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ALASKA
Chaduˆ
Network

Response Manual

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Document History

Revision History

Version	Revision Date	Summary of Changes	Author
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Approvals

Approver	Title	Version	Signature	Date Approved
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Important Notice and Disclaimer

The Response Manual does not contain all the information employees of the Alaska Chadux̂ Network [ACN] may need. From time-to-time employees will receive information by other means such as written memo, verbal instruction or electronic communication. Employees may find more information regarding their employment, job responsibilities, and business operations in other ACN documents and local, state, and federal regulations and laws governing ACN business operations. If you are unsure where to find the information needed ask your supervisor or the Operations Manager.

Policies set forth in this manual, as it now exists or may be amended, are not intended to create an expressed or implied contract of employment, nor are they intended to imply a contractual relationship, nor are they intended to create any legally enforceable obligations on the part of ACN, its officers, directors, or employees. The contents of the Response Manual are intended as guidelines.

The provisions of the Response Manual or as amended supersede all existing policy guidelines. The provisions may be amended, revised, or canceled at any time at the sole discretion of ACN Management or the Board of Directors, with or without employee notification.

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1. INTRODUCTION

1.1 Purpose and Scope

The purpose of the Alaska Chadux̂ Network (ACN) Response Manual (ACNRM) is to:

- Document ACN's response resources and capabilities.
- Guide ACN response personnel during drills, exercises, and oil spill events; and
- Provide planning information in support of subscriber company oil spill contingency plans.

This manual has been developed for two distinct Incident Management Team (IMT) audiences:

- ACN personnel, who will use the document to guide them in mobilizing for and managing a response; and
- Planholders who have subscribed with ACN that may want to use the information in the manual to supplement their own planning and response efforts.

The ACNRM may be referenced by subscriber companies in good standing[1] to satisfy certain provisions of their oil spill contingency plans, as required under one or more of the following: USCG regulations at 33 CFR Parts 154 and 155, USEPA regulations at 40 CFR 110, and/or state regulations at 18 AAC 75.4001. This manual is not a state or federally approved oil spill response contingency plan.

ACN may also respond to oil spills where the Responsible Party (RP) is a non-subscriber, or on behalf of state or federal agencies when the RP is not available or capable of managing the response.

State of Alaska regulatory cross-references are provided in Appendix C.

1.2 Manual Format

The ACNRM is meant to be a concise reference document. The Manual does not reprint information that is readily available through other published sources; rather, such information is referenced back to its primary source. All references and web links are listed in Appendix D.

1.3 Manual Responsibility

This manual is subject to periodic changes and updates. The Operations Manager is responsible for all updates and revisions and will conduct an annual internal review process.

[1] A subscriber in good standing is defined as a subscriber company that has: a signed Response Action Contract with ACN, a current Certificate of Insurance on file at ACN, and all invoices are current and paid in full.

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The most recently updated version of this manual is available online in the "Documents" section of the ACN website at https://alaskaosro.org/resources/documents/.

1.4 Company Overview

ACN is a 501c(4) nonprofit oil spill response corporation headquartered in Anchorage, Alaska that provides spill compliance and response services throughout Alaska for both federal and state planning requirements.

ACN is classified as a United States Coast Guard Oil Spill Removal Organization (OSRO) (#93) capable of working in all the classified operating environments (i.e., rivers & canals, inland, nearshore, offshore, open ocean) within the Western Alaska and Prince William Sound Captain of the Port zones.

ACN operates in both the Western Alaska and Prince William Sound Captain of the Port Zones for vessel and facility compliance and the Alaska Interior for other facility compliance.

ACN is registered with State of Alaska as a Primary Response Action Contractor (PRAC) for all regions of the state, except Southeast Alaska, which includes Prince William Sound, Cook Inlet, Kodiak Island, Aleutian Islands, Bristol Bay, Western Alaska, Northwest Arctic, North Slope, and Interior Alaska regions.

ACN is registered as a State of Alaska as a Streamlined Plan Cleanup Contractor for both Non-Tank Vessels and Non-crude Tank Vessels & Barges for all regions of Alaska, except Southeast Alaska.

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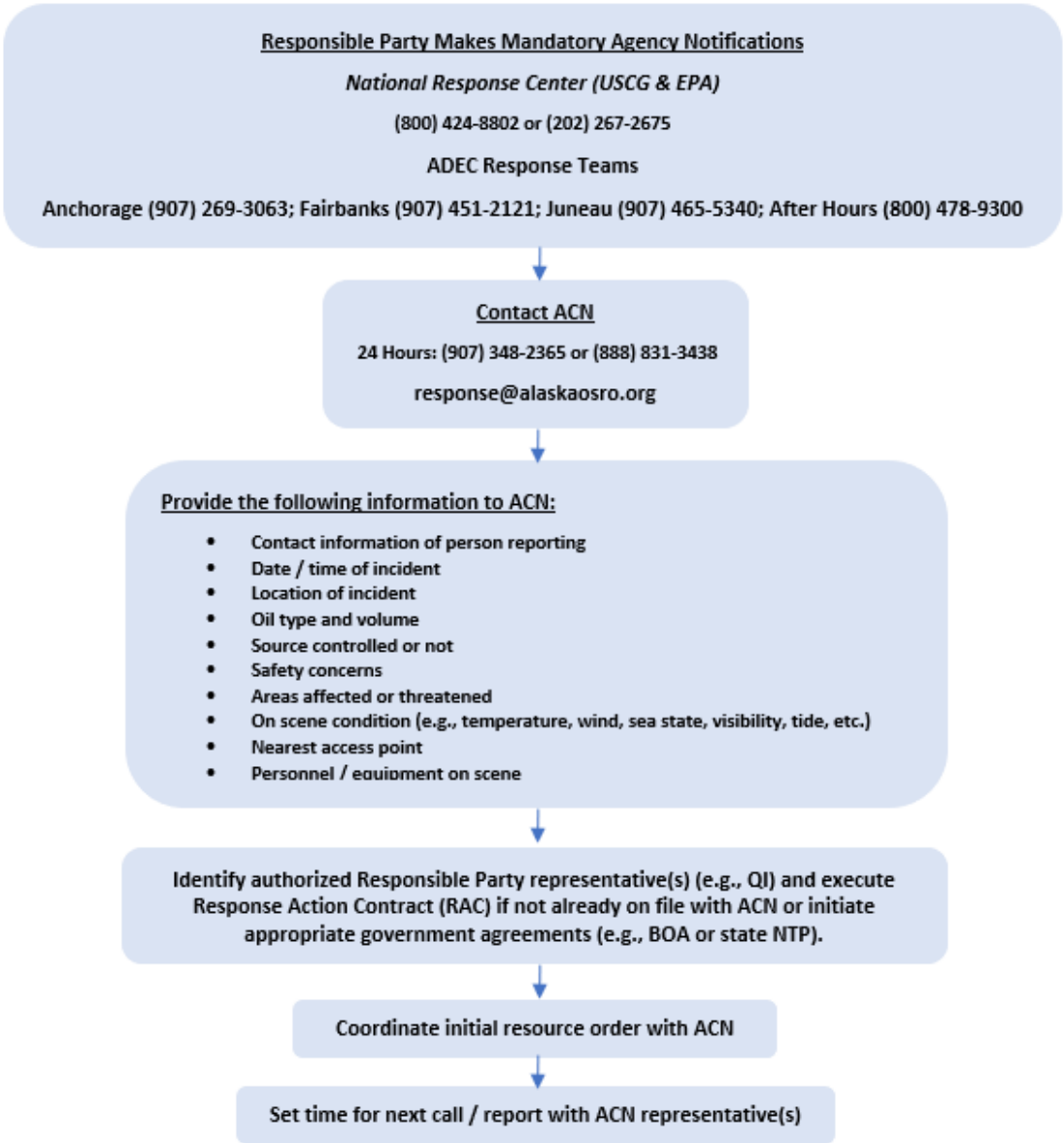
2. Response Action Plan

2.1 Purpose

This section describes the ACN activation, response processes, roles and responsibilities, and response organizational structure. It contains mobilization procedures and checklists for ACN personnel who are activated for an incident or exercise. This information may be referenced by subscriber companies as they develop their own emergency checklists.

2.2 ACN Activation Flowchart



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Spill reporting and notification of third parties, particularly to appropriate agencies, is the responsibility of the Responsible Party (RP) and is specific to each subscriber's contingency plan. Notification to ACN is for the purpose of mobilizing ACN resources only.

Notification of additional local, state, and federal agencies should proceed according to the applicable Alaska Regional Contingency Plan, appropriate Area Contingency Plan, and the Responsible Party contingency plan. ACN DOES NOT provide third party notification or reporting for those that activate ACN response resources.

Initial incident information may be summarized on the ICS 201 form and emailed to ACN at: Response@AlaskaOSRO.org.

2.3 ACN Mobilization Flowchart

ACN's response efforts would be based upon specific safety requirements, recovery capability, and objectives as outlined in the *Incident Action Plan (IAP)*, *Alaska Regional Contingency Plan,* and its *Area Contingency Plans*, using response processes, procedures, and tactics as outlined in this manual, the *Spill Tactics for Alaskan Responders (STAR) Manual,* and *Alaska Clean Seas Technical Manual, Volume 1, Tactics Description.* Response objectives and tactics would normally be provided in an Incident Action Plan (IAP) as formulated by an entire Incident Command System (ICS) construct.

In the event of a large incident or worst-case discharge (WCD), ACN would activate their response team and begin mobilizing necessary resources to provide adequate spill response as outlined in this manual. The following flowchart depicts ACN's mobilization process, which is scalable depending on the size, location, and type of the spill. Simultaneously, ACN would be working with the Qualified Individual (QI), Responsible Party (RP) and the designated Salvage and Marine Firefighter (SMFF) provider in providing information and resources to respond to the incident as appropriate.

ACN Mobilization Plan **Controlling Documents**
• Alaska Chadux̂ Network Response Manual • Spill Tactics for Alaska Responders (STAR) Manual • Alaska Clean Seas Technical Manual, Volume 1, Tactics Description • Geographic Response Strategies (GRS) • Alaska Regional Contingency Plan • Area Contingency Plans • Special Monitoring of Applied Response Technologies (SMART) Protocols for Chemical Dispersant Application • OSRL B727 Mobilization and Logistics Plan • Incident Action Plan (IAP) • Various ICS forms, UC Plans, and USCG Incident Management Handbook

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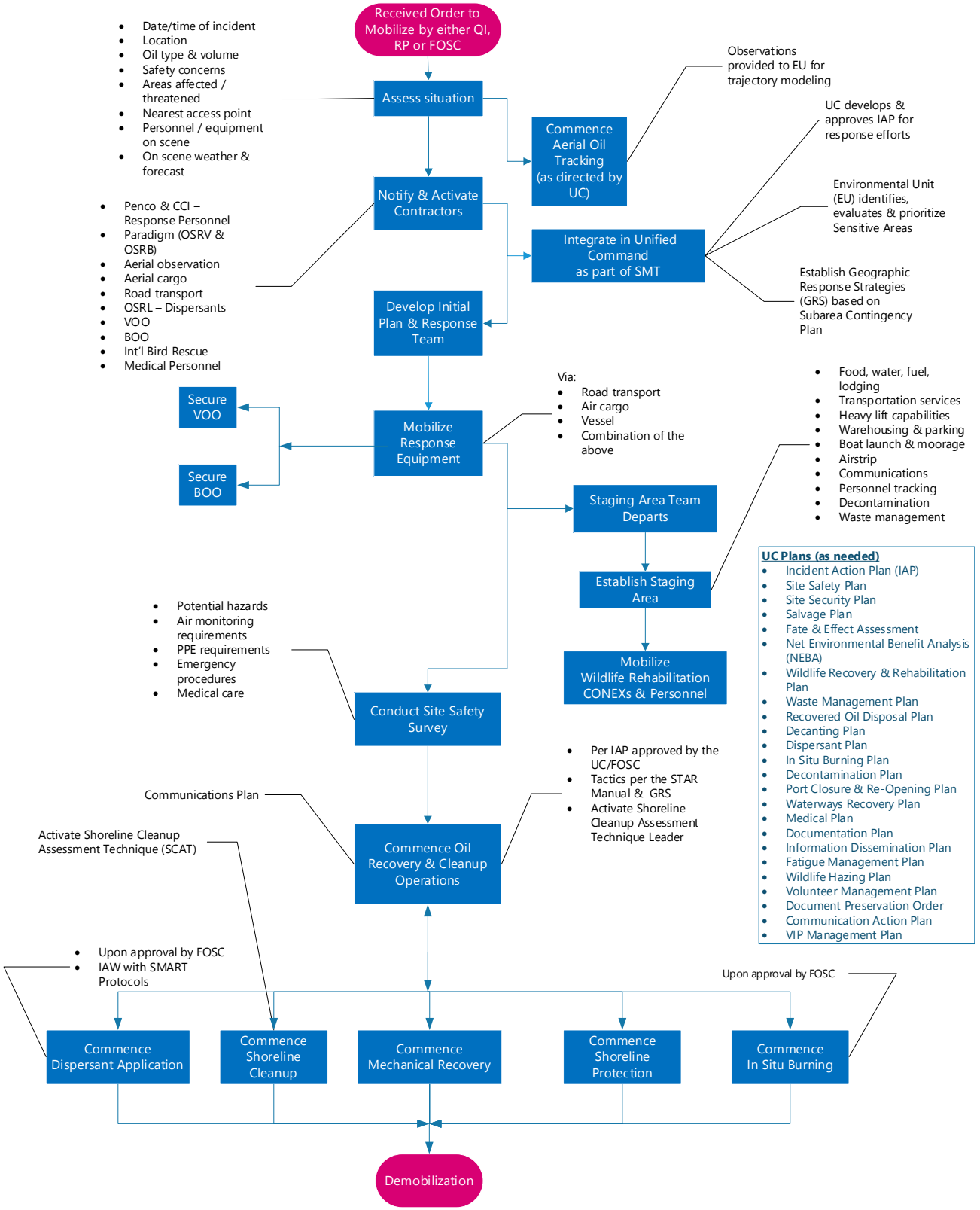

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2.4 Response Phase

While ACN is prepared to respond to pollution incidents at any time, certain events may increase the readiness status of the organization. Once ACN receives notification of an incident, it progresses from a preparedness phase into one of two response phases – Alert and Response.

Alert Phase

The Alert Phase may be triggered by an incident or developing situation that has the potential to cause ACN to mobilize. During an alert phase, ACN personnel should prepare for a potential incident as follows:

Staff	Task
Planning	❒ Gather weather forecasts for regions with incident potential. ❒ Evaluate current and planned training and exercise events.
Operations	❒ Prepare contingency plans for returning out-of-town personnel. ❒ Evaluate contractor and resource availability: • Personnel • Aircraft • Vessels • Transportation / Lodging • Staging areas. ❒ Prepare equipment packages for shipment. ❒ Check personal gear bags for seasonally appropriate response gear.
Management	❒ Evaluate vacation and PTO requests.

