



Spill Prevention, Preparedness, and Response Program

2017-2019 Program Plan

TABLE OF CONTENTS

INTRODUCTION	1
PROGRAM OVERVIEW	1
RELATIONSHIP BETWEEN THE STRATEGIC AND PROGRAM PLANS	2
PROGRAM FUNDING.....	4
CORE SERVICES	7
PREVENTION SECTION	7
PREPAREDNESS SECTION.....	7
RESPONSE SECTION	8
STATEWIDE RESOURCES SECTION	9
OTHER CORE SERVICES.....	9
2017-2019 ACTION ITEMS	11
<i>Goal I: Have a sustainable Spills Program that is future-focused and well-positioned to meet legislative and public expectations.</i>	<i>11</i>
<i>Goal II: Fulfill the promise of strong, collaborative partnerships by communicating and working effectively with our partners and other key stakeholders.</i>	<i>13</i>
<i>Goal III: Improve oil transportation safety to continue progress toward the Legislature’s desire for “zero spills” through prevention.</i>	<i>15</i>
<i>Goal IV: Protect resources at risk by diligently preparing to respond to spills.</i>	<i>17</i>
<i>Goal V: Provide response and restoration to spills and incidents in a rapid, aggressive, and well-coordinated manner.....</i>	<i>19</i>
APPENDIX A – PERFORMANCE MEASURES.....	22
APPENDIX B – 2015-2017 ACTION ITEM RESULTS.....	25

INTRODUCTION

The Washington Department of Ecology (Ecology) Spill Prevention, Preparedness, and Response (Spills) Program focuses on preventing oil spills to Washington's waters and land, and planning for and delivering a rapid, aggressive, and well-coordinated response to oil and hazardous substance spills wherever they occur. The program works with communities, industry, state and federal agencies, tribes, and other partners to prevent and prepare for oil spills. The program also responds to spills 24/7 from six offices located throughout the state and works to assess and restore environmental damage resulting from spills.

The program's **mission** is to protect Washington's environment, public health, and safety through a comprehensive spill prevention, preparedness, and response program.

The program's **vision** is to prevent, prepare for, and respond aggressively to oil spills; to be our best for the state of Washington. Our spills goal is "zero spills."

This document presents the 2017-2019 Program Plan for the Spills Program. The program plan describes the 2017-2019 biennium budget appropriation for approximately 84 full time equivalent (FTE) positions, the program's core services, intended additional activities over the next two years based on strategic goals and priorities, and performance measures. The program plan is intended to be used primarily by staff and program management as a tool to describe planned activities over the next two years, prioritize work, and track progress. It will also serve as a communication tool for the program to show other Ecology programs and stakeholders how work has been prioritized in conjunction with core work services. A new program plan is developed each biennium and reviewed annually.

Program Overview

The Spills Program is organized into four sections: Prevention, Preparedness, Response, and Statewide Resources. The program's core services support four major activities that are reported to the state's Office of Financial Management (OFM). The activities are:

- Prevent oil spills from vessels and oil handling facilities.
- Prepare for aggressive response to oil and hazardous material incidents.
- Rapidly respond to and clean up oil and hazardous material spills.
- Restore public natural resources damaged by oil spills.

Core services are the program's ongoing work that support these major activities, which include vessel and facility inspections, oil transfer monitoring, plan review and approvals, contingency plan drills, environmental restoration, and 24/7 response to oil and hazardous materials spills. In delivering these services, the Spills Program plays a key role in minimizing the long-term release of toxics into the environment and helps to protect the waters, soil, air, and public health of the state. Core services are organized by section and described in greater detail starting on page 7.

Relationship between the Strategic and Program Plans

The strategic and program plans are developed using a consistent framework so decision makers, staff, and stakeholders understand the structure of each plan and the connection between the plans. This framework provides specific levels of guidance that show how the program intends to support its purpose and reach its goals.



The strategic and program plans use the following operational definitions:

The program's **mission** describes the purpose of the program by answering: "Why does the program exist?"

The program's **vision** supports the mission. It is a broad statement that provides a framework for the strategic planning process by describing the desired future state of the program. The vision answers: "Where does the program want to be?"

The program's **goals** provide direction for reaching the vision. The goals are broad statements about desired outcomes, but are more specific than a vision. They answer: "What does the program need to do to accomplish the vision?"

Strategies are developed to support the goals. They define directions, methods, processes, or steps used to achieve the goals. Strategies are more specific than goals and act as a link between goals and action items. The strategies answer: "How will the program broadly go about completing its goals?"

Action items implement strategies and support the strategic plan vision. They have measurable outcomes and describe the specific projects or activities necessary to reach the goals. Action items are linked to specific resources, have identified levels of responsibility, and have a timeline for completion. They answer the question: "What will move our work forward?"

The goals support the vision, the strategies support the goals, and the action items support the strategies. This hierarchy makes it clear to plan users how the program's work connects to higher-level policies and guidance.

The 2015-2021 Strategic Plan is aligned with the goals of the Governor's Results Washington, Ecology's strategic framework, and the Spills Program's mission and vision. The program's goals and strategies for the current six-year timeframe are represented in the strategic plan. The goals and strategies incorporate ongoing strategic initiatives as well as recent studies and legislation that impact the program, including the 2014 Marine and Rail Oil Transportation Study and the 2015 Oil Transportation Safety Act (ESHB 1449), which provided a number of new measures to assist the Spills Program to address the changing oil picture with a focus on crude by rail.

The program plan supports the strategic plan by describing the action items which go beyond core services, which are ongoing, that will be completed in the next two years to support the big-picture goals and strategies identified in the strategic plan. The program plan also describes the program structure, budget, core services, and performance measures that reflect progress. The program plan is redrafted each biennium to identify new action items that will continue to address the strategies from the strategic plan that are considered near-term priorities.

PROGRAM FUNDING

In the wake of the 1988 *Nestucca* fuel barge spill in Washington and the catastrophic 1989 *Exxon Valdez* tanker spill in Alaska, the 1991 Washington Legislature created two dedicated accounts to fund Ecology's oil spill prevention, preparedness, and response activities.

These two accounts are the Oil Spill Prevention Account (OSPA) and Oil Spill Response Account (OSRA). These accounts receive revenue from the Oil Spill Administration Tax and Oil Spill Response Tax (commonly known as the barrel tax). The barrel tax is 5 cents per barrel (42 gallons) of oil imported into the state by vessel and rail. Of this 5 cents per barrel tax, 4 cents goes into the OSPA and 1 cent goes into the OSRA.



