Assist Team
- Coast Guard Public Information Assist Team
- District 5 District Response Advisory Team (DRAT)
- District 5 Public Affairs Detachment
- EPA On-Scene Coordinators from Region II and III
- Environmental Protection Agency (EPA) Environmental Response Team
- Navy Supervisor of Salvage [[Link to NAVSUPSALV example request message Section 9745](#)]
- Army Corps of Engineers Philadelphia District, Emergency Manager

- Occupational Safety and Health Administration
- United States Fish and Wildlife Service
- United States Department of Agriculture Animal Plant Health Inspection Service
- National Park Service
- Historic Property Specialist

- [\[Link to Delaware Estuary Science Directory\]](#)
- [\[Link to Pollution Removal Funding Authorization for the States\]](#)
- [\[Link to Delaware DNREC capabilities\]](#)
- Coast Guard Auxiliary