Response Phase

Once ACN has been activated, ACN personnel should in general:

- Complete the Initial Incident Assessment Form.
- Confirm that a Response Action Contract is executed.
- Determine appropriate response level using the Response Level Matrix.
- Identify resource needs.
- Implement appropriate response organization.
- Mobilize and deploy response resources as requested and authorized.

For each response, ACN personnel will:

- Ensure the safety of all personnel involved.
- Activate to the level necessary to support the incident.
- Support and coordinate with the responsible party.

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- Mobilize and track all resources.
- Make necessary notifications as appropriate.

2.5 Roles and Responsibilities

Appendix A details the organization structures for various levels of response and Appendix B outlines the roles and responsibilities for the various positions in the ACN response management team.

2.6 Response Process

The following checklists outline ACN's response process in detail.

The content of these tables is meant as a guide only. Every incident is different and not all parts of the checklist will be used in every incident as the process is scalable to the incident. ACN's exact role in a response is dependent on a variety of circumstances and impossible to predict because it is based on the specific needs of the company during a spill. One individual may fulfill multiple roles depending on the scale of the incident.

Details of the resource ordering process within the response process are covered in Section **Error! Reference source not found.**.

Pre-Mobilization Checklists

Responsible	Tasks
RP, QI, and/or Notifying Agency	❒ Notify ACN of incident.
Operations Manager	❒ Switchboard Alaska (SBA) calls Directory Call List as directed. ❒ Take initial brief. Use Initial Incident Assessment form if possible. ❒ Confirm RP notified NRC (USCG), ADEC, EPA. ❒ Obtain call back name, phone number, and set call back time. ❒ Notify ACN team - use group text or answering service if desired and/or if not done already; call SBA (907) 348-2365. ❒ Assemble appropriate ACN staff at office and/or on conference call or online meeting. ❒ Sign in on Check-In Form ICS 211. **Initial Incident Briefing:** ❒ Brief assembled personnel on situation. Document in Incident Briefing ICS 201. ❒ Start Incident Severity Assessment form and reach consensus on incident type. ❒ Level I or II: Establish internal command structure, if not yet done. Notify President/CEO and all staff as appropriate.

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Responsible	Tasks
	❒ Level III or Unknown: Internal ACN incident management likely. Notify ACN personnel as required. **Identify key ACN IMT roles** ❒ ACN approving authority. ❒ Coordination Center Manager (CCM). ❒ Operations. ❒ Planning. ❒ Safety. ❒ Logistics. ❒ Finance / Admin. ❒ Legal. ❒ Field Operations Supervisor(s). **Identify** ❒ Potential labor sources. ❒ Potential strategies / tactics for mitigating incident. ❒ Resources required to support strategies / tactics and enter on ICS 201 in Section 10, Resources Summary. **Develop an initial plan** ❒ Level I or II: Follow existing plan if developed. If not, develop plan with RP representative (ICS 201). ❒ Level III: Develop initial ACN response plan (ICS 201). ❒ Notify President/CEO (or delegate) of initial plan.
Planning & Development Manager	**Tasks** ❒ Obtain RP contact for IC and Planning. ❒ Complete Organization Chart in ICS 201. ❒ Establish Event Number – include on all forms and correspondence. ❒ Setup incident file structure on SharePoint and/or Microsoft Teams (copy/rename blank file structure). ❒ Complete Initial Incident Assessment. ❒ Develop Initial Objectives and Priorities. Document in ICS 201. ❒ Develop initial Communications Plan (ICS 205a). ❒ Obtain Safety Data Sheet (SDS) for spilled material. ❒ Begin Site Safety & Health Plan (SSHP) in ICS 201 or ICS 208. ❒ Send completed ICS 201 and ICS 205a to RP and appropriate agencies. ❒ Check (if applicable): ❒ Local weather, tides, and forecast. ❒ GRS for area. ❒ Vessel Response Plan (VRP), Facility Response Plan (FRP) and/or Oil Discharge Prevention & Contingency Plan (ODPCP). ❒ Marine Exchange of Alaska for vessel information.

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Responsible	Tasks
	❒ Potential resources of opportunity.
Logistics	**Identify** ❒ RP contact for Logistics. ❒ Logistical support needs.
Business Manager	❒ Identify authorized business contact for RP. ❒ Initiate Response Action Contract (RAC) if required. ❒ Reach an agreement with RP as to type and duration of services under the RAC. ❒ Confirm insurance. ❒ Contact ACN legal counsel if necessary. ❒ Arrange for RP to sign RAC if necessary. ❒ Sign RAC.
Legal Officer	❒ Review RAC prior to signature, if not already in place.
President / CEO	❒ Notify ACN board of response activities. ❒ Oversee response activities. ❒ Maintain liaison with the RP IC.

Deliverables

- Completed Initial Incident Assessment form.
- Completed Incident Severity Assessment form.
- Check-in sheet for ACN personnel (ICS 211).
- Initial Communications List (ICS 205a).
- Initial Site Safety & Health Plan (SSHP) - included on ICS 201.
- Initial Incident Briefing/Plan (ICS 201) for first operational period (12 to 24 hours).
- Signed RAC/contract.

Mobilization Checklist

Responsible	Tasks
RP /QI / Notifying Agency	❒ Brief arriving response team.
Coordination Center Manager (CCM)	**Incident Briefing** ❒ Current situation. ❒ Initial objectives / priorities. ❒ Current and planned actions. ❒ Current IMT and on-scene organization.

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Responsible	Tasks
	❒ Resource assignments. ❒ Resources en route / ordered. ❒ Facilities established. ❒ Incident potential. ❒ Ensure initial plan is completed. ❒ Assign roles to personnel for initial response. ❒ Approve OpOrder or ICS 204. **ACN personnel / equipment leaves the office / warehouse** ❒ Implement travel management plan. ❒ Distribute ICS 201, including SSHP to RP and regulatory agency(s) if not already done. **ACN personnel / equipment arrive at incident site / staging area** ❒ Close out travel management plan. ❒ Coordinate with RP / UC as appropriate for siting of ICP, staging area and initiate Unified Command planning process.
Operations	❒ Begin initial Resource Request Message ICS 213RR or Resource Order form ICS 222 depending on incident complexity (see section **Error! Reference source not found.** for details on Resource Ordering Process). ❒ Ensure ICS 222 is signed by ACN authorized representative and RP. ❒ Establish staging areas. ❒ Identify and load equipment for transport. ❒ Update ICS 222 if required. ❒ Notify local hub contact. ❒ If transport needs exceed ACN capability, work with logistics to arrange for other transport. ❒ Send ICS 222 to logistics and finance. ❒ Finalize OpOrder or ICS 204 for Operations Team. **ACN personnel / equipment leaves the office / warehouse** ❒ Travel to incident site / staging area. ❒ Begin loading / preparation of other resources that are likely to be needed during next operational period. ❒ Assess situation. **ACN personnel / equipment arrive at incident site / staging area** ❒ Complete Site Safety & Control Analysis ICS 201-5. ❒ Review/update SSHP, brief personnel & sign ❒ Review ICS 201 and update as necessary. ❒ Ensure CCM has updated elements of both plans. ❒ Set call-in schedule with CCM. ❒ Implement plan.
Planning	❒ Establish and confirm meeting schedule with Operations.

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Responsible	Tasks
	❒ Brief initial Site Safety & Health Plan (SSHP) and Communications Plan. ❒ Review Area and Regional Contingency Plans. ❒ Distribute initial plan, weather forecast, initial comms list, site safety plan. ❒ Provide maps, charts, graphs, photographs, etc. to Operations and Logistics. ❒ Develop Medical Plan ICS 206 if required. ❒ Add logistics details to Op Order or ICS 204. **ACN personnel / equipment leaves the office / warehouse** ❒ Post available incident info at ACN Training annex if used. ❒ Begin development of permits as needed. **ACN personnel / equipment arrive at incident site / staging area** ❒ Update plan based on initial assessment. ❒ Ensure contracts with resources of opportunity are completed.
Logistics	❒ Review relevant hub data sheet(s). ❒ Arrange local food / housing / transport for initial response team and equipment. ❒ Arrange local hub equipment access and transport to incident site or staging area. ❒ Arrange transport of out-of-area equipment to incident site or staging area.
Finance	❒ Brief resource ordering procedure. ❒ Build and distribute Daily Template from ICS 222 equipment and personnel list. ❒ Contract resources of opportunity as required.
All Response Personnel	❒ All personnel on the incident begin personal log (ICS 214 or notebook) that is specific to this incident and will be submitted to Documentation at the end.
Legal Officer	❒ Monitor situation.
President / CEO	❒ Monitor progress and situation.

Deliverables

- Completed Resource Request Message ICS 213RR and/or Resource Order ICS 222 form(s)
- Completed Site Safety & Control Analysis ICS 201-5
- Completed SSHP (with signatures from the field)
- Completed Medical Plan ICS 206 (if required)
- Current Communications List ICS 205a
- Completed Daily Template

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- Daily Logs being maintained.

Incident Response Checklists

This section assumes that a UC planning process has not yet been established and ACN is developing and implementing the response plan until the RP's Incident Management Team (IMT) is activated.

ACN personnel may also be asked to augment and support the RP's IMT during the incident.

Responsible	Tasks
RP /QI /Notifying Agency	❒ Attend Incident Briefing ❒ Attend Operations Briefing ❒ Approve IAP
Coordination Center Manager (CCM)	**At Incident Briefing** ❒ Initial objectives and priorities. ❒ Current on-scene organization ❒ Incident potential. **At Objectives Meeting** ❒ Attendees: RP, FOSC, SOSC, Operations, Planning, Logistics, Safety. ❒ Set planning cycle and operational period. **At Tactics Meeting** ❒ Attendees: Operations, Planning, Logistics, Safety. **At Planning Meeting** ❒ Attendees: Operations, Planning, Logistics, Safety, others at request of UC. ❒ Obtain Plan approval from President/CEO (or delegate) and RP. **At Operations Briefing** ❒ Attendees: Operations, Planning, Logistics, Safety, Finance. ❒ Provide guidance, leadership, motivation.
Operations	❒ Enter resources used on Daily Template. **At Incident Briefing** ❒ Current situation, to include spill dynamics and characterization, on scene and forecast weather, spill trajectory, hazards, site safety, emergency medical protocols, etc. ❒ Current and planned actions. ❒ Establish wildlife rehabilitation, as needed. ❒ Establish decontamination and waste removal sites and protocols. ❒ Resource assignments. ❒ Resources en route and/or ordered. ❒ Facilities established. **At Objectives Meeting** ❒ Report resources en route and/or ordered. **At Tactics Meeting** ❒ Review / complete Operational Planning Worksheet ICS 215 if required.

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Responsible	Tasks
	At Planning Meeting ❒ Determine / review: ○ Strategies and tactics for next operational period. ○ Resources needed to support those tactics. ❒ Continue implementing current plan. **At Operations Briefing** ❒ Review current response actions and accomplishments. ❒ Brief Operations personnel (use ICS 204 forms if prepared).
Planning	❒ Establish planning cycle. ❒ Support in the development of the following plans: ○ Site Safety Plan ○ Search & Rescue Plan ○ Salvage Plan ○ Fate & Effects Assessment ○ Net Environmental Benefit Analysis (NEBA) ○ Communications Action Plan to include media relations ○ Wildlife recovery & Rehabilitation Plan ○ Waste Management Plan ○ Evidence Collection & Preservation Plan ○ Recovered Oil Disposal Plan ○ Decanting Plan ○ VIP Management Plan ○ Dispersant Plan ○ In Situ Burning Plan ○ Intelligence Management Plan ○ Volunteer Management Plan ○ Port Closure & Re-opening Plan ○ Waterways Recovery Plan ○ Medical Plan ○ Security Plan ○ Documentation Plan ○ Information Dissemination Plan ○ Demobilization Plan ○ Decontamination Plan ○ Fatigue Management Plan ○ Whale / Wildlife Hazing Plan ❒ Prepare Daily Incident Status Summary (ICS 209) ○ Include information from Field Operations. **At Incident Briefing** ❒ Facilitate Incident Briefing:

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Responsible	Tasks
	○ Safety message ○ Current and forecast weather / tides etc. **At Objectives Meeting** ❒ Facilitate Objectives Meeting ❒ Develop or review/update: ○ Key decisions ○ Response priorities, limitations, and constraints ○ Incident objectives ○ Key procedures ○ Managing sensitive info. ○ Information flow ○ Resource ordering ○ Financial procedures **At Tactics Meeting** ❒ Facilitate Tactics Meeting: ❒ Review: ○ Incident situation ○ Incident objectives ○ Critical safety issues ❒ Validate connectivity between tactics and objectives. **At Planning Meeting** ❒ Facilitate Planning Meeting ❒ Review: ○ Proposed plan to ensure priorities and operational objectives are met. ○ Safety issues associated with proposed strategies / tactics. ○ Source of resources for next operational period. ❒ Update Plan: ICS 201 and/or ICS 202, ICS 203, ICS 204. ❒ Update SSHP. ❒ Distribute Plan (either ICS 201 or ICS 202, 203, 204) for next operational period at shift briefing. **At Operations Briefing** ❒ Run Operations Briefing: ❒ Review: ○ Objectives ○ Situation update ○ Brief on plan for upcoming operations ❒ Safety issues.
Logistics	**At Objectives Meeting** ❒ Determine/review logistical constraints. **At Tactics Meeting**

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Responsible	Tasks
	❒ Review logistics issues. **At Planning Meeting** ❒ Review logistics issues. ❒ Secure resources, develop/update ordering process, and update ICS 222. **At Operations Briefing** ❒ Review logistics issues.
Finance	❒ Confirm ICS 222 information is reflected on Daily Template. ❒ Add price information to Daily Template, calculate burn rate and invoice responsible party. **At Incident Briefing** ❒ Review outstanding financial issues. ❒ Update Daily Template as required. ❒ Review contracts in use. **At Operations Briefing** ❒ Review outstanding financial issues. ❒ Provide financial report (burn rate).
All Response Personnel	❒ Adhere to Site Safety & Health Plan. ❒ Wear proper PPE.
Legal Officer	❒ Monitor developments for potential legal actions/review.
President / CEO	❒ Monitor response activities.

Deliverables

- ICS 201 / IAP for next operational period.
- Operational Planning Worksheet ICS 215 if required.
- Updated SSHP.
- Numerous plans as directed by the IC/UC.
- Daily Incident Status Summary (ICS 209)
- With input from Field Operations.

Daily Deliverables from the Field

- SSHP / safety briefing sheet with signatures.
- Start / stop times for personnel and equipment in the field (may be through Daily Template).
- Daily Logs (ICS 214 or equivalent) - these can be collected at the end of the incident.
- Information on effectiveness of tactics, changes in implementation of plan, sensitive area, or wildlife issues; include in ICS 209.

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- Incident / stop work forms as appropriate.

2.7 Response Levels

Table 2.7-1 can assist in ascertaining the complexity/severity of the incident to determine the scale of the resources required to manage the response and contain, recover, and clean up the oil spill.