The Department of Ecology and the Department of Fish and Wildlife traditionally receive appropriations from the OSPA. Ecology's appropriation from the OSPA funds a majority of prevention and preparedness activities, and the State Toxics Control Account (STCA) funds the remaining prevention and preparedness activities. These activities include facility and vessel inspections, oil transfer monitoring, contingency plan reviews, and spill readiness drills. The Department of Fish and Wildlife receives funding from the OSPA to provide support for oiled wildlife.

The passage of the ESHB 1449 in April 2015 extended OSPA funds to the Washington Military Department – Emergency Management Division (EMD) to support development and annual review of local emergency planning committee (LEPC) emergency response plans through the end of fiscal year 2019. The program will continue to pursue sustainable funding to avoid long term budget deficits in the 2019 legislative session.

The Spills Program's response activities are primarily funded out of the STCA and Environmental Legacy Stewardship Account (ELSA), which fund routine oil and hazardous materials spill response activities and natural resource damage assessment activity for spills to water. The OSRA is used to pay for oil spill response and cleanup when the state costs are anticipated to exceed \$1,000 as of 2015.

The program's 2017-2019 operating budget is \$33.5 million, shown by program activity in Figure 1 below. The specific core services under each program activity are shown in Table 1 with corresponding staff FTEs allocated to each activity. Program-wide functions that support the program activity areas, including work of the Statewide Resources Section, have been distributed to each program activity in the Figure and Table below.

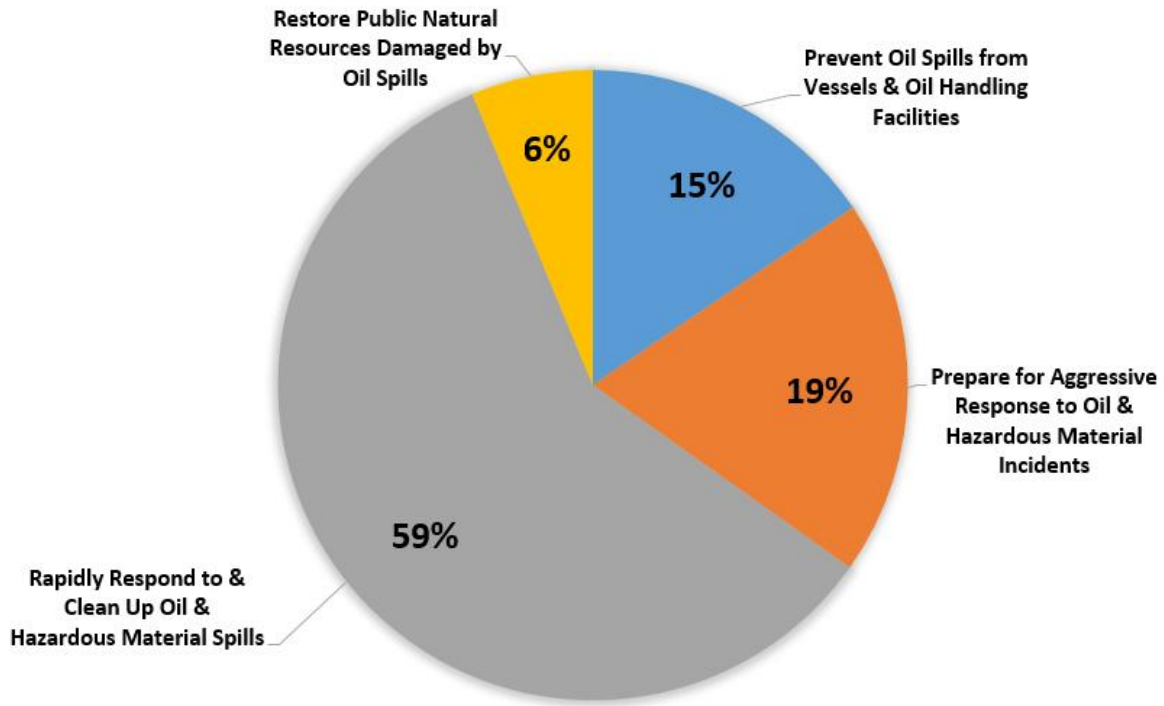


Figure 1: 2017-2019 Operating Budget by Activity

Table 1: 2017-2019 Operating Budget and FTEs by Activity

Program Activity	Amount	FTE
Prevention Activities		
Vessel screening and inspections		
Facility prevention plans and operations manuals		
Mobile facility response plans		
Facility inspections and training certification		
Monitor oil transfer		
Tank vessel prevention, including ECOPRO		
Provide technical assistance		
Investigations and enforcement		
Risk management		
Subtotal	\$5,200,000	20.5
Preparedness Activities		
Contingency plan review, approval, and continuous improvement		
Monitoring the financial responsibility compliance by vessel plan		
Drill design and evaluation		
Primary Response Contractor approval and equipment verification		
Geographic Response Plan development and maintenance		
Regional contingency plan development / Northwest Area Contingency Plan and Regional Response Team participation		
Response technology and Best Achievable Protection (BAP) review		
Vessel of Opportunity and volunteer coordination development		
Investigations and enforcement		
Subtotal	\$6,500,000	21.5
Response Activities		
Spill response		
Safety and competency training		
Technical support		
Equipment cache and training grant		
Investigations and enforcement		
Subtotal	\$19,800,000	38.9
Natural Resource Damage Assessment Activities		
Major resources damage assessments		
Compensation schedule		
Major restoration projects		
Coastal Protection Funds projects		
Subtotal	\$2,100,000	2.7
Total	\$33,600,000	83.6

CORE SERVICES

This section describes core services presented by program section. These services represent the program's ongoing daily work to prevent, prepare for, and respond aggressively to oil spills.