Table 2.7-1: Response Level Matrix

Incident Complexity Factor	Value	Score
Category 1: Product Spilled		
Diesel	1	
Persistent, other than crude oil	2	
Crude oil	3	
Category 2: Quantity Spilled		
<=1000 barrels	1	
>1000 barrels	2	
Category 3: Location (Sensitivity)		
Threatens shoreline within 24 hours	1	
Threatens sensitive areas within 24 hours (areas with GRS, unique natural resources, cultural resources, threatened or endangered species habitat)	2	
Category 4: Location (Resources)		
75%-100% of anticipated cleanup areas are accessible by road from staging area/ CP	1	
25%-75% of anticipated cleanup areas are accessible by road from staging area/ CP	2	
<25% of anticipated cleanup areas are accessible by road from staging area/ CP	3	
Category 5: Staffing (Numbers)		
ACN to provide less than 10 personnel/ no more than 2 task forces	1	
ACN to provide 10 to 30 personnel/ no more than 3 divisions or groups	2	
ACN to provide more than 30 personnel/ more than 3 divisions or groups	3	

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Incident Complexity Factor	Value	Score
Category 6: Staffing (Duration)		
Response anticipated to last 7 days or less	1	
Response anticipated to last 7 to 21 days	2	
Response anticipated to last > 21 days	3	
Category 7: Other		
Contracts for non-ACN resources required during response	2	
Weather forecast or season indicating worsening conditions	1	
Hub inventory dedicated to incident and must be replenished	2	
Performance of operational resources/ management affected by fatigue	1	
Communications with field personnel limited	1	
ACN already involved in a Type III incident	1	
ACN already involved in a Type II incident	3	
Total		

TOTAL SCORE	INCIDENT COMPLEXITY – Response Level Classification
5-11	**Type III –** Least complex incident. Can be managed by ACN personnel with logistical support from the ACN Coordination Center. Duration usually less than 7 days. The Incident Action Plan is usually an ICS 201, or expanded as appropriate to organize and document the response.
12-18	**Type II –** Moderately complex incident. Unified Command will be formed, time and scale of response increased. Duration usually 8 to 21 days.
19-25	**Type I –** Major incident. Requires significant response, with large organization supplemented by contracted responders. Duration more than 21 days.

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ACN classifies incidents into three tiers. Table 2.7-2 details the scale of activities for various response characteristics.

Table 2.7-2: ACN Response Level Characteristics

Incident Complexity			
Response Characteristics	Type III Incident Complexity Score: 5-11 LOW Spill Consequences	Type II Incident Complexity Score: 12-18 MODERATE Spill Consequences	Type I Incident Complexity Score: 19-25 SEVERE Spill Consequences High Political & Public Interest
Operations	• Supervised at task force level • Spill area easily accessed • Weather conditions not extreme	• Supervised at Division/Group level • Part of spill area not easily accessed • Several operational resources required	• Supervised above Division / Group level • Spill area not easily accessed • Many operational resources required
Coordination	• Minimal difficulty coordinating activities • ACN can accomplish incident support	• Moderate skill level required • Continuous communication required	• Requires highly skilled Incident Management Team • Required continuous communication and coordination
Organization	• All responders familiar with relevant local factors • Several qualified personnel available • No special skills/supervision required	• Some responders not familiar with local factors • Limited number of qualified personnel available • Special skills/supervision required for one function	• Requires numerous, varied resources and/or large team of specialized positions • Need 2+ primary responders from outside ACN • Certain skills/qualified personnel required from outside ACN

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Incident Complexity			
			• Special skills/supervision required for more than one function
Logistics	• No special issues • Supervisors can handle own support needs • Supplies and personnel readily available and easy to obtain	• Small logistical support operation • May require extra effort to secure, transport, and store some supplies • May need to contract specialized outside resources for some skills	• Large logistical support operation • Requires extra effort to secure, transport, and store several supplies • Obtaining personnel requires additional contacts & careful scheduling • Responders need additional support
Duration	• Constraints do not increase difficulty of completing incident • 7 days or less with no personnel change-out/rotations	• Constraints moderately increase difficulty of completing incident • Time & scale of organization required may increase • 8-21 days with no personnel rotation	• Constraints increase difficulty of completing incident • Length of time & size of organization will increase • > 21 days with personnel rotation
Safety	• Safety concerns can be easily mitigated through standard operating procedures • Special mitigation to protect responders is not necessary	• Some extra caution required • Special emphasis needed for some standard operating procedures • Safety briefing will be conducted	• Extra caution required • Careful attention to all standard operating procedures • Safety Officer on IMT • Safety briefing needed for shift changes

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Incident Complexity			
		• Limited mitigation to protect responders	• Special mitigation required to protect responders
Interagency Coordination	• No interagency issues • No special agreements • Resources readily available with few or minimal restrictions	• 1-2 interagency special agreements • May need attention to interagency communications & standards for operations • Resources generally available but with some restrictions	• Several special agreements required • Need special attention to communications & standards for operations • Resources limited and may be restricted
Protection of Critical Resources	• No special skills required • Resource values easy to protect	• Moderate skill level required • Need good team coordination, particularly at critical areas	• High skill level required • Need special or additional equipment

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2.8 Resource Management System

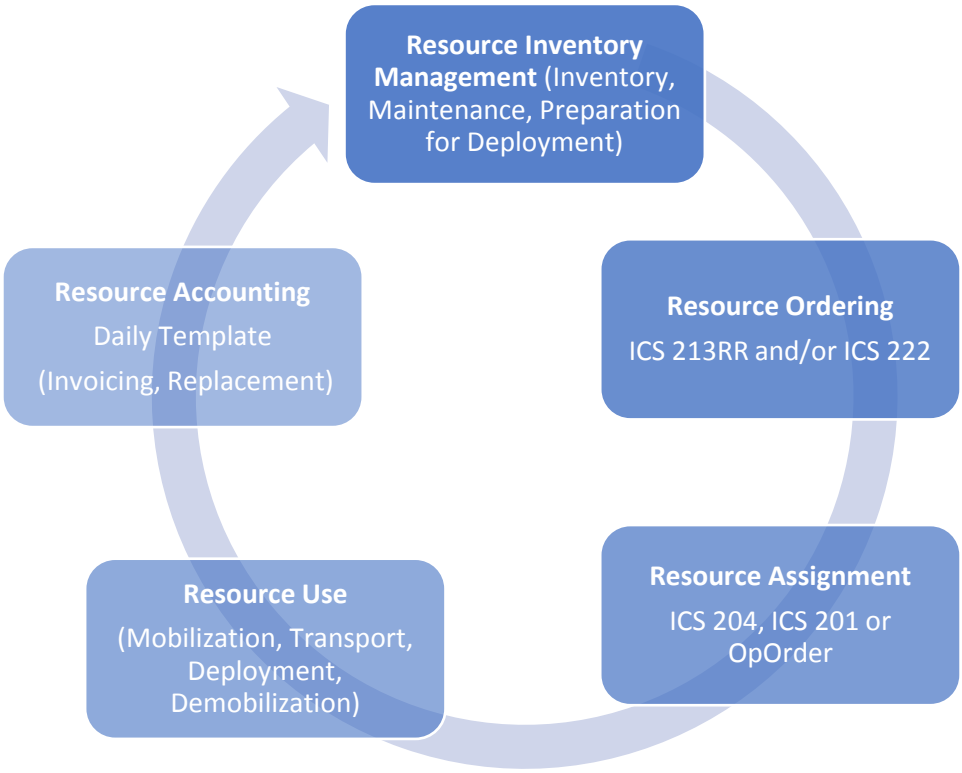
The effective utilization of response resources during an incident is a central responsibility of ACN. The ACN Resource Management System uses a multiple phase approach to ensure that response resources are readily available, are promptly mobilized, tracked, and accounted, cleaned, repaired and returned to available status in a predictable and organized manner.

Response resources include:

- **Equipment** such as skimmers, boom, storage devices, vessels, trucks, and related support equipment.
- **Personnel**, both ACN employees and subcontracted personnel, to provide a variety of response operations, logistical and technical specialties such as wildlife, safety, etc.
- **Services** include vendors that move response resources and support personnel (hotels, air, meals, space rental, etc.).
- **Supplies** are typically items that are consumed during a response such as disposal boom, sorbents, safety gear, etc.

The Resource Management System manages all these types of resources and is depicted as a continuous cycle in **Error! Reference source not found.**Figure 2.8-1.

Figure 2.8-1: ACN Resource Management System



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The exact process for response resource ordering, assignment, demobilization, and accounting during an incident response will depend on the complexity of the incident and the resource needs. These steps can be done by a few people or by an organized IMT. The following sections will detail each component of the ACN Resource Management System.

Resource Inventory Management

All ACN equipment is entered in a comprehensive computerized maintenance management system (CMMS) and enterprise asset management (EAM) software application. Response resource inventories are maintained to accurately reflect equipment type, quantity, location, availability for service and service life. An equipment inspection and preventative maintenance program is in place to ensure that equipment is always in a state of readiness. The system is managed by the ACN Operations department. Other ACN departments can access and generate reports from the system. In a response, equipment reports are used by the IMT for planning and tracking resources.

Inventory reports of the equipment at each hub are available on the ACN website.

External resources available in each hub are document in hub data sheets. Included on the sheets are:

- Area maps
- Contacts for emergency services, government departments, medical services
- Subscriber companies in area
- Port/dock and airport contacts and information
- Aircraft and vessel provider contacts
- Spill response equipment available in subscriber and other companies
- Personnel sources for labor
- General equipment and services companies in area.

ACN also maintains a database of contracts, agreements, and memorandums of understanding with companies that can provide resources in the event of an incident.

The documentation of internal and external resources using the resource inventory management system outlined above is essential to prompt mobilization and deployment in the event of an incident.

Resource Ordering

ACN recognizes the need for prompt activation of resources and the transition to the organized management of resources once activated. The process for ordering resources will change during the response and will occur in two phases:

- Initial Response (Reactive Phase)
- Extended Response (Managed Phase)

The process will also depend on the incident complexity as determined in Section 2.7. The process is explained by the flowchart in Figure 2.8-2.

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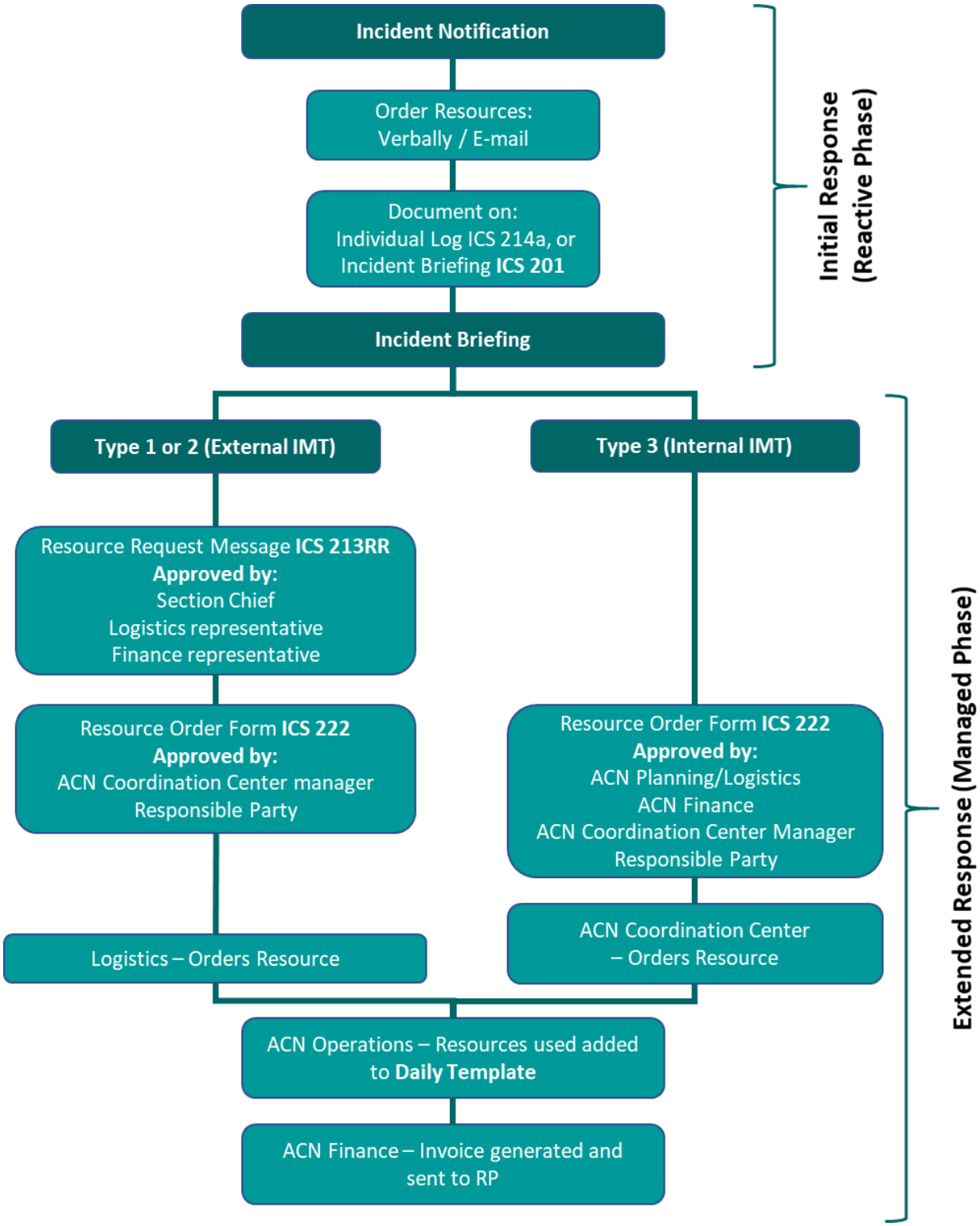
Figure 2.8-2: ACN Resource Ordering Process



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Specific responsibilities and approval authorities for sections of the Resource Request Message ICS 213RR and Resource Order Form ICS 222 are explained in Table 2.8-1 and Table 2.8-2.

Table 2.8-1: Resource Ordering Process Details for Tier 1 and 2 Responses

Form	IMT Section	Activity and Approval Authorities
Resource Request Message (ICS 213RR)	Operations (usually)	Enter resources required Approved by Section Chief
	Logistics	Internal ACN Resources • Confirm resource availability External Resources • Identify and verify supplier Approved by Logistics representative
	Finance	External Resources • Verify contract with supplier Approved by Finance representative
Resource Order Form (ICS 222)	Planning (Resource Unit)	Check Resource Availability Complete Form
Final Resource Order Approved by: • ACN Coordination Center Manager • Responsible Party		

Table 2.8-2: Resource Ordering Process Details for Tier 3 Responses

Form	IMT Section	Activity and Approval Authorities
Resource Order Form (ICS 222)	Operations (usually)	Enter resources required
	Planning / Logistics	Internal ACN Resources • Confirm resource availability External Resources • Identify and verify supplier Approved by ACN Planning / Logistics representative
	Finance	External Resources • Verify contract with supplier

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Form	IMT Section	Activity and Approval Authorities
		Approved by ACN Finance representative
Final Resource Order Approved by: • ACN Coordination Center Manager • Responsible Party		

Resource Assignment

The person, group, or section ordering the resource acknowledges receipt, confirms suitability of the resource, then manages the resource while being staged, deployed and in a billable status. The resource assignment is documented on the Assignment List ICS 204. On small incidents, the less formal Op Order or documentation on the ICS 201 may be used.