Prevention Section

The Prevention Section works with the regulated community and others to prevent spills from vessels and facilities through the following core services:

- Prioritized screening and inspecting high risk covered vessels to ensure compliance with accepted industry standards. Inspect other covered vessels to ensure continued compliance with international, federal, and state standards.
- Reviewing and approving oil handling facility operations manuals, prevention plans, response plans, and training and certification programs for compliance with state standards, and inspecting Class 1-4 oil handling facilities for compliance with regulatory requirements.
- Monitoring oil transfers for compliance with oil handling regulations and best practices, affirming pre-booming requirements are met to maximize recovery of potential operational spills.
- Reviewing and approving tank vessel oil spill prevention plans for voluntary compliance with state Best Achievable Protection (BAP) standards and/or Exceptional Compliance Program (ECOPRO) standards.
- Providing technical assistance to facilities and vessels, including lessons learned and accepted best practices.
- Investigating incidents with potential and actual spills from vessels and facilities to identify lessons learned and develop comprehensive prevention activities to help reduce incident reoccurrence.
- Conducting vessel and/or rail traffic risk assessments to evaluate vessel and rail traffic management and safety.
- Advocate for the implementation of risk reduction measures through harbor safety committees.

Preparedness Section

The Preparedness Section works to ensure that the regulated community and the Spills Program are prepared to promptly respond to oil spills when they occur and minimize injuries to resources at risk from oil spills. This work is conducted through the following core services:

- Reviewing and approving oil spill contingency plans for facility, vessel, pipeline, and railroad operators (plan holders) to ensure that the appropriate equipment and trained personnel are in place to respond to spills when they occur.
- Monitoring financial responsibility compliance by vessel plan holders.

- Working with plan holders to design drills, broaden their scope and scale, vary drill locations and environments, and document personnel training, equipment maintenance, and performance.
- Evaluating drills and exercises to test the effectiveness of each plan, ensuring that the appropriate equipment can be deployed and personnel are trained and familiar with their plan.
- Conducting Primary Response Contractor application review and approval, and verifying the maintenance and capability of response equipment.
- Working with industry to maintain and improve the Western Response Resource List (WRRL).
- Developing Geographic Response Plans (GRPs) in consultation with natural resource experts and communities.
- Engaging state, federal, local, and tribal partners in a robust planning process through the Northwest Area Committee (NWAC).
- Providing Northwest Area Contingency Plan (NWACP) training/outreach to local, state, federal, tribal, and other organizations.
- Sponsoring technology conferences and conducting studies to identify new technologies, processes, or techniques that represent BAP.
- Ensuring maintenance of BAP in contingency plans over time through periodic regulatory updates or voluntary standards.
- Managing the Vessel of Opportunity (VOO) program, and a system to manage the registration of citizen volunteers.

Response Section

The Response Section responds to spills in a rapid, aggressive, and well-coordinated manner to ensure that impacts on the environment are minimized. The section's Natural Resource Damage Assessment (NRDA) team works to ensure that publicly-owned natural resources impacted by spills are restored.

Response Section work is conducted through the following core services:

- Providing 24/7 response capability for oil and hazardous material spills and clandestine drug labs from 6 regional/field offices around the state.
- Conducting aggressive and effective responses to incidents in coordination with responsible parties, federal, tribal, state, and local governments.
- Managing approximately 4,000 annual spill reports.
- Providing initial and refresher response and safety training to Ecology responders and local partners.
- Conducting effective outreach and technical assistance activities with local response partners, contractors, and the public.
- Enhancing response capability at the local level by providing equipment cache and training grants to local governments and tribes.

- Conducting Natural Resource Damage Assessments on all oil spills where 25 or more gallons reach surface water (except where spills occurred in order to prevent loss of human life).
- Assessing damages to publicly-owned natural resources from oil spills and seeking compensation for damages from responsible parties based on a compensation schedule.
- Assisting in planning and implementation of restoration projects.
- Investing in effective restoration projects with Coastal Protection Funds.

Statewide Resources Section

The Statewide Resources Section provides program-wide support through the following core services:

- Coordinating investigations on incidents and spills to determine circumstances, causes, spill volume, contributing factors, and efficacy of plans.
- Coordinating the issuance of enforcement actions resulting from incident investigations.
- Providing timely, accurate information to the public and media about emergency response incidents.
- Collecting rail and pipeline oil movement information and distributing it to tribes, local governments and the public.
- Publishing compliance guides, focus sheets, safety bulletins, reports, and videos.
- Coordinating community engagement and outreach opportunities.
- Monitoring program data entry to ensure accuracy and consistency.
- Enhancing existing data systems to improve work processes, tracking, and data quality.
- Developing and managing geographic information system data related to program activities.
- Developing strategic and program plans based on biennial budgets.
- Implementing an Incident Command Structure (ICS) credentialing program for the Incident Management Team (IMT).
- Coordinating training for staff to participate on the IMT and to safely conduct field activities.
- Developing and maintaining program Standard Operating Procedures (SOPs) consistent with agency guidance, ensuring they are coordinated between sections and regions.
- Managing records, public disclosure requests, and time accounting.

Other Core Services

Other core services are conducted by more than one program section or by program management.

These core services include:

- Developing and managing the program budget and monitoring revenue sources.

- Coordinating implementation of the U.S. Coast Guard (USCG)/Washington State Memorandum of Understanding through development of appropriate USCG/Ecology pollution prevention protocols.
- Participating in agency-wide committees, including the Sustainability Committee, Climate Science Network, Enforcement Team, and Technical Resources for Engineering Efficiency.
- Providing expertise to specific initiatives led by other programs, including providing State Environmental Policy Act (SEPA) support for ongoing Environmental Impact Statements (EISs) for proposed new oil handling facilities.
- Advocating the program's mission with the Legislature.
- Working with other state agencies and participating in work groups to build partnerships and further the program's vision. The Spills Program works with the following groups:
 - Pacific States/B.C. Oil Spill Task Force
 - Puget Sound Partnership
 - Washington Military Department – Emergency Management Division (EMD)
 - State Emergency Response Council (SERC) and Local Emergency Planning Committees (LEPCs)
 - Statewide and agency-wide emergency management initiatives
 - Department of Natural Resources (DNR) Derelict Vessel Removal Program
 - Washington State Board of Pilotage Commissioners
 - Oregon Board of Maritime Pilots
 - Area Maritime Security Committees
 - Olympic Coast National Marine Sanctuary Advisory Council
 - U.S. Coast Guard (USCG)
 - Harbor Safety Committees
 - Northwest Area Committee (NWAC)
 - Regional Response Team X (RRT)
 - Environmental Protection Agency (EPA)
 - U.S. Department of Transportation – Pipeline and Hazardous Materials Safety Administration (PHMSA)
 - Puget Sound/Georgia Basin International Task Force
 - Utilities and Transportation Commission (UTC)
 - Department of Fish and Wildlife (DFW) Oil Spill Team

2017-2019 ACTION ITEMS

In addition to the core services described above, the Spills Program has developed action items that identify our approach to addressing the strategies outlined in the 2015-2021 Strategic Plan. The action items describe the tasks that we plan to accomplish in the next two years beyond our core services.