Resource Use

A resource is in use from mobilization, transport to the staging area or incident site, deployment, and demobilization. This stage may include redeployment over the time the resource is used.

Demobilization is the process where resources are removed from active use on an incident, inspected, cleaned, repaired as necessary, and returned to its point of origination for future use.

Resource Accounting

Resource accounting is the process of acknowledging when a resource is ordered for an incident, tracking its billing status and accumulated cost during the incident, then invoicing for the resource use to the responsible party and closing out the final payment.

ACN uses a 'Daily Template' to track each resource that is used each day. Each type of resource is tracked separately – equipment, personnel, third party equipment and consumables, third party personnel, and transportation/lodging/meals. The Daily Template is used to determine an accurate daily 'burn rate' and to prepare invoices on a daily or weekly basis as appropriate for the incident. Total incident costs are tracked.

At the end of each day, field operations should work with the Coordination Center to complete the Daily Template for approval by the on-scene coordinator or representative of the Responsible Party.

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3. INCIDENT SAFETY

3.1 Safety Guidelines

ACN is committed to preventing harm to employees, contractors, associates, and the public who may be involved in ACN operations. ACN is further committed to ensuring that prudent health and safety procedures and practices are employed and administered in its daily operations, and appropriate actions are taken to mitigate loss of physical and financial resources. Accordingly, it is ACN's general policy to:

- Ensure safe and healthy working conditions for all employees in accordance with state, federal and local statutes, codes, and regulations.
- Place health and safety considerations over financial goals.
- Promote ongoing safe practice and procedures training for employees.
- Implement monitoring programs to measure health and safety objectives in the workplace.
- Fully investigate all incidents and near misses to determine root causes and implement appropriate policies to prevent recurrence.

ACN may develop additional safety policies to supplement the procedures in this manual. Refer to the ACN HSE Manual for more details and guidance on ACN's safety and health protocols.

3.2 General Safety Practices

Safety is paramount and is the primary goal of EVERY response.

- Working on or near the water – ACN response personnel and contractors working on or within 10 feet of water will wear Type II, III, or V Personal Flotation Devices (PFDs).
- Eye protection – ACN personnel and contractors will wear safety glasses while working on a response or in the warehouse.
- Head protection – ACN response personnel and contractors will wear hard hats if overhead operations (i.e., crane work or work on an upper deck) are being conducted.
- Hearing protection – proper hearing protection shall be used when operating around loud equipment and machinery.
- Foot protection – steel-toed boots (or equivalent) are required for response and warehouse work as appropriate.
- Hours of service – when scheduling ACN employees and contractors for a spill response, the preferred shift length is 12 hours, and the preferred shift duration is 2 weeks.
- Buddy system – when ACN employees and contractors are deployed to a spill, the buddy system will be observed. Personnel will not be deployed solo.

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- High traffic areas – when working on railroad or road rights-of-way (or other areas with high equipment traffic), employees will wear reflective vests to maximize their visibility.
- Communications – when working in remote areas, ACN employees and contractors will establish and adhere to a regular check-in schedule with either the Incident Command Post or the ACN Coordination Center Manager.

3.3 Safety Data Sheets (SDS)

A Safety Data Sheet (SDS) outlines proper procedures for working with hazardous chemicals. ACN maintains an SDS file at the Anchorage office for all hazardous chemicals in its inventory. Physical Agent Data Sheets (PADS) are also kept on file at the Anchorage office.

During a spill response, the RP will provide ACN with an SDS for the spilled product. The SDS will be consulted during the site assessment process to determine potential hazards and establish safety procedures.

3.4 Incident Safety Officer

The ACN Field Safety Representative discussed in this manual is NOT the Incident Safety Officer. The Incident Safety Officer is a member of the Command Staff reporting directly to the UC.

The RP must assign an Incident Safety Officer to oversee the safety of all response personnel and operations. Under state and federal regulations, the contingency plan must identify the Incident Safety Officer for each facility or vessel.

The RP may request ACN to staff the Incident Safety Officer position. In such cases, the Incident Safety Officer will follow the stricter of the safety procedures contained in the Responsible Party ‘s contingency plan, ACN HSE Manual, or the Incident Safety Plan.

3.5 Site Safety Assessment

Prior to entry into a spill area, a hazard assessment must be completed so response activities may be conducted with minimal risk to responders. This initial assessment may be conducted by a qualified RP representative or by ACN personnel (supervisor or field safety representative).

ACN’s Site Assessment (SA) form (found in Appendix F) allows ACN responders to evaluate site hazards and develop measures to ensure the safety of response personnel. It is used for all site entries. Once on-scene, the ACN supervisor should determine if a Site Safety and Health Plan (SSHP) has already been developed by the RP. If a SSHP or similar document has been developed, the ACN SA should be used to evaluate its adequacy. An acceptable SSHP may be used as a briefing tool for response personnel. If a SSHP is deemed inadequate, or no prior assessment was conducted, the ACN Site Assessment will be used. Note that the Site Assessment form is intended to characterize hazards for smaller spills or for the initial phases of larger spills. It should be supplemented or updated from time to time by a completed SSHP when necessary.

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The Site Assessment form or a Site Safety and Health Plan (found in Appendix F) will be used to brief all personnel involved in the entry on the work plan, potential site hazards, and methods used to reduce or eliminate the risk of exposure to those hazards. New hazards or tasks should be promptly addressed as they occur, and site workers briefed on their presence. Refer to the ACN HSE Manual for additional details.

Initial site entry is conducted to gain more information about the scope of the spill and to determine response tactics, resource needs, and appropriate PPE. If the spilled product is gasoline, JP-4, or Alaska North Slope crude oil, or when the ACN on-scene supervisor deems it necessary, the initial site entry will also involve air monitoring. The ACN site supervisor will select appropriate PPE for the initial entry and complete the work procedures section of the Site Assessment prior to entry. See Figure 3.5-1 regarding the flowchart for site entry assessment.

If atmospheric hazards are suspected, the initial entry will focus on air monitoring. If no atmospheric hazards are suspected, the initial entry may focus on containing and controlling the spill and cataloging physical hazards with subsequent entries to confirm the exposure levels.

During the initial site entry, ACN priorities will be:

- Identify existing and potential safety hazards
- Assess spill contain and collection potential
- Contain and control spilled material

Figure 3.5-1: Site Entry Flowchart

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3.6 Air Monitoring

Initial air monitoring will focus on (in hazard order):

- IDLH conditions (explosive environment/ H2S/ oxygen)
- Carcinogenic compounds (benzene)
- Diesel vapors, petroleum hydrocarbons, and related compounds

Refer to the *ACN HSE Manual* for exposure criteria for various airborne contaminants and air monitoring equipment. All personnel who perform air monitoring will be trained to use monitoring equipment.

If conditions at the response site change significantly (i.e. higher temperatures, additional spilled product, change in wind speed or direction), additional monitoring may be conducted.

3.7 Other Potential Hazards

In addition to chemical exposure, the Site Assessment (or SSHP) will address all other anticipated hazards, including but not limited to:

- Environmental hazards (heat and cold stress, drowning)
- Kinetic hazards (vehicles, power tools, sharp objects, falling objects)
- Slip, trip, and fall hazards
- Fall hazards- different heights
- Fire and explosion hazards
- Acoustic hazards (noise)
- Biological hazards (wildlife, insects, viruses, bacteria)
- Electrical hazards
- Thermal hazards
- Radiation hazards (UV, radio)
- Ergonomic hazards (repetitive motion, lifting)

Once hazards have been identified during the site characterization, they will be mitigated through engineering controls, administrative controls, or use of personal protective equipment (PPE) as appropriate.

3.8 Personal Protective Equipment (PPE)

The safety officer or on-scene supervisor will determine PPE requirements for response personnel. The level of PPE required is dependent on the type and concentration of the released material, the work being performed, and the area where the work is being conducted. *The ACN HSE Manual*, ACN Site Assessment, and the ACN Site Safety Plan contain guidelines for proper selection of PPE.

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ACN personnel may wear Level C, Modified Level C, or Level D protection during a spill response. Should Level A or B protection be required, ACN will halt spill response efforts and withdraw from the spill site until it has been stabilized and characterized by emergency response personnel[2].

Additional information on the different types and use of PPE can be found in the *ACN HSE Manual* and *STAR Manual*.

3.9 Site Safety and Health Plan

For larger spills or for spill responses of a longer duration, a Site Safety and Health Plan (SSHP) will be completed. Like the ACN Site Assessment, the SSHP is a living document; as the work changes or new hazards are identified, they are addressed in the site safety plan and response personnel are briefed on the additions. A template for the SSHP (ICS-215A or ICS-208 form) can be found on the ACN SharePoint site (found in Appendix F).

The RP is responsible for ensuring an adequate SSHP is completed for response operations. ACN is not responsible for completing the SSHP but may assist in its development if directed.

3.10 Emergency & Medical Procedures

Emergency procedures for site entry will be addressed in the ACN Site Assessment or the ACN Site Safety and Health Plan, to include nearest medical facilities and medical transport procedures. Information concerning medical issues should be summarized on an ICS 206 form (found in Appendix F).

[2] ACN does not work in Level A or B PPE but can refer qualified contract personnel to work in that environment.

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4. COMMUNICATIONS

4.1 Communications

This section reviews the equipment and procedures necessary to establish an Incident Communications Plan. The RP contingency plans describe actual communications capabilities specific to the covered operations. If an RP is unable to establish adequate communications, ACN may assist with this response function.

4.2 Incident Communications Planning

Regardless of the size of a spill, the need to communicate quickly and clearly is critical. For an efficient spill response, the telecommunications network between the command post and field operations must be appropriate and dependable.

For minor spills, direct point-to-point communications are needed and can be provided by two or more VHF portable radios or cellular phones. In the event of a major spill, where there will be an extended response covering a wide area, it is necessary to establish a command post as close to the spill site as possible to coordinate all communications in a substantially expanded communications network. A command post communications center would include telephone (fixed and cellular) radiotelephone (VHF, UHF, Marine VHF, Ground to Air), modems, facsimile machines, and satellite communications. In rural or remote areas, a field command may be established and rely on radio telephones (VHF, UHF, Marine VHF, Ground to Air), satellite communication, and cellular telephones (dependent on coverage).

Once a command post and the Incident Command System are established, a communications plan would be developed to confirm or assign specific radio frequencies to command and control, field operations, logistics, marine and air operations. In addition, a communications schedule would be prepared to specify when reports are to be transmitted and when field crews are to report.

Communication requirements are determined by many factors, the most important of which are the location and nature of the spill response activities and the number of staff in the field.

ACN may conduct and support response operations at locations throughout the State of Alaska. Because some remote sites will have limited communication infrastructure, ACN can provide necessary communication equipment and planning. (See Appendix E for Incident Communications Plan form – ICS 205).

4.3 Tactical Communications

Tactical communications link various resources operating in the field with other responders or supervisors. Tactical communications typically extend to the task force leader, although in small responses they may extend up to the Division or Group level.

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If personnel are out of voice range, ACN can provide VHF marine band radios for communications up to 5 miles, line of sight. Radios are preferred to telephones as they allow all response personnel to keep abreast of local operations.

Radio frequencies employed on the response will be documented on an ICS 205 form (Appendix E). The following frequencies in Table 4.3-1 are generally employed by ACN at the tactical level.

Table 4.3-1: Tactical VHF Frequencies

Truck Radio	JT 1000	VHF Marine Channel
11	11	68
12		69
		71
		72
		78

Channel 16 will be monitored during response operations and channels 13, 15, 17, 21, 23, 81, 82, and 83 will generally be avoided unless specific permission has been granted by the US Coast Guard.

4.4 Operational Communications

Operational communications link on-site supervisors with Division or Group level supervisors or general staff. Radios may be used for this purpose if the distances are short or ACN provides a repeater to boost the signal. VHF marine channel 85 would be used as the command channel in this situation. Other forms of communication (cell phone, satellite phone, IN Reach, landline, text, or email) may be used if VHF marine band range is exceeded. Contact numbers for personnel using the operational communications net will be documented on an ICS 205a form (Appendix E).

Operational communications can also be used to link staging area managers with operational personnel or general staff.

4.5 Command Communications

Command communications link the command post with response supervisors. This is easily done when command posts are set up in hotels or conference centers in cities. In more remote locations ACN can assist an RP with command communications using its push packs and satellite phones.

4.6 Field Operations

A dedicated Operations net is essential to coordinate communications between Task Force personnel working in the field. This net will usually be comprised of mobile and portable handheld radios but may include a repeater to extend local area coverage.

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4.7 Logistics

A dedicated Logistics net is essential to communicate logistical requests and facilitate the delivery/pickup of supplies. Typically, logistical requests will be sent to the Incident Command Post via satellite or cell phone and the dedicated frequencies will be used for local area coordination (load out, expediters, staging areas, etc.). Logistics may, at times, share the Command-and-Control net if they are outside the line of site communications range. This net will usually be comprised of mobile radios, satellite/cell phones, and portable handheld radios, but may include the use of the Command-and-Control repeater to extend the coverage area.

4.8 Marine Operations

A dedicated Marine net is essential to communicate between vessels that may be involved with the response effort, and the Command, Operations, and Logistical sections. All contracted vessels will come equipped with a marine VHF radio. This net will usually be comprised of mobile and portable handheld radios but may include the use of the Command-and-Control repeater to extend the coverage area.

4.9 Ground-to-Air Communications

ACN does not have communications equipment dedicated to ground-to-air communications. Some aircraft are equipped with VHF marine band radios and these may be employed at the tactical or operations level.

4.10 Communications Equipment Inventory

ACN maintains an inventory of communications equipment that may be used for incident communications. An inventory of ACN's communications resources is maintained in the ACN equipment database. A list of ACN's communications equipment can be found online at https://alaskaosro.org/capabilities/equipment

All communications equipment operated by ACN will be stored in a ready status and maintained according to manufacturer specifications.

4.11 Communications ICS Forms

Several ICS Forms may be used for communications planning during an incident. All forms may be found on the ACN SharePoint site – see Appendix E.

- ICS 204 – Division Assignment List (for small incidents)
- ICS 205 – Incident Radio Communications Plan
- ICS 205a – Communications List

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4.12 Data Communications

A critical component of communication during a response is data transmission. Photographs, maps, forms, etc. are an important part of tell the story of an incident to both the staff involved and outside parties.

Management Staff

During a response, most management staff will not be located on scene and will be able to transmit data through normal means, i.e, cellular, e-mail, fax, etc. ACN can work with the telecommunications providers to adjust the level of data and comms to fit the incidents severity.

Field staff

Whenever possible, field staff should use cellular service and email to relay data from the field to the management staff. In locations where cellular service is not available, SAT phone or other options can be used, for example, ACN's BGAN unit (Broadband Global Area Network), which transmits data via INMARSAT and can be used with cell phones or laptops.

Remote Communications

The more remote an incident location, the more difficult it will be to maintain communications, especially data transfer. Difficult communication situations will be addressed on a case-by-case situation.

5. Mobilization of Response Resources

5.1 Mobilization and Deployment Strategies

Initial response is the responsibility of the RP. This section describes how ACN-owned and contracted equipment can be mobilized, transported, and delivered to a specific location for oil spill response operations.

5.2 Mobilization of ACN-Owned and Contracted Resources

Mobilization is defined as those actions required for transporting resources from storage locations to the spill site and preparing them for deployment. Mobilization may include air, ground, and/or vessel transport to deliver equipment and personnel to designated locations. ACN will coordinate transportation services for ACN-controlled resources as directed by the RP. If directed, ACN can also assist in the mobilization of RP-acquired resources. All ACN response equipment is maintained in a state of readiness and is available for immediate use.

5.3 Equipment Mobilization

Equipment inventories and specifications are maintained in an online database software. The current inventory can be found on the ACN website at:
https://alaskaosro.org/capabilities/equipment

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ACN maintains spill response equipment in strategically located hubs throughout the state of Alaska. Visit the ACN website for response hub locations and equipment inventory at: https://alaskaosro.org/response-hubs-2

After notification and request for services from an RP, ACN may:

- Deploy equipment from the closest hub
- Mobilize ACN equipment and personnel from other hubs (including Anchorage)
- Request additional resources from contractors and subscribers, as established by contract or agreement.

ACN packages its equipment to facilitate rapid mobilization and ease loading onto cargo aircraft for transport to spill sites. Transport times from a hub to a specific spill site will vary depending upon the spill location. Section 6.5 discusses the equipment transport process in detail and provides information on flight times and aircraft capabilities at hub airports.

5.4 Staging Areas

Mobilized equipment will be transported to a staging area in the vicinity of the spill site. Staging areas will be selected based upon the following criteria:

- ease of access and security
- transportation services available
- communications services available
- heavy lift capabilities (forklifts or cranes)
- food, fuel, water, and lodging availability
- warehouse and/ or parking space
- boat launch and moorage.

Once a staging area has been selected, ACN can assist the RP in managing the area and tracking the resources that pass through it.

5.5 Personnel Mobilization

ACN and its response personnel are available on a 24-hour basis to supplement the RP's initial response. Upon activation, ACN personnel will mobilize to the Anchorage office within one hour. The initial mobilization will focus on coordination with the RP, assessment of available resources, and logistical requirements for the response.

ACN can then mobilize contracted response personnel, either in-region, statewide, or out-of-state. All response personnel will be equipped with appropriate Personnel Protective Equipment (PPE) prior to dispatch to their incident assignment.

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Although the contractor support base for HAZWOPER-qualified responders is centered at Anchorage, subscriber companies have immediate access to in-region responders. This regional capability would be supplemented, as needed, through mobilization of ACN response teams.

Details of HAZWOPER training programs and access to trained responders are provided in Section 6.12.

5.6 Adverse Weather Considerations

Adverse weather has the potential to impact all aspects of ACN personnel and equipment mobilization and deployment. Responsible Parties should be cognizant of the potential for adverse weather to slow response times and should plan accordingly. Table 5.6-1 summarizes the impacts of adverse weather on ACN response activities.

Table 5.6-1: Adverse Weather Considerations

Procedure	Time from Notification (hours)	Adverse Weather Considerations
Mobilization of ACN Anchorage personnel to office	1	Can slow mobilization by up to several hours
Mobilization of ACN Anchorage resources to transport (airport / port)	4	Can slow mobilization by up to several hours
Mobilization of resources from nearest ACN hub to Staging Area	4-12	Travel time increased during adverse weather, may increase required time from several hours to several days.
Mobilization of ACN resources from other ACN hubs (cascading) to Staging Area	12-24	Travel time increased during adverse weather, may increase required time from several hours to several days.
Air delivery of equipment	See Section 6.5	Adverse weather may prevent air delivery for a window of time varying from several hours to several days.
Contractor transport from destination airport to Staging Area	1-4	Transport time may increase during adverse weather to several hours.
Mobilization of out-of-state resources to Anchorage	12	Adverse weather may prevent air delivery for a window of time varying from several hours to several days.

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5.7 ACN Response Capabilities and Deployment

Table 5.7-1 summarizes ACN response capabilities using owned or contracted resources. Information about operating environments provides general guidelines. ACN response personnel will always consider on-scene conditions in determining whether it is safe and feasible to deploy equipment.

The spill response and deployment tactics and techniques listed below follow the standardized tactic descriptions and resource sets described in the *STAR Manual* and the *Alaska Clean Seas Technical Manual, Volume 1, Tactics Description* (See Appendix D).

Table 5.7-1: ACN Response Capabilities

Tactic	ACN Provides	Comments
Safety		
Personal protective equipment	YES	
Site assessment, control and layout	YES	
Personnel decontamination	YES	
Tracking		
Discharge tracking on land	YES	
Discharge tracking on-water	YES	
Mechanical		
Containment boom	YES	Includes harbor & fast water boom
Dikes, berms and dams	YES	
Pits, trenches, and slots	YES	
On-water recovery	YES	
On-land recovery	YES	Includes snow melting
Diversion boom	YES	
Marine recovery	YES	
Shoreside recovery	YES	
Exclusion & deflection boom	YES	
Beach berms and exclusion dams	YES	
Cold-water deluge	YES	
Marine-based storage and transfer	YES	
Land-based storage and transfer	YES	
Non-Mechanical		
Dispersants	YES	Through an agreement with OSRL
In-situ burning on land	YES	

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Tactic	ACN Provides	Comments
In-situ burning on water	YES	Through an agreement with T&T Marine Salvage
Logistics		
Staging area management	YES	
Vessel & equipment decontamination	YES	
Waste management	YES	
Other Response Services		
Wildlife hazing	YES	
Wildlife capture and rehabilitation	YES	Through contracts with International Bird Rescue and Alaska SeaLife Center
IMT staffing	YES	ACN can supplement an IMT
Demobilization	YES	
Exploration drilling support	YES	

5.8 Response Strategies

Under State of Alaska oil spill contingency plan regulations, contingency planholders are required to develop operationally specific oil spill response scenarios that demonstrate how the plan holder will meet the response planning standard(s) under a range of conditions.

Since ACN is not a state contingency planholder, and the range of potential scenarios is considerable, this Manual does not include a spill response scenario.

ACN will work with companies to develop and verify scenarios regarding the process and timeline for mobilization and deployment of ACN resources to meet the response planning standards.

Appendix C contains a regulatory cross-reference table that explains how ACN may assist member companies in developing scenarios for their contingency plans to meet the applicable requirements at 18 AAC 75.425(e)(1)(F).

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The *Spill Tactics for Alaska Responders (STAR) Manual* and *Alaska Clean Seas Technical Manual, Volume 1, Tactics Description* (Appendix D) contain information on developing spill response strategies and deploying equipment systems to accomplish response objectives. In developing deployment strategies for oil spill contingency plans, ACN subscriber companies and responsible parties should consult the STAR Manual to identify the tactics and resource sets needed to accomplish them; consult ACN and other OSRO or company equipment inventories to determine equipment sources; and use the information in this manual to determine the approximate mobilization timeframe for ACN resources.

As summarized in Table 5.7-1, ACN has the capability to provide or support a range of response activities. This manual only covers situations where ACN maintains specific policies or procedures that are more restrictive than those covered in the STAR Manual. Additionally, this manual does not cover equipment operational procedures; that information is contained in equipment operation guides.

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6. ADDITIONAL INFORMATION

6.1 Receiving Environment

The Responsible Party (RP) contingency plan should contain specific information about the receiving environments that may be impacted by a discharge and should also identify nearby sensitive areas.

The receiving environment in which ACN may operate depends on the RP, their operations, and the conditions and details at the time of a spill. ACN has the capability to respond to oil spills both on land and on water, under a range of weather and environmental conditions (see Section 6.4 for response operating limits and Section 6.14 for sensitive area protection guidelines).

Sensitive environments which may be impacted by a discharge, potential containment sites and their geographic or geophysical features, and other possibilities are addressed by the planholder's contingency plans and in various Alaska Area Contingency Plans.

6.2 Incident Command System (ICS)

The purpose of ICS is to provide a fully coordinated response for effective, efficient control and focus of personnel, facilities, equipment, and communications during emergencies of all types. The ICS approach is supported by National Incident Management System (NIMS). It is recognized that while an RP may be responsible for the spill event, it must interface with a multitude of agencies and interested parties. The ICS is designed so that the responsible party, government agencies and other parties can work together toward a common goal. The advantage of using the ICS is that the basic structure remains the same for all incidents; it simply expands or contracts to match the size, type, and complexity of the required response.

Accordingly, ACN uses ICS in managing oil spill response. ACN will activate its own internal ICS and its personnel will integrate into the ICS structure used for the incident. ACN responders are trained in NIMS-ICS and can operate under the organization described in the *Alaska Incident Management System* (AIMS Guide).

The organization of ACN response personnel will be consistent regardless of which party leads the response. Notional organization charts for the ACN response organization are in Appendix A and position roles and responsibilities are in Appendix B.

If ACN personnel are assigned to ICS positions within the RP or government-led command structure, they will then follow the organization charts and checklists in the RP contingency plan, NIMS-ICS manual, or Incident Action Plan as directed by the RP or UC.

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6.3 ACN and RP Response Roles

As part of its spill response services, ACN provides the RP, as well as appropriate government agencies, with the expertise necessary to operationally respond to an oil spill. Oil spill response management services typical of an incident command structure generally are the responsibility of the RP (or Agency) in charge; however, some RPs may require or desire assistance with incident management services. ACN will not take over the management of a response but may support the RP's Incident Management Team (IMT) as requested. ACN's response personnel can assist with operational and technical issues and assist with planning and incident tracking while ACN managers can assume Command or General Staff positions if needed.

The RP oversees the overall response and appoints the Incident Commander (IC). The IC has overall responsibility for all aspects of the response in conjunction with the USCG or EPA, ADEC, and other participants in the Unified Command.

Standard management oversight of ACN by the RP typically entails:

- Safety
- Scope of Response
- Selection and utilization of appropriate response resources
- Effectiveness of Operations Performance vs. Budget
- Contract Variations and Business Controls

6.4 Realistic Maximum Response Operating Limitations

Responsible Parties are required to include in their Alaska oil spill contingency plans a description of the Realistic Maximum Response Operating Limitations (RMROL) conditions for their area of operations. They are also required to identify additional prevention measures to be taken during those times when a spill response is not safe or feasible.

Oil spill technologies and response systems all have operating limits that may have the following effects:

- Response effectiveness may be diminished because one or more components of the system cannot operate as intended; and/or
- Safety limitations may preclude the deployment of personnel and equipment.

The State of Alaska regulations for oil spill contingency plans identify seven conditions that can impact the RMROL. These are: wind; visibility; temperature; sea states; tides and currents; ice and debris; and hours of daylight. Table 6.4-1 and 6.4-2 summarize how each of these conditions can cause RMROL for an ACN response. These limits are general guidelines that are meant to facilitate oil spill contingency planning by ACN subscriber companies.

Safety is always the first consideration in a response, and there may be times when the ACN safety officer determines that certain response activities or strategies are not safe.

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Table 6.4-1: On-Water Response Limitations

Environmental Factor	Response Diminished	Response Curtailed
Wind	≥ 20 knots	Small craft advisory issued by NWS (sustained winds above 23 knots)
Visibility	0.5 nautical miles	0.25 nautical miles
Temperature	≤ - 20° F	Wind Chill ≤ - 20° F Vessel Icing Advisory issued by NWS
Sea States	Depends on Equipment Rating: • Calm water (0 to 3 feet) • Protected water (0 to 3 feet) • Open water (0 to 6 feet)	Small Craft Advisory issued by NWS (seas predicted to exceed 6 feet)
Tides and Currents	Currents ≤ 7 knots	Currents >7 knots
Ice and Debris	On-water ≥ 1/10 ice cover	Vessel Icing Advisory issued by NWS Solid Ice ≤ 18 inches On-water ≥ 3/10 ice cover
Hours of Daylight	Lighting required after civil twilight	Buddy system required after civil twilight

Table 6.4-2: On-land Response Limitations

Environmental Factor	Response Greatly Diminished or Impossible	Safety Limitations
Wind	≥ 35 knots	≥ 50 knots
Visibility	≤ 0.25 nautical miles	≤ 0.1 nautical miles
Temperature	- 20° F	Wind Chill ≤ - 50° F
Sea States	n/a	n/a
Tides and Currents	n/a	n/a
Ice and Debris		Solid Ice ≤ 18 inches
Hours of Daylight	Lighting required after civil twilight	

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6.5 Logistical Support

ACN provides resources to contain, control, and clean up petroleum spills. ACN's oil spill response strategy is focused on the delivery of pre- packaged spill response resources to remote areas of Alaska. Resources include equipment and personnel to provide spill containment, collection, temporary storage, decontamination and waste disposal, specialized wildlife response, remote communications, and staging support. ACN's response resources are available for deployment 24 hours per day.

The following subsections identify the types of aircraft, vessels, and other means that may be used to transport equipment and personnel during a response.

ACN hubs

ACN maintains spill response equipment in strategically located hubs throughout the State of Alaska, as shown in Figure 6.5-1. This allows ACN to access and move equipment faster to the various regions of Alaska.

Figure 6.5-1: ACN Response Hubs Map

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Hub logistics sheets

In addition to the ACN equipment stored at each hub, ACN has access to significant additional resources through contract arrangements, MOUs, and subscriber company stockpiles. Updated equipment lists for each hub are available at https://alaskaosro.org/response-hubs-2/. Additional information about local logistical capabilities and resources can be found in the various Area Contingency Plans (see Appendix D) and in local and borough emergency operations plans.

Transportation of equipment

ACN will coordinate the transportation of resources as directed by an RP. ACN logistics personnel, in conjunction with the RP's Logistics Section, will develop a transportation plan. Mobilization and transport of ACN's resources from storage locations to incident staging areas and the spill site will be completed using contractors and vendors providing transport services in three areas: air, marine, and ground.

ACN's resources in Anchorage may be mobilized statewide, primarily via air cargo transport. Other transport routes may include marine transport and limited road and rail access, where available.

ACN equipment is packaged for easy loading and transportation. Table 6.5-1 summarizes the amount of time required to mobilize equipment from ACN's Anchorage warehouse to each hub. Actual transport times are dependent on flight or other conditions at the time of transport.