The action items are presented below in a format that aligns with the structure of the strategic plan. Each action item supports a specific strategy that is a six-year priority for the program. Strategic plan goals and strategies with associated action items are presented below and are numbered to align with the strategic plan. The action items are based on available resources and strategic priorities. If a strategy does not have an associated action item for this biennium, it is not shown below.

Goal I. Have a sustainable Spills Program that is future-focused and well-positioned to meet legislative and public expectations.

Strategy 1. Secure a sustainable funding source and policies to maintain the highest levels of spill prevention, preparedness, and response activities in the state.

Action A: Develop a funding options plan for upcoming legislative sessions, to address the funding gap and changing risk picture in a manner that is sustainable.

Lead: Policy Analyst and Budget Manager

Rationale: New funding is needed in order to manage oil spill risk, planning, and response activities expected by the Legislature and our citizens. The current barrel taxes have not kept pace with inflation. Without a permanent resolution for a stable revenue stream into the OSPA, the Spills Program will face significant shortfalls for biennia to come.

Strategy 3. Use the Spills Engagement Team to maintain and improve a collaborative work environment that furthers agency and program goals.

Action A: Focus on making SET events and information more available to all program staff across program sections and locations.

Lead: Spills Engagement Team

Rationale: It can be difficult for staff to feel included in SET activities which occur away from their office location and/or work across program sections. SET activities can be planned in a way that includes regional and field offices.

Strategy 4. Collect, analyze, and present accurate and relevant data to support effective decision-making and performance measures.

Action A: Update Standard Operating Procedure (SOP) CORE 5 (Information Systems) to reflect current IT systems and best practices used within the program.

Lead: Statewide Resources Section

Rationale: CORE SOP 5 is in need of updating in order to reflect Information System changes within the Program since the last update in 2008, including the development of the Spills Program Integrated Information System (SPIIS). The process for addressing modifications to SPIIS will be included in the update.

Action B: Develop and implement a plan to address data quality issues.

Lead: Statewide Resources Section

Rationale: Data collected through spills program work is important for telling our story, reporting our work to OFM, and communicating our work to stakeholders and the public. There are a number of data sets compiled by the program that are incomplete and/or inconsistently entered into our systems due to several factors. There is a need to develop a plan that describes that problem and provides solutions that can be implemented to address data quality issues and improve our program's data.

Action C: Develop a plan for mobile data collection in the program.

Lead: Statewide Resources Section

Rationale: Mobile data collection applications can improve the quality of data collected in the field and can streamline our work processes, resulting in process efficiencies and better data. Before the program can begin using mobile data collection applications, we must develop a plan to explain how we want to use these applications, justifies our need, and describes our data management plan.

Action D: Develop a plan for future use of the GRP database, including maintenance and improvement efforts.

Lead: Statewide Resources and Preparedness Sections

Rationale: As Ecology moves our IT services to the State Data Center and ESRI advances the ArcGIS platform, the GRP application will need updates in the next several years. This is caused by legacy architecture and practices that are incompatible as these environments change. Developing a plan will help avoid these incompatibilities.

Strategy 5. Ensure that program staff are properly resourced and trained, with procedures in place to accomplish work.

Action A: Undertake succession and staff planning in order to build redundancy, capture institutional knowledge, and support advancement opportunities.

Lead: Program Management and Statewide Resources Section

Rationale: This effort will look at how the Spills Program can manage staffing in a forward thinking manner in order to minimize business interruptions from vacancies, adjust to changing program needs, and empower staff.

Action B: Update SOP CORE 2 (Developing Standard Operating Procedures) and develop, then implement a plan for reviewing and updating of CORE SOPs in order to ensure that they are clearly written, applicable to impacted staff, and address current business practices.

Lead: Statewide Resources Section

Rationale: CORE SOPs are intended to provide guidance to staff on business practices across multiple sections. Many of the CORE SOPs have not been updated in several years and do not reflect current business practices. This effort will address how CORE SOPs are developed and ensure that business practices are regularly reviewed and captured within CORE SOPs. CORE SOP updates will ensure that all SOPs are written in a clear and concise manner, and will be communicated to staff so staff understand their relevance and use.

Action C: Begin to develop and formalize records management guidance for the program.

Lead: Statewide Resources Section

Rationale: Guidance will describe file structure organization and naming. Staff responsibilities and duties will be described in order to ensure that each file is accounted for and managed properly.

Goal II: Fulfill the promise of strong, collaborative partnerships by communicating and working effectively with our partners and other key stakeholders.

Strategy 1. Improve the working relationship and protocols with the U.S. Coast Guard and Environmental Protection Agency for better coordination and cooperation.

Action A: Improve the effectiveness of USCG/Ecology Memoranda of Understanding through hosting joint meetings and workshops.

Lead: All Sections

Rationale: Work will focus on implementing the USCG and Ecology memorandum of understanding, holding semi-annual meetings and conduct a JIC/Liaison workshop during fall of 2017.

Strategy 2. Advocate greater rail-safety measures and requirements from the federal government and state partners.

Action A: Continue to support the multi-agency comments on federal rulemaking regarding rail safety of oil trains, both current rulemaking efforts, as well as potential future efforts.

Lead: Policy Analyst

Rationale: The program is responding via formal comments to federal rulemaking efforts regarding rail safety. These rulemaking efforts include: oil spill response plans for high-hazard flammable trains, train movement information, and oil volatility.

Strategy 3. Enhance Ecology's role on committees to promote prevention measures and achieve more uniform oil spill response standards and equipment capability.

Action A: Develop an ongoing transboundary forum with the Province of British Columbia, to discuss and address spill risk issues within the shared waters of the Salish Sea.

Lead: Policy Analyst and Program Management

Rationale: Oil movement in and out British Columbia has recently changed and will continue to do so. This change directly impacts the risk of an oil spill in the shared waters of the Salish Sea. In order to respond to this risk the forum will seek to achieve comparable prevention capabilities on both sides of the border and speak with a unified voice.

Action B: Develop outreach to LEPCs in order to promote awareness and encouragement of involvement with the Northwest Area Contingency Plan.