Transportation of equipment between hub locations would likely require that the equipment be shipped through Anchorage. It is difficult to estimate transportation times from hub locations to Anchorage since these times will be dependent upon local aircraft availability and prevailing conditions. A conservative estimate of transportation time from one hub location to another would be to double the transportation time from Anchorage to the originating hub and then add it to the transportation time from Anchorage to the destination hub.

The most likely cascading scheme would involve first pulling equipment from Seward and Nikiski, which are both connected to Anchorage by the road system.

Table 6.5-1: Mobilization Times

Destination Hub (from Anchorage)	Mobilization time to Ted Stevens International Airport	Air Transport Time (C-130 from Ted Stevens)	Mobilization from local airport to hub staging area	Total mobilization time
Barrow	4 hr	2 hr 30 min	4 hr	10 hr 30 min
Nome	4 hr	1 hr 45 min	4 hr	9 hr 45 min
Bethel	4 hr	1 hr 30 min	4 hr	9 hr 30 min
Dillingham	4 hr	1 hr	4 hr	9 hr
Unalaska	4 hr	2 hr 45 min	4 hr	10 hr 45 min
Nikiski	n/a	n/a	n/a	4 hr
Seward	n/a	n/a	n/a	5 hr

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Destination Hub (from Anchorage)	Mobilization time to Ted Stevens International Airport	Air Transport Time (C-130 from Ted Stevens)	Mobilization from local airport to hub staging area	Total mobilization time
Kodiak	4 hr	1 hr	4 hr	9 hr
Valdez	4 hr	45 min	4 hr	8 hr 45 min
Cordova	4 hr	45 min	4 hr	8 hr 45 min

Ground transportation

Depending upon the spill location, ground transportation may be used to transport equipment directly from Anchorage or the nearby hub to the spill site. ACN Hub Logistics Sheets (located on the ACN SharePoint site) identify local contractors that may provide ground transportation of ACN equipment and personnel.

Air transportation

ACN uses both fixed wing and rotary aircraft to transport equipment and personnel. Air transport and delivery times from Anchorage to select destinations are listed in Table 6-3. Local aircraft vendors are listed in the ACN Hub Logistics Sheets (located on the ACN SharePoint site). Aircraft capabilities and limitations are summarized in Table 6.5-2. Figure 6-2 shows C-130 capable airports in Alaska.

Table 6.5-2: Aircraft Parameters

Type of Aircraft	Available in AK	Payload (lb)	Speed (kts)	Minimum runway (ft)	Range (miles)	Seating
Fixed Wing Aircraft						
Hercules C-130	Yes	45,000	290	3,700	3,000	
DC-6 “swing tail”	Yes	28,000	250	4,000	1,500	
DC-6 “side door”	Yes	28,000	250	4,000	1,500	
Boeing 727	Yes	47,800	500	5,000	2,750	
Casa 212-200	Yes	5,500	160	2,400	640	
Twin otter – series 200	Yes	3,000-3,500	140	1,800		15
Twin otter – series 300	Yes	2,000-2,500	140	1,800		18
Dash 8 – Series 100	Yes	11,000	250	3,000		37
Beechcraft 1900C	Yes	5,600	268	3,000		19

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Type of Aircraft	Available in AK	Payload (lb)	Speed (kts)	Minimum runway (ft)	Range (miles)	Seating
Shorts SC7 Skyvan	Yes	3,000	155	NA		
SD330 Sherpa	Yes	5,000	200			
EMB-120	Yes	7,000	320	4,000 paved		27
C-46	Yes	11,000	180			
Boeing 737-200	Yes	30,000	410		1,800	
Cessna 441 Conquest	Yes	2,000	280	3,000	500	7
Saab 340	Yes					30
G21A Goose	Yes	1,900	110	Land/water		9
Metroliner III	Yes	4,320	300			17
Piper T-1040	Yes	1,800	200			9
Navajo PA31-350	Yes	1,900	190			9
BN Islander	Yes	1,500				6
Rotary Wing Aircraft						
BO 105	Yes	850	110	NA	300	4
AW-139	Yes		150	NA	370	12
206LR	Yes	1,200	100	NA	317	6
AS 350B2	Yes	2,400		NA		5/6
212	Yes		107	NA	250	11
A-119	Yes		135	NA	235	7
412	Yes		120	NA	300	13

On-water transportation

Vessels may be used to transport equipment to and from ports, depending upon the location and type of spill. ACN is more likely to use marine transportation for response to an on-water spill, but in some cases marine transport routes could be used to supplement or replace ground or air transportation. Each Hub Logistics Sheet identifies vessel contractors available in the local area.

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ACN logistical database

Many of the logistical resources required to support ACN's response are available from contractors with established contracts or working arrangements with ACN. ACN maintains a database of contractors and staging areas that may be consulted by ACN or the RP during a response. Information from this database has also been captured in the ACN Hub Logistics Sheets, which are field-ready documents that are updated annually. Testing these logistical support relationships is part of the regular ACN exercise schedule.

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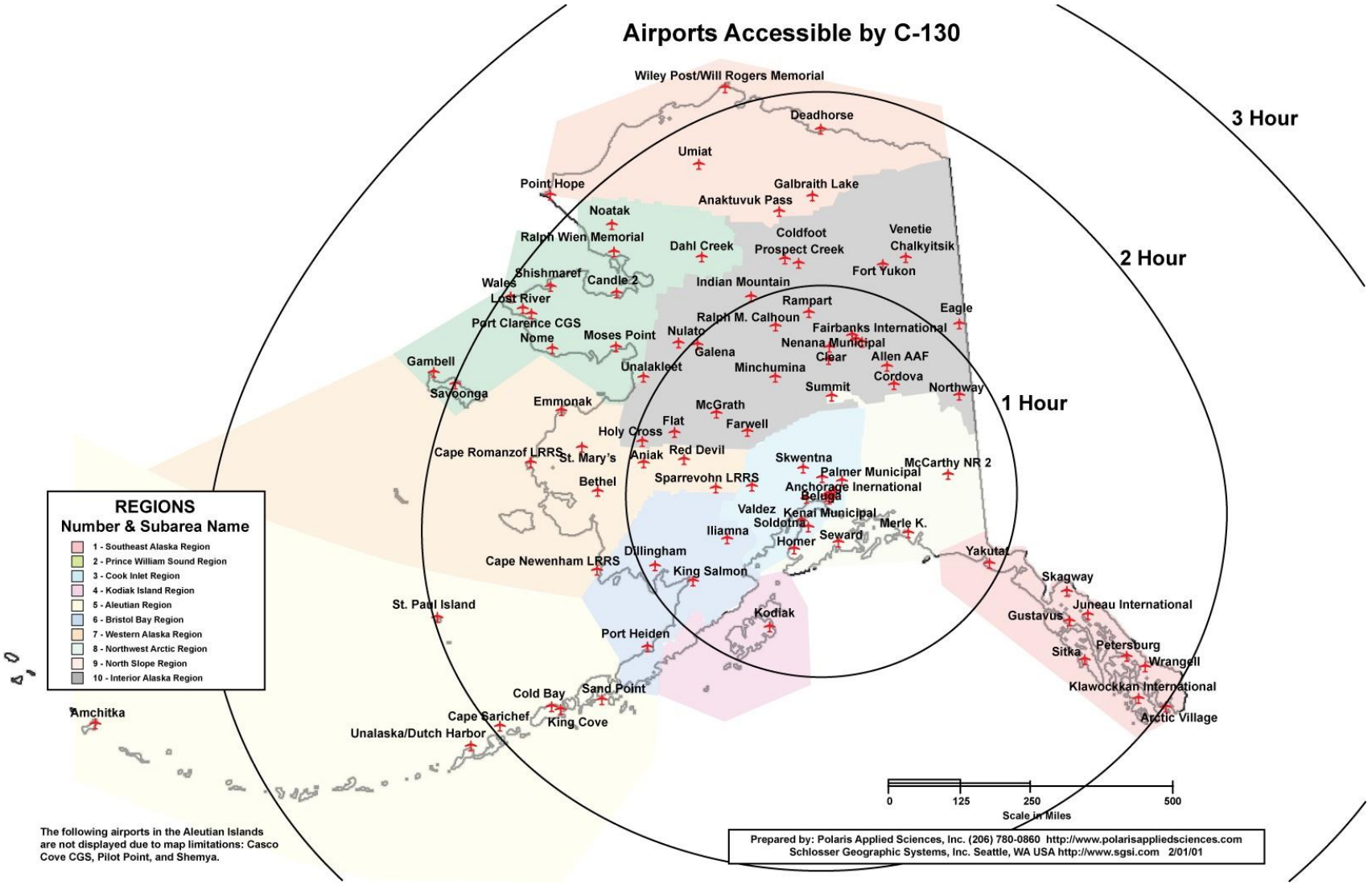
Figure 6-2: C-130 Capable Airports in Alaska



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6.6 Resources

ACN maintains spill response equipment and support gear for its oil spill response operations. Its equipment inventory is available at https://alaskaosro.org/capabilities/equipment/.

ACN also has access to trained response personnel in many of its hubs and through contract labor providers in Anchorage.

6.7 Inventory of ACN Owned Equipment

The Hub Logistics Sheets maintained by ACN summarize the types and quantities of equipment stored at each hub, as well as additional equipment and logistical support resources available through subscriber companies and private vendors.

6.8 Equipment Maintenance and Exercise

ACN uses a commercial off-the-shelf maintenance software to maintain an up-to-date inventory of ACN equipment and resources at each storage location. ACN can make updated copies available to subscriber company representatives and regulatory agencies on request. Updates are semi-annual and are posted on ACN's website.

The ACN Warehouse Maintenance Supervisor is responsible for all equipment readiness and coordinates with maintenance contractors. The Operations Manager provides monthly updates to the President / CEO.

ACN equipment is inspected and serviced by ACN personnel per manufacturer's guidelines. ACN equipment is subject to inspection as follows:

- The USCG and ADEC can conduct announced or unannounced regular inspections.
- Boats, skimmers, pumps, and other motorized equipment are started and inspected at least once per year by ACN.

6.9 Response Personnel

In addition to providing its own employees to work on a spill response, ACN can access additional trained response personnel through contract labor providers in Anchorage and several of the hubs.

ACN also maintains agreements with Alaska-based subscriber companies to provide in- region response personnel in most hubs. These personnel will work under the direction of a subscriber company representative to initiate a response using ACN hub equipment. These personnel will not respond to a non-subscriber incident until ACN personnel are on-scene to direct the response.

6.10 Oil Spill Surveillance & Tracking

ACN uses several methods to observe and track oil on water. ACN has agreements with several companies to provide aerial surveillance aircraft for our trained aerial oil spill observers.

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ACN has drone capabilities with certified drone operators for aerial observation and can also deploy satellite tracking buoys in the oil spill. Vessels can also be used for surveillance.

6.11 Non-mechanical Response

ACN does not possess in-house non-mechanical response capabilities such as chemical dispersants, shoreline cleaning agents, on water in-situ burning (ISB), and bioremediation, except for ISB of terrestrial vegetation under specific conditions. However, ACN has agreements with other national and international oil spill response organizations to provide non-mechanical responses should they be needed.

In-Situ Burning (ISB)

ACN can provide ISB on-land to vegetation if requested by the RP and permitted by the FOSC as outlined in Appendix IV (*ARRT In Situ Burning Guidelines for Alaska*) of the Alaska Regional Contingency Plan. The Alaska Regional Response Team (ARRT) comprised of federal, state, and local governmental agencies, acts as an advisory board to the FOSC.

At the time of the request to use ISB, an incident specific ISB Plan will be developed to address the equipment, staffing, and other support necessary to address ISB issues under the known conditions of the spill, and the logistics involved in these operations. The ISB Plan is usually developed by the Planning Section Chief, in close coordination with the Environmental Unit Leader, Operations Section Chief, and Logistics Section Chief.

- The SMART (Special Monitoring of Applied Response Technologies) protocols would be followed in the use of ISB to determine effectiveness under the prevailing conditions per the "*In Situ Burning Guidelines for Alaska*".
- Procedures and methods for conducting ISB are described in detail within the "*In Situ Burning Guidelines for Alaska*" and the "*Spill Tactics for Alaska Responders*" (aka the STAR Manual).

Should the tactic of using on-water ISB be deemed critical to the response, ACN would work with T&T Marine Salvage to provide for and conduct ISB operations. ACN has an agreement with T&T Marine Salvage to provide on-water ISB capabilities if needed. T&T Marine Salvage is one of the industry experts in using ISB for oil spill response. The ISB equipment is located in Galveston, Texas at T&T Marine Salvage's warehouse facility. The equipment would be mobilized within 24 hours to the incident location or staging area based on the needs of the incident.

Dispersants

ACN has an agreement with Oil Spill Response Limited (OSRL) for dispersants should it be requested by the RP and authorized by the FOSC as outline in the *Dispersant Use Plan for Alaska* of the Alaska Regional Contingency Plan. The Alaska Regional Response Team (ARRT) comprised of federal, state, and local governmental agencies, acts as an advisory board to the FOSC.

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At the time of the request to use dispersants, an incident specific Dispersant Plan will be developed to address the equipment, staffing, and other support necessary to address dispersant issues under the known conditions of the spill, and the logistics involved in these operations. The Dispersant Plan is usually developed by the Planning Section Chief, in close coordination with the Environmental Unit Leader, Operations Section Chief, and Logistics Section Chief.

- The SMART (Special Monitoring of Applied Response Technologies) protocols would be followed in the use of ISB to determine effectiveness under the prevailing conditions per the "*Dispersant Use Plan for Alaska*."
- Procedures and methods for conducting dispersant application are described in detail within the "*Dispersant Use Plan for Alaska*" and the "*Spill Tactics for Alaska Responders*" (aka the STAR Manual).

Should the tactic of using dispersant be deemed critical to the response, ACN would work with OSRL to provide for and conduct dispersant operations. OSRL is one of the industry experts in using dispersant for oil spill response. ACN would coordinate with the OSRL office located Fort Lauderdale, FL in mobilizing the dispersant capabilities. The equipment would be mobilized within 48 hours to the incident location or staging area based on the needs of the incident.

6.12 Training

Training and exercise programs provide ACN response personnel with the knowledge, skills, and practical experience necessary to achieve safe and effective spill response operations. Exercises are regularly conducted to measure the effectiveness of the training and to improve the readiness of the response organization.

Required Training for ACN Responders and Contractors

ACN personnel participate in ongoing training and provide training and exercise support to subscriber companies and subcontractors. Training requirements for personnel and contractors are determined by their roles during a response. All personnel employed or contracted by ACN who work in the hot zone at a spill response will, at a minimum, meet the requirements of a general response technician. All ACN employees will be able to serve as Task Force leaders or above in the response structure. Training requirements for responders are detailed in Table 6.12-1.

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Table 6.12-1: Training Requirements Matrix

Certification / Proficiency	General response technician	Skilled response technician	Team lead	Task force leader
Current 24-hour HAZWOPER certification				
Equipment/ task proficiency				
I-100 ICS training or equivalent				
16 hours field response experience or specialized response/ tactics training				
Current 8-hour HAZWOPER supervisor cert				
16 hours field supervisory experience				
I-200 ICS training or equivalent				

6.13 Exercises

Spill response exercises are held in accordance with federal regulations and the *Agreement for Compliance for the Alaska Non-Persistent Tank Barge Operators*. ACN has adopted the National Preparedness Response Exercise Program (NPREP) for its exercise schedule and format. To comply with both programs, ACN will conduct annual equipment deployment exercises in the two USCG sectors in Alaska and ensure that at least two response hubs are exercised each year. In some cases, ACN may take exercise credit for responding to actual spills.

6.14 Environmentally Sensitive Areas Protection

Planholder's contingency plans must identify the specific sensitive areas at risk from their operations and must describe the process of prioritizing and implementing environmental protection and cleanup strategies.

Environmentally Sensitive Area (ESA) protection activities likely include collaboration and coordination with State and Federal officials. ACN ESA activities will be managed by the Environmental Unit Leader but performed primarily by ACN personnel.

Identification and Protection of Environmentally Sensitive Areas

During a spill response, environmental protection priorities and strategies will be established by the RP and the Unified Command.

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The Alaska Area Contingency Plans contain priority rating lists for environmental resources and identify relative priorities as major, moderate, and lesser concern. The Area Contingency Plans also provide information on time periods and levels of concern regarding spill impacts to sensitive areas. The Unified Command will use this resource prioritization information, in conjunction with spill-specific information (e.g., size and location of spill, type of product, trajectory), to determine the actual protection priorities for that spill.

The *STAR Manual* and the *Alaska Clean Seas Technical Manual, Volume 1, Tactics Description* contain techniques, methods, and strategies for protecting Environmentally Sensitive Areas (ESAs) and for cleaning up oiled shoreline areas. The Alaska Geographic Response Strategies (GRS) also includes a tactics set. ACN will use both references in selecting and deploying ESA protection strategies. Several other maps and planning documents identify environmental sensitivities through the State of Alaska, as summarized in Table 6.14-1. See Appendix D for links to information sources.

Table 6.14-1: Information Sources for ESAs

Reference	Information Provided
Area Contingency Plans	Criteria for prioritizing environmental sensitivities, locations of GRS.
Geographic Response Strategies (GRS)	Map-based response strategies for pre-identified sensitive areas in most of the Alaska subareas. GRS projects are ongoing and new strategies are regularly added.
Sensitive area map series (ESI, MESA, etc.)	Map series for each subarea providing information regarding environmental sensitivities: aquatic farm locations; Environmental Sensitivity Index (ESI) maps; GRS maps (same as ADEC website); land management maps; Most Environmentally Sensitive Areas (MESA) maps; rare plant maps; public access atlases; seabird maps; Steller sea lion maps; state land plat record maps; State Parks maps; and USFWS wetlands maps.
Environmental Sensitivity Index Maps	ESI maps help spill responders and planners identify vulnerable coastal locations before a spill happens, so that protection priorities can be established, and cleanup strategies identified in advance.
Alaska Oil Spill Permit Tool	Permit forms for activities in Environmentally Sensitive Areas.

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6.15 Cultural and Historic Resources

Some parts of Alaska's coastline have social and cultural importance whether for boating, recreation, sport fishing and hunting, or for the opportunity the areas provide for a look into Alaska's past. These areas should be protected from oiling and should receive care during response operations to minimize cleanup and recovery impacts. Information about local protection priorities for cultural, historical, recreational, subsistence, commercial fishing, and other priority uses is provided in the Subarea Plans and is also available through state and federal agencies and land use maps. Local governments, tribal governments, and native organizations may also have information about environmentally sensitive areas, recreational use areas, subsistence harvest areas, and local protection priorities.

For shoreline areas where GRS exist, instructions are included for each tactic regarding the potential for historical or archaeological protection measures.

6.16 Wildlife Protection and Response

The *Wildlife Protection Guidelines for Oil Spill Response in Alaska* (WPG) guide how wildlife protection and rehabilitation will be conducted during a response. Accordingly, ACN has two contracts in place to support wildlife protection and response – International Bird Rescue and the Alaska SeaLife Center.

During a spill response, environmental protection priorities and strategies will be established by the RP and the Unified Command. Responsible Party contingency plans must identify the specific wildlife populations at risk from their operations and must describe the process that would be used to prevent oil impacts to wildlife and to capture, treat, and release oiled wildlife.

ADFG, ADNR, USFWS, NOAA and other resource trustee agencies can provide local wildlife and habitat information, and the Unified Command will work closely with these agencies.

The STAR Manual describes oil cleanup and protection strategies for use in Alaska. Effective spill containment and cleanup may help to reduce or minimize adverse effects to wildlife populations.

Table 6.16-1 lists reference material that may be useful in wildlife response. Web addresses for each reference are in Appendix D.

Table 6.16-1: Information Sources on Wildlife Protection

Reference	Information Provided
Area Contingency Plans	Information on wildlife populations, locations of GRS.
Wildlife Protection Guidelines for Oil Spill Response in Alaska	Checklists and response strategies to protect wildlife during an oil spill. These strategies are prioritized into Primary, Secondary, and Tertiary. Also identifies factors to be considered when determining when to begin and end a wildlife capture and treatment program.

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Reference	Information Provided
Geographic Response Strategies (GRS)	Map-based response strategies for pre-identified sensitive areas in most of the Alaska subareas. GRS projects are ongoing and new strategies are regularly added.
Sensitive area map series (ESI, MESA, etc.)	Map series for each subarea providing information regarding environmental sensitivities: aquatic farm locations; Environmental Sensitivity Index (ESI) maps; GRS maps (same as ADEC website); land management maps; Most Environmentally Sensitive Areas (MESA) maps; rare plant maps; public access atlases; seabird maps; Steller sea lion maps; state land plat record maps; State Parks maps; and USFWS wetlands maps.
Alaskan Seabird Colony Catalog	The Beringian Seabird Colony Catalog is a computerized, GIS-based database, maintained by the Division of Migratory Bird Management, USFW Service. It contains the locations and names of seabird breeding colonies in Alaska (AK) and Russia (RU), the species of birds that nest in each colony, and the numbers of each species. The colony number consists of a map number and a site number.
California Oiled Wildlife Care Network Wildlife Guidelines	Wildlife capture, handling, treatment, and release protocols that are in use throughout the West Coast of the United States.
Alaska Oil Spill Permit Tool	Permit forms for wildlife hazing and capture activities

International Bird Rescue

ACN maintains an agreement with the International Bird Rescue (IBR) for wildlife response and rehabilitation operations. This agreement provides for initial assessment personnel to be dispatched within 8 hours of notification or within another timeframe agreed upon by both ACN and IBR. IBR can provide additional personnel from within and outside of Alaska within a 24-hour response window. IBR typically deploys a trained response team that performs the actions identified and meets or exceeds all protocols from the U.S. Fish and Wildlife's "Best Practices for Migratory Bird Care During Oil Spill Response".

Alask SeaLife Center

ACN also maintains a contract with the Alaska SeaLife Center (ASLC) in Seward, AK to treat and rehabilitate oiled marine mammals. Once activated and subject to time constraints due to flight availability and/or weather conditions, the ASLC guarantees a presence at a response site or location within 24-hours of the initial call for response.

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6.17 Wildlife Response Equipment

ACN maintains wildlife hazing kits at each hub location. ACN also has a wildlife response trailer. International Bird Rescue (IBR) and the Alaska SeaLife Center (ASLC) also maintain an inventory of wildlife response and rehabilitation equipment in Anchorage and Seward.

6.18 Wildlife Permits and Authorizations

Permits are required prior to hazing or deterring wildlife. The Alaska Oil Spill Permit Tool contains a complete list of all state and federally required wildlife hazing and response permits. Both secondary and tertiary strategies require approval of an action plan and permits approved by the appropriate wildlife agencies and the FOSC. IBR and ASLC will coordinate and obtain all necessary permits for wildlife operations.

6.19 Best Available Technology (BAT) Review

Alaska state regulations require that plan holders develop Best Available Technology (BAT) analyses for applicable response technologies. Information in the ACN Oil Spill Response Manual may be used or referenced by member companies in developing their own operationally specific BAT analyses.

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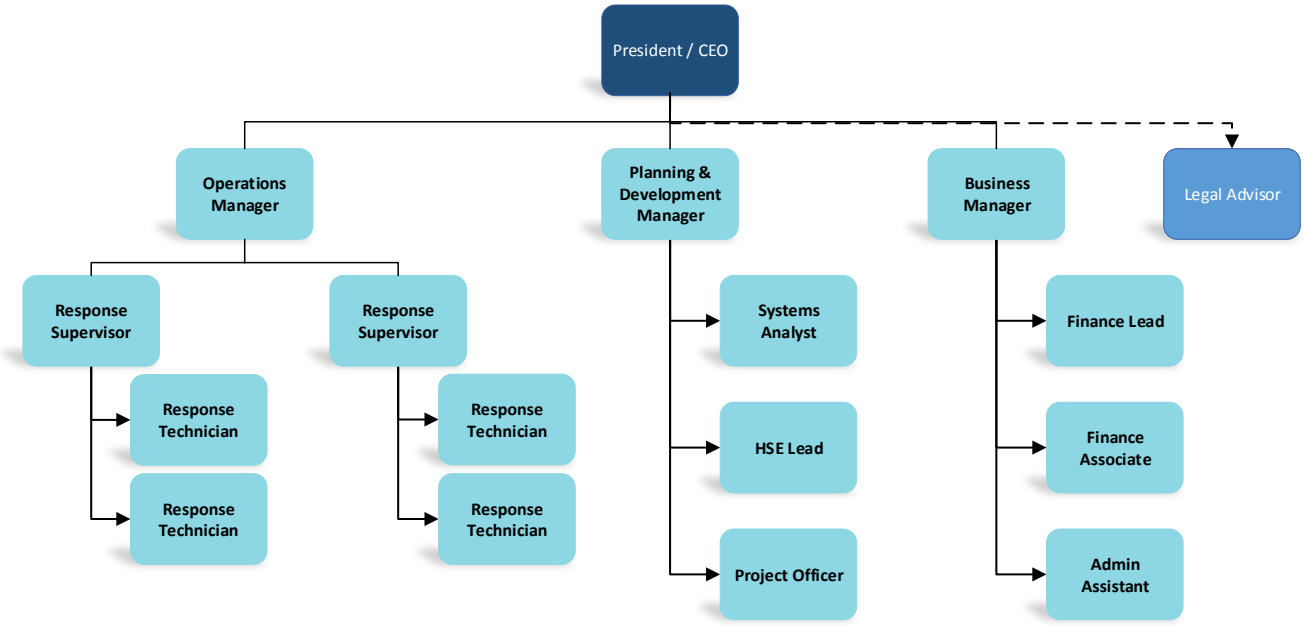
APPENDIX A: RESPONSE LEVEL ORGANIZATIONAL STRUCTURES

The ACN Organization Chart depicted in Figure A-1 represents the structure of the ACN business during normal operating conditions. The day-to-day responsibilities of the staff in these positions to maintain business will continue during a response. Additional responsibilities associated with a response will be added to each staff depending on which response position(s) are taken. Figures A-2, A-3, A-4, and A-5 depict the organizational structure of various levels of response.

Descriptions of the responsibilities for each position in these organization charts are in Appendix B.

Figure A-1: ACN Organizational Chart



Up-to-date contact information for ACN can be found at https://alaskaosro.org/contact-us/

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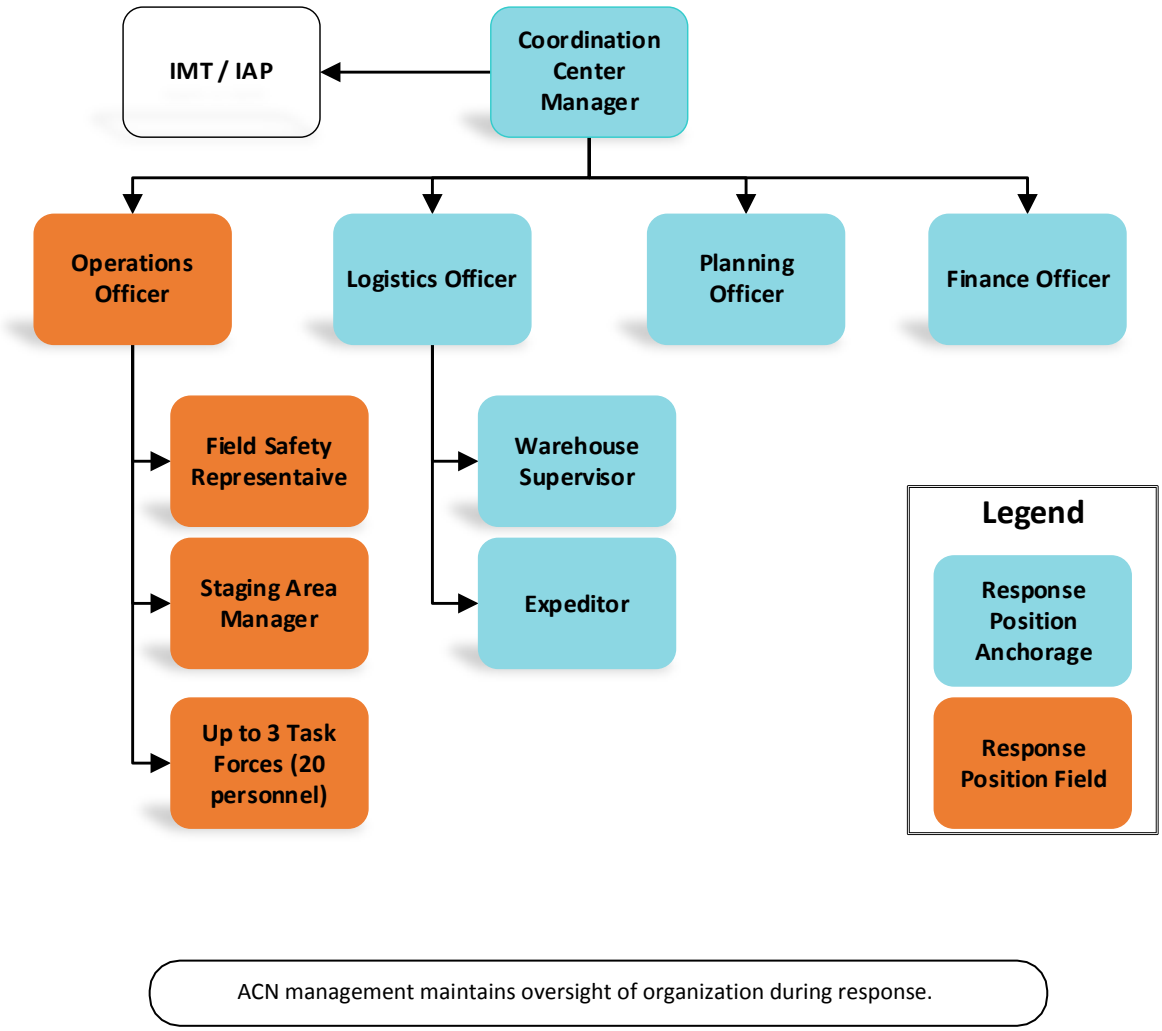
Figure A- 2: Level III (Type III) Organization Chart



ACN management maintains oversight of organization during response.