Lead: Preparedness and Response Sections

Rationale: It is important to work with LEPCs to ensure they are knowledgeable about oil spill contingency planning and encourage them to expand their involvement in these planning efforts.

Strategy 6. Continue to provide the highest levels of open dialogue, education and outreach that informs stakeholders and partners about the program's daily work and important issues.

Action A: Evaluate, as part of the Communication Plan, the best means and methods to provide outreach to key stakeholders.

Lead: Communications Manager, Policy Analyst, and Statewide Resources Section

Rationale: Effective stakeholder engagement and 2-way communication creates an authorizing environment for our work. We should ask our stakeholders how they would like us to engage with them.

Action B: Develop key communications materials that provide an overview and understanding of the program, including:

- A program overview brochure/handout
- An updated oil spill and program history handout

Lead: Communications Manager and Statewide Resources Section

Rationale: The Program needs prepared materials that provide a current overview of program activities and history. By providing overview handouts, stakeholders and the public can gain a better understanding and appreciation of the program.

Action C: Update SOP CORE 6 (Media Relations) and 7 (Web Page Development) to reflect current communication best practices used within the program and agency.

Lead: Communications Manager and Statewide Resources Section

Rationale: CORE SOPs 6 and 7 have not been updated for several years and do not reflect current business practices or agency guidance. The update would clarify roles and responsibilities for these topic areas.

Strategy 7. Seek Congressional support to assist Washington State in addressing oil spill risks.

Action A: Advocate for continued funding of the Federal Oil Spill Liability Trust Fund (Trust Fund), including prolonging of sunset clauses for oil taxes which fund the Trust. Also advocate for expanding use of the Trust Fund to include addressing derelict military vessels.

Lead: Policy Analyst

Rationale: During a major spill event resources from the Trust Fund can be accessed in order to fund the response. A depleted Trust Fund could significantly limit the State's ability to acquire the resources to respond to a major spill event. Continued oil taxes to the fund would help alleviate this problem.

Goal III: Improve oil transportation safety to continue progress toward the Legislature's desire for "zero spills" through prevention.

Strategy 1. Through accurate and relevant information assessment, maintain a clear understanding of the changing spill risks that face Washington State.

Action A: Finalize a Vessel Traffic Safety Evaluation and Assessment (i.e. an evaluation and assessment of vessel traffic management and vessel traffic safety) for the Columbia River, as required by ESHB 1449.

Lead: Prevention Section

Rationale: 2015 WA Oil Transportation Act (ESHB 1449) Section 11, directed that a draft report be completed by December 15, 2017, and a final report be completed by June 30, 2018, for the legislature. A draft was completed on June 30, 2017, and is in the process of final review by the participants, participants identified in the legislature, and is in process for routing to meet the said dates. Hence it remains a key program deliverable for this strategy.

Action B: Conduct a Grays Harbor Vessel Traffic Risk Assessment to assess changes in oil spill risk.

Lead: Prevention and Preparedness Sections

Rationale: WA Budget Decision Package, 461 Department of Ecology, Q9 Oil Spill Risk Assessment, directed this work be conducted with the recurring funding. Based on this, the Grays Harbor Vessel Traffic Risk Assessment will be a focus in the 2017-2019 biennium.

Action C: Conduct a Rail Transportation Safety Assessment to analyze changes to the rail transportation system and its risk to inland areas of the State.

Lead: Prevention Section

Rationale: WA Budget Decision Package, 461 Department of Ecology, Q9 Oil Spill Risk Assessment, directed this work be conducted with the recurring funding. Based on this, the WA Rail Traffic Safety Assessment will be a focus in the 2017-2019 biennium.

Strategy 3. Update inspection activities to anticipate evolving trends, while focusing on reducing risk through appropriate safety recommendations with industry and all levels of government.

Action A: Update the Ecology oil transfer inspection checklists to improve their understandability and usability.

Lead: Prevention Section

Rationale: This update is similar to the work completed in the 2015-2017 biennium to update the Cargo and Passenger Vessel inspection checklist. The focus on this topic in the 2017-2019 biennium is to update our Oil Transfer Inspection checklists. The focus on this update is to streamline the checklists, remove redundant fields, and highlight existing WAC requirements not specifically addressed in the previous versions of the checklists. The outcome will be more accurate, easier to understand, and easier to use checklists.

Action B: Evaluate Ecology Spills Program's authority and practices around new commodities such as methanol, ethanol, xylene, LNG, related fuel blends, and alternate/hybrid fuels.

Lead: Prevention and Statewide Resources Sections

Rationale: The volume of these new commodities transported in Washington State could increase as part of the changing energy picture. An evaluation of Ecology's prevention,

preparedness, and response authorities and practices related to these products will help the program be prepared for this possibility.

Strategy 4. Expand the preventative marine safety measures, relying on increased inspection activity, outreach, and investigations that will help address oil spill risks, including commercial fishing and towing operations.

Action A: Develop a plan for updating the Cargo and Passenger Vessels – Substantial Risk rule (Chapter 317-31 WAC). This will include evaluating the high risk vessel screening process.

Lead: Prevention Section

Rationale: These are the rules that support our vessel inspection program and its conduct. In an effort to better define our authority and improve functionality, it is important to take a close look at this WAC and related state law. In so doing, a key aspect is to clarify "substantial risk," "high risk vessel" screening, and classes of vessels inspected, which are critical parts in support of said functionality.

Goal IV: Protect resources at risk by diligently preparing to respond to spills.

Strategy 1. Enhance GRPs to ensure swift and effective spill response throughout the state to protect sensitive resources.

Action A: Provide legislators an update on GRP progress in a Legislative Report by December 2017.

Lead: Preparedness Section

Rationale: This report is required to be written for the next several years to continue documenting our progress on GRPs.

Action B: Create a process for cross program opportunities to verify GRP strategies.

Lead: Preparedness Section

Rationale: The hope is to take advantage of other work Ecology staff does in the field and gather field data on GRPs in order to continue our work to verify (maintain) existing GRPs and create new ones.

Strategy 2. Improve the capability to respond to spills in difficult environments and situations using BAP. This includes incidents in fast waters, under limited visibility, and with oils that may sink or submerge in water.

Action A: Host a Best Achievable Protection Technology Summit in 2018, consistent with RCW 90.56.

Lead: Preparedness Section

Rationale: We are starting a new 5-year cycle for BAP. Hosting a summit is part of that process.

Action B: Begin scoping and undertaking contingency plan rule updates for BAP in WAC Chapter 173-182.

Lead: Preparedness Section

Rationale: Our contingency plan rule is required to be updated during each 5-year BAP cycle. The concept of BAP has now been extended to facilities. We will be identifying the next critical issues and initiating rule making.

Strategy 3. Evolve the state's drill program to respond to various types and sizes of spills. Communicate results to our stakeholders.

Action A: Conduct a study on how the use of truth and injects can improve drill outcomes.

Lead: Preparedness Section

Rationale: As we continue to advance the opportunities that drills give us to verify plans, we will look into the function of truth/control and injects to see if we can use this function better to drive results.

Action B: Integrate JETTY into drills and train staff accordingly.

Lead: Preparedness Section

Rationale: The platform we previously used to support our volunteer and vessel of opportunity registration no longer exists. We need to transfer this system to a new platform called JETTY. Since JETTY is now being used by industry to support ICS functions, we need program training to be able to integrate into their ICS.

Strategy 4. Build on successful spill preparedness efforts, such as contingency planning for vessels and oil handling facilities, to address new spill risks from oil being transported via railroads.

Action A: Amend rules on contingency plan and drill requirements (WAC 173-186) for railroads transporting oil in bulk per HB 1136, if funding is provided by the Legislature.

Lead: Preparedness Section

Rationale: HB 1136 changed the law relating to smaller railroad plans and drills. The rule needs to be updated to reflect the statutory changes.

Action B: Develop a rail drill program to implement new rail contingency plan regulations.

Lead: Preparedness Section

Rationale: We expect that railroad plans will be approved and the plan holders will be ready to conduct drills in 2018.

Strategy 6. Ensure all vessels and facilities demonstrate their ability to pay for response and recovery costs and damages from spills.

Action A: Analyze and follow up on gaps in vessel information provided on membership in protection and indemnity insurance (P&I Clubs) as evidence of financial responsibility.

Lead: Preparedness Section

Rationale: We intend to use the vessel enrollment lists provided by vessel plan holders to examine the data relating to P&I Clubs.

Strategy 7. Manage a coordinated system for locating vessels of opportunity and other volunteers to assist before, during, and after oil spills.

Action A: Transition from PIER to JETTY to provide volunteer and vessel of opportunity registration system.

Lead: Preparedness Section

Rationale: The platform we previously used to support our volunteer and vessel of opportunity registration no longer exists. We need to transfer this system to a new platform called JETTY. Since JETTY is now being used by industry to support ICS functions, we need program training to be able to integrate into their ICS.

Goal V: Provide response and restoration to spills and incidents in a rapid, aggressive, and well-coordinated manner.

Strategy 1. Use best available technology and techniques when responding to spills.

Action A: Improve air monitoring capacity for a spill incident by acquiring new equipment, providing training, and enhancing data management.

Lead: Response Section

Rationale: Lessons learned from recent responses demonstrated the need for improved air monitoring capability for Ecology and among our regional response partners. Two key areas identified include worker health/safety and community air monitoring. This supports our paramount objectives during spills of ensuring the safety of the public and responders.

Strategy 2. Provide local governments, tribes, and first responders the necessary tools and training to effectively respond to spills.

Action A: Support pursuing funding and policy changes required to develop regional hazardous materials response teams, and update the previous SERC study. The study would consider team composition, equipment, training, location, statewide coordination, and funding.

Lead: Policy Analyst and Response Section

Rationale: This need has been identified by our local government response partners and has been supported in a variety of studies. Most of Washington (geographically) does not have a hazardous materials team that can support an initial life-safety response. There have been previous funding requests to update a study and cost estimate for establishing regional hazmat teams.

Strategy 3. Assist in the environmentally sound removal and disposal of derelict vessels to minimize risk of pollutants spilling into state waters.

Action A: Update checklist guidance on best practices for addressing the spill risk from a derelict vessel.

Lead: Response Section

Rationale: Lessons learned from recent incidents demonstrated the need for this to ensure a coordinated and effective response to derelict vessels.

Strategy 4. Work collaboratively with federal, tribal, state, and local response partners to receive and provide timely notification of incidents and near misses. Ensure proper follow up, including non-jurisdictional incidents that threaten state resources.

Action A: Develop formal protocols to notify Canadian response partners in the case of a spill incident.

Lead: Response Section

Rationale: Notification has been performed for transboundary incidents in an informal manner. Procedures need to be developed to formalize our notification.

Strategy 5. Establish a well-managed Unified Command where Ecology is able to provide essential personnel and equipment while protecting the interests of Washington State.

Action A: Finalize updates to SOP CORE 10A (Coordinated Response) and provide training to applicable staff.

Lead: Statewide Resources Section

Rationale: CORE 10A is in need of being updated to reflect current business practices and laws.

Action B: Evaluate our internal communications process for spill response and update SOP CORE 9A (Internal Notification), and provide training to applicable staff.

Lead: Response Section

Rationale: A cross section work team has been formed to update CORE-9A to improve internal notification.

Strategy 6. Continue effective investigations to identify the causes of spills and hold responsible parties accountable through appropriate enforcement and cost recovery actions.

Action A: Update SOP CORE 12 (Enforcement) to improve enforcement activities and enhance coordination.

Lead: Statewide Resources Section

Rationale: A cross section work team has been formed to update CORE-12 to improve enforcement coordination.

Action B: Develop and implement quarterly investigation and enforcement coordination meetings.

Lead: Response and Statewide Resources Sections

Rationale: A cross section work team has been formed to improve investigation and enforcement coordination.

Action C: Provide assistance to responders with cost recovery, claims, and enforcement actions. Evaluate work efficiencies in the regional offices.

Lead: Response Section

Rationale: Evaluate efficiencies for administrative functions as workload increases in order to improve regional field response rates.

Strategy 7. Ensure spillers restore injured resources.

Action A: Develop a plan to update Natural Resource Damage Assessment (NRDA) rules in WAC Chapter 173-183.

Lead: Response Section

Rationale: Develop a plan for NRDA rule updates that includes necessary studies and costs.

APPENDIX A – PERFORMANCE MEASURES

The program uses performance measures to track progress and evaluate how our work is meeting the goals and mission of the program. Table 2 shows the program’s current performance measures for the 2017-2019 biennium. The measures represent the four major program activities and are for both internal and external audiences. The internal measures are used by program management for program planning. The external measures are reported to OFM. Table 3 shows performance measure results from 2007-2017 for internal and external measures.

Table 2: 2017-2019 Performance Measures by Activity

Activities by Section	External/Internal	Target	Frequency
Prevention Activities			
Number of spills to surface water from all sources	External	0	Quarterly
Total volume of oil spilled to surface waters from all sources	External	0	Quarterly
Percent of potential high-risk vessels boarded and inspected	External	20%	Quarterly
Gallons of oil spilled to surface waters during an oil transfer for every 100 million gallons transferred	External	0	Quarterly
Percent of regulated over-water oil transfer operations inspected	External	6%	Quarterly
Total volume of oil spilled to water from regulated facilities and vessels	External	0	Quarterly
Total number of vessel inspections	Internal	375	Annually
Percentage of entering vessels that receive an inspection	Internal	10%	Annually
Total number of oil transfer inspections	Internal	900	Annually
Percent of Rate A oil transfer operations in compliance with regulatory requirements for pre-booming	Internal	100%	Annually
Preparedness Activities			
Number of Geographic Response Plans completed for inland and marine spill response	External	14	Annually
Percent of vessel emergency occurrences reported to Ecology	External	100%	Quarterly
Percent of compliance with drill requirements in three year drill cycle	Internal	100%	Annual
Annual tabletop drills (excluding WCD)	Internal	NA	Annually
Worst Case Scenario tabletop drills	Internal	NA	Annually
Deployment drills	Internal	NA	Annually
Number of self-certified tabletop drills	Internal	0	Annually
Number of Geographic Response Plan strategies tested	Internal	NA	Annually
Response Activities			
Percent of reported oil and hazardous material spill incidents that receive a field response	External	20%	Quarterly
Total number of reported incidents	Internal	NA	Quarterly
Natural Resource Damage Assessment Activities			
Percent of completed restoration projects that meet restoration plan specifications	External	100%	Quarterly

Table 3: 2007-2017 Performance Measure Results

Activities by Section	2007-2009	2009-2011	2011-2013	2013-2015	2015-2017
Prevention Activities					
Number of spills to surface water from all sources	721	1,007	985	1,024	1,300
Total volume of oil spilled to surface waters from all sources	23,345	15,460	10,723	15,748	18,739
Percent of potential high-risk vessels boarded and inspected	NA	26.0%	27.0%	17.5%	12.2%
Gallons of oil spilled to surface waters during a transfer for every 100 million gallons transferred	22.5	24.8	30.2	20.2	5.7
Percent of regulated marine oil transfer operations inspected	7.1%	8.8%	7.2%	4.9%	5.2%
Total volume of oil spilled to water from regulated facilities and vessels	NA	NA	NA	649	194
Total number of vessel inspections	1,061	1,004	979	600	502
Total number of regulated vessels entering WA waters	7,956	7,409	7,533	7,585	6,462
Percentage of vessels entering WA waters that are inspected only for substantial risk (vessel inspection only)	13.3%	13.6%	13.0%	11.3%	7.8%
Percentage of entering vessels that receive a compliance inspection	2.8%	11.0%	11.3%	5.6%	5.0%
Percentage of entering vessels receiving informational inspections	10%	2.5%	1.6%	2.3%	2.7%
Total number of oil transfer inspections	3,066	2,503	2,188	1,520	1,533
Total number of oil transfer operations reported (ANT)	29,826	28,807	30,367	30,913	29,530
Percentage of oil transfer operations inspected	10.4%	8.6%	7.2%	4.9%	5.2%
Percent of high rate oil transfer operations surrounded by containment boom prior to transfer	NA	NA	NA	NA	94.1%
Preparedness Activities					
Number of Geographic Response Plans completed for inland spill response	NA	NA	NA	9	17
Percent of vessel emergency occurrences reported to Ecology	NA	NA	NA	31.8%	22.5%
Plan reviews and updates completed within 65 days and comments written using clear language to reduce compliance time	NA	NA	NA	NA	66.7% (8 of 12)
Plans made available for public comment during the 30-day review period	NA	NA	NA	NA	23
Percent of compliance with drill requirements in three year drill cycle	NA	NA	NA	NA	100%*

Activities by Section	2007-2009	2009-2011	2011-2013	2013-2015	2015-2017
Percent of drill evaluations provided to industry for action within 30 days of the drill	NA	NA	NA	NA	69%*
Spills management annual tabletop drills	38	58	43	49	46*
Worst Case Scenario tabletop drills	22	23	18	21	28*
Deployment drills	133	166	132	218	165*
Number of self-certified drills	36	81**	32	47	88*
Geographic Response Plans tested	91	71	0***	0***	60*
Deployment drill credit for actual spills	4	3	4	7	9*
Unannounced drills	980	134	0	4	3*
Response Activities					
Percent of reported oil and hazardous material spill incidents that receive a field response	30.8%	25.0%	22.7%	20.45%	17.9%
Total number of reported incidents	7,508	7,405	7,993	7,394	7,955
Natural Resource Damage Assessment Activities					
Percent of completed restoration projects that meet restoration plan specifications	NA	100%	100%	100%	100%

Notes: Results are calculated by fiscal year, July 1-June 30, unless otherwise specified.

NA = Measure was not tracked during the biennium.

*Results are calculated by calendar year (2015-2016).

**All tabletop drills were self-certified from 2009-2011.

***Activity conducted but data not collected during this time period.

APPENDIX B – 2015-2017 ACTION ITEM RESULTS

The 2015-2017 Program Plan described 44 program action items that went beyond core services. These actions items supported the strategic direction described in the 2015-2021 Strategic Plan. This section briefly describes each of these program initiatives and their status.

Ref.	Action Item	Action Lead	Status
GI, S1	Develop a funding options plan for the 2017 legislative session. The funding options plan will address the potential funding gap and changing risk picture, and will identify options to ensure stable future revenue for the program.	Statewide & Budget	Complete
GI, S1	Hire staff to implement ESHB 1449.	Program Management	Complete
GI, S1	Work with the Legislature to close the Vessel Response Account.	Budget Manager	On Hold
GI, S2	Evaluate whether the \$9 million cap on the OSRA is adequate or needs to be raised in order to effectively respond to a prolonged spill.	Budget and Response	Not Started
GI, S3	Continue to periodically measure program engagement and develop metrics for measuring success.	Spills Engagement Team	Ongoing
GI, S4	Develop and document consistent business practices and quality control processes for using the Spills Program Integrated Information Systems (SPIIS).	Statewide	Ongoing
GI, S4	Continue to enhance and improve the efficiency of Ecology's GRP database (GRPdb2).	Statewide & Preparedness	Ongoing
GI, S4	Update the Advance Notification of Oil Transfer (ANT) data system.	Statewide	Complete
GI, S4	Provide feedback throughout the redesign of the agency's Environmental Report Tracking System (ERTS).	Statewide	Ongoing
GI, S5	Address spill response vehicle needs.	Response	Complete
GI, S5	Develop position-specific training plans for the Spills Program that include agency CORE training, job specific training, and ICS training, as appropriate for the position. Renew emphasis on cross-section involvement and training for increased opportunities to advance professional growth within the program.	All Sections	Near Complete
GI, S6	Reconvene the Spills Program Lean Team and create a Lean Plan for the program.	Statewide	Not Started
GII, S1	No action items in 2015-2017 Program Plan.		N/A
GII, S2	Provide technical assistance to the UTC as they implement rail safety measures.	Prevention	Ongoing
GII, S3	Work with LEPCs to develop more coordinated awareness of and encourage involvement with the NWACP.	Preparedness & Response	Ongoing
GII, S3	Foster support from the Grays Harbor, Lower Columbia River, and Puget Sound Harbor Safety Committees.	Prevention	Ongoing

Ref.	Action Item	Action Lead	Status
GII, S4	Continue to provide support for State Environmental Policy Act (SEPA) Environmental Impact Statements (EISs) for new facilities and expansion or modification of existing facilities related to changing transportation modes, such as crude by rail and articulated tug-barge (ATB).	All Sections	Ongoing
GII, S5	Continue work to increase awareness of oil spill issues, particularly in inland areas close to rail routes.	Communications & Statewide	Complete
GII, S6	Revamp the Spills Program website to improve usability.	Communications & Statewide	Complete
GII, S6	Create a Communication Tool Kit for staff to use in the field when engaging with citizens.	Communications & Statewide	Complete
GII, S7	No action items in 2015-2017 Program Plan.		N/A
GIII, S1	Complete a Vessel Traffic Safety Evaluation and Assessment (i.e. an evaluation and assessment of vessel traffic management and vessel traffic safety) for the Columbia River, as required by ESHB 1449.	Prevention	Near Complete
GIII, S1	Update the 2010 VTRA for Puget Sound and the George Washington University VTRA analysis tool and model to better reflect the changing oil transportation environment in Greater Puget Sound/Salish Sea.	Prevention	Complete
GIII, S2	Update ECOPRO standards for tank vessels, incorporating elements of Green Marine where possible, to enhance vessel best achievable protections.	Prevention	On Hold
GIII, S3	No action items in 2015-2017 Program Plan.		N/A
GIII, S4	Support the Washington State Board of Pilotage Commissioners if they conduct rulemaking on Grays Harbor tank vessel tug escort requirements as result of a crude oil facility being permitted in Grays Harbor.	Prevention	On Hold
GIII, S4	Support the Clean Marina Program outreach initiative by publishing a Pollution Prevention Manual for marinas.	Prevention & Statewide	Complete
GIII, S4	Develop a plan for updating the Cargo and Passenger Vessels – Substantial Risk rule (Chapter 317-31 WAC) to revisit the Accepted Industry Standards for the cargo and passenger vessel screening and boarding program.	Prevention & Statewide	Ongoing
GIII, S5	Initiate rulemaking to modernize the Prevention Design Standards for facilities.	Prevention	On Hold
GIV, S1	Review all existing GRPs and provide a gap analysis report to the Legislature by December 31, 2015.	Preparedness	Complete
GIV, S1	Complete GRP developments during the biennium	Preparedness	Complete
GIV, S2	Continue to implement the regulatory changes from the 2013 Contingency Plan rule update to achieve BAP for aerial surveillance.	Preparedness	Ongoing

Ref.	Action Item	Action Lead	Status
GIV, S2	Continue to evaluate equipment, tactics, and responder training for oils that sink or submerge in water.	Preparedness	Complete
Ref.	Action Item	Action Lead	Status
GIV, S2	Extend the BAP requirement to facilities through rulemaking that will update the Oil Spill Contingency Plan standards for pipelines.	Preparedness	Complete
GIV, S3	Rebuild the program's capacity to attend tabletop drills. Evolve the evaluation criteria for drills with lessons learned to improve plans.	Preparedness	Ongoing
GIV, S3	Define a drill that will address response to spills of non-floating oils.	Preparedness	Complete
GIV, S3	Monitor drill needs for any new oil handling facilities that are permitted.	Preparedness	Ongoing
GIV, S4	Complete rulemaking to develop contingency plan and drill requirements for railroads transporting oil in bulk.	Preparedness	Complete
GIV, S5	Develop rail and pipeline reporting requirements through rulemaking as directed in ESHB 1449.	Statewide	Complete
GIV, S5	Launch and maintain the online Spills Map to provide important information to the public, including displaying information on movement of oil.	Preparedness & Statewide	Complete
GIV, S6	Support the UTC while they complete rulemaking on rail financial responsibility documentation.	Preparedness	Complete
GIV, S6	Monitor and follow up on gaps in vessel information provided on membership in protection and indemnity insurance (P&I Clubs) as evidence of financial responsibility.	Preparedness	Complete
GIV, S7	Launch a targeted effort to recruit vessels of opportunity (VOO) with tribes and shellfish growers.	Preparedness	Complete
GV, S1	No action items in 2015-2017 Program Plan.		N/A
GV, S2	Develop an equipment cache grant program.	Response & Statewide	Complete
GV, S3	No action items in 2015-2017 Program Plan.		N/A
GV, S4	No action items in 2015-2017 Program Plan.		N/A
GV, S5	No action items in 2015-2017 Program Plan.		N/A
GV, S6	Improve capacity for tracking National Pollution Funds Center (NPFC) claims and resolutions.	Response & Statewide	Complete
GV, S6	Develop an agreement with UTC to utilize their expertise for rail spills, and develop a procedure for activating that agreement.	Response & Statewide	Ongoing
GV, S7	Evaluate the current Natural Resource Damage Assessment (NRDA) process. (Added during 2016 Program Plan Update	Response	On Hold