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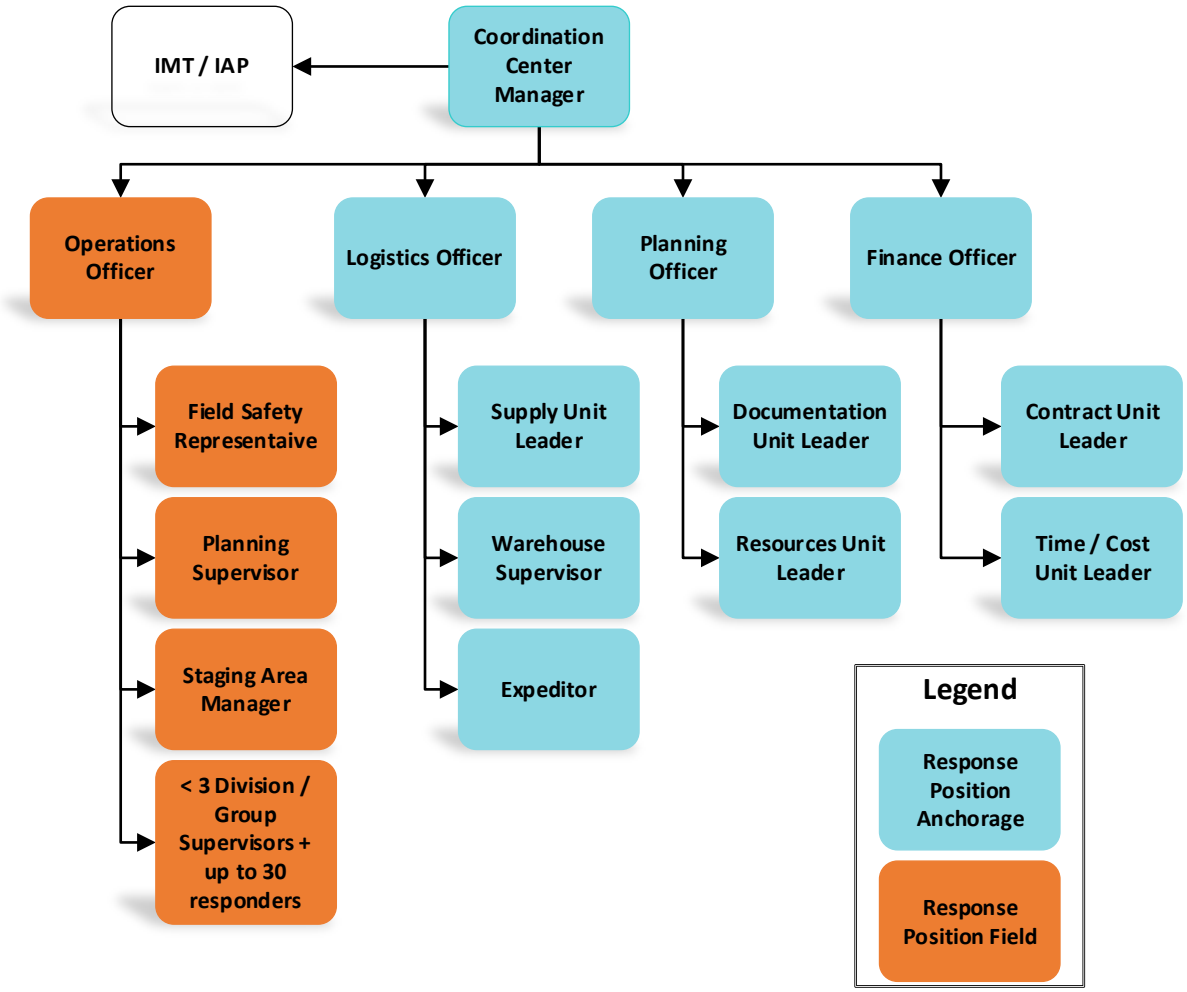
Figure A- 3: Level II (Type II) Organization Chart



ACN management maintains oversight of organization during response.

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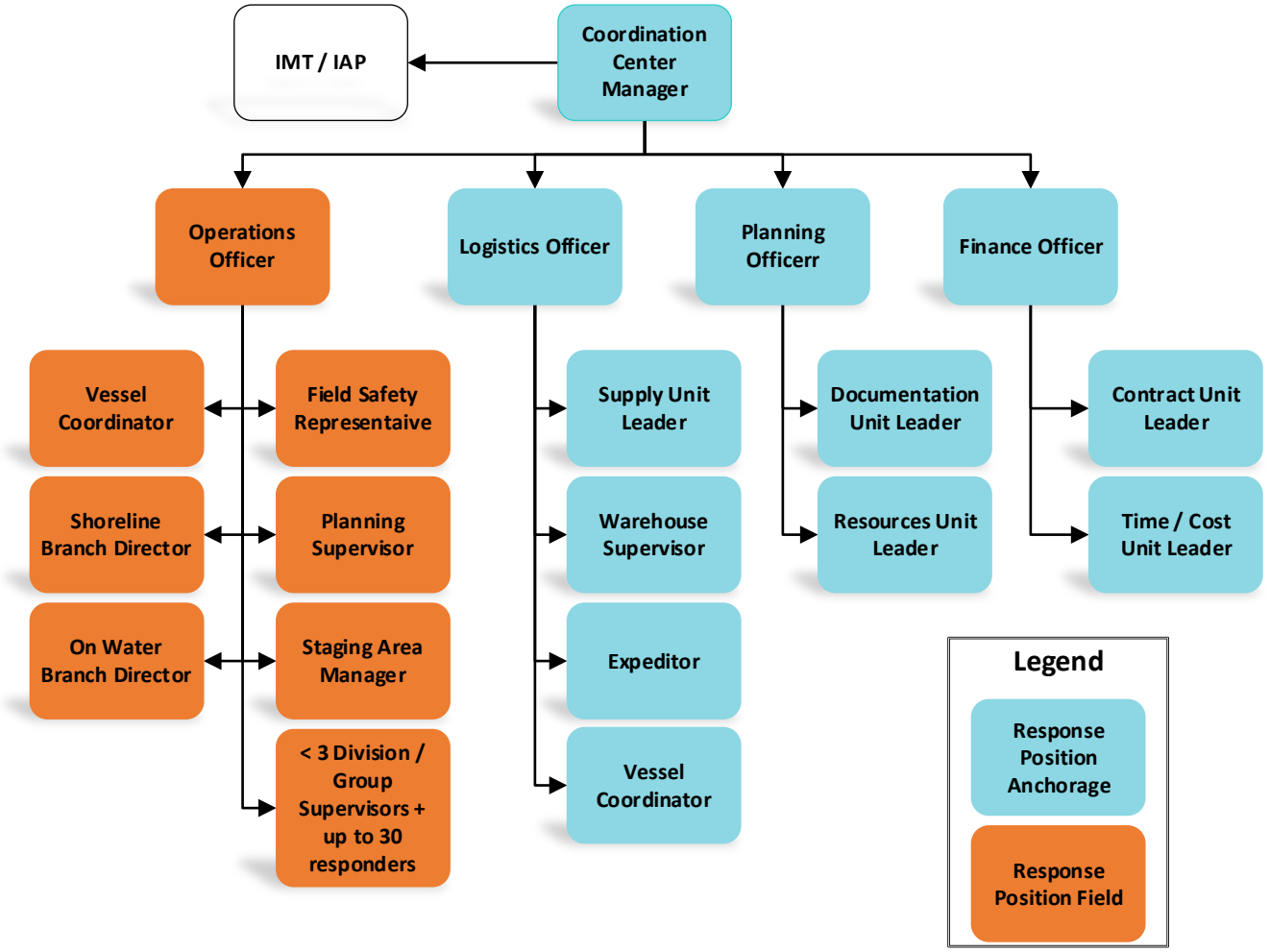
Figure A- 4: Level I (Type I) Organization Chart



ACN management maintains oversight of organization during response.

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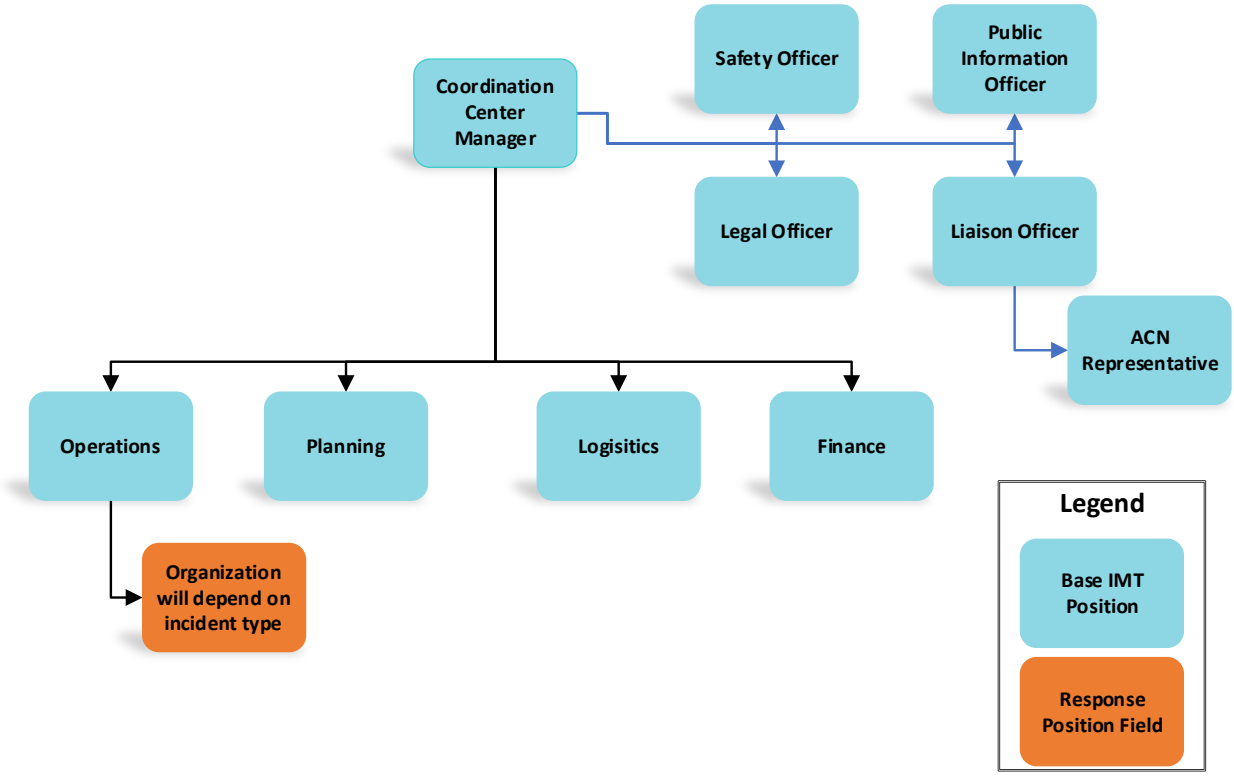
Figure A- 5: Expanded IMT Organization Chart



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APPENDIX B: ACN RESPONSE POSITION RESPONSIBILITIES

During a response, ACN's management structure remains intact. The President/CEO, Operations Manager, Planning & Development Manager, and the Business Manager all retain their job descriptions but gain additional responsibilities.

ACN may activate some or all the positions indicated in the organizational chart depending on the scope of the incident and other ACN activities. When ACN's organizational structure is expanded, general ICS principles will be followed, including span of control and unity of command.

Additional checklists for ICS positions may be found in the STAR Manual, the USCG Incident Management Handbook, and the Alaska Incident Management System Guide (see Appendix D for the locations of these references).

PRESIDENT / CHIEF EXECUTIVE OFFICER

The President/CEO has the overall responsibility for all operational and administrative elements during a response, including but not limited to:

RESPONSIBILITIES
Approve ACN's activation level
Approve ACN staffing plan
Approve contractual agreement with RP for services
Liaison with UC and General Staff
Liaison with regulatory agencies
Respond to media requests and refer to RP or JIC if appropriate
Brief Board of Directors on ACN operations
Monitor ACN's level of commitment to incident
Initiate MOU or agreements with other Alaskan spill response organizations
Oversee claims review process
Participate in after action review with staff and contractors

LEGAL ADVISOR / OFFICER

The Legal Advisor / Officer is responsible for providing legal advice and assistance during response operations.

RESPONSIBILITIES
Provide documentation guidance for maintaining legal record of incident
Provide legal counsel and assistance to President/CEO and ACN management

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RESPONSIBILITIES
Assist Business/Finance Manager with contractual issues
Assist President/CEO with Board of Director Briefings
Review claims associated with ACN operations
Participate in after action incident review with staff and contractors

OPERATIONS MANAGER

The Operations Manager is responsible for the operational elements of ACN. The Operations Manager activates and oversees ACN's response organization to safely execute the established objectives.

RESPONSIBILITIES
Assist in the development of ACN's incident objectives and ensure they are met
Evaluate impact of response on ACN's readiness to respond to additional incidents
Evaluate impact of response on ACN's training and exercise calendar
Review ACN's response priorities
Coordinate with ACN management to develop staffing levels and schedule
Ensure ACN personnel and contractors are operating under ACN's safety and operational policies
Evaluate impact of response on ACN's compliance status as an OSRO, PRAC, NTVCC
Ensure that ACN incidents or near-misses are investigated and reviewed
Review claims associated with ACN operations with Business/ Finance Manager
Assist President/CEO with Board of Director briefing
Ensure after-action incident review is conducted

BUSINESS MANAGER

The Business Manager is responsible for the financial and administrative aspects of the ACN response. This position oversees the billing process for ACN's response services.

RESPONSIBILITIES
Coordinate with President/CEO to initiate contractual agreement with Responsible Party
Establish spending authority and limits for ACN
Keep ACN management apprised of financial and contractual status of organization
Bill Responsible Party for incident expenses

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RESPONSIBILITIES
Review claims associated with ACN operations with Operations Manager
Work with Legal Advisor and Finance Officer to secure contracts for resources
Assist President/CEO with Board of Director briefing
Participate in after action incident review with staff and contractors

ACN LIAISON OFFICER

The ACN Liaison Officer has been delegated authority to make decisions affecting ACN at the incident. This position is not on direct tactical assignment but assists in coordination efforts.

RESPONSIBILITIES
Represents ACN interests in the IMT structure
Provides input on ACN resources and capabilities to the IMT
Attends briefings and planning meetings as required
Ensures the well-being of ACN personnel and contractors assigned to the incident
Cooperate with the Unified Command and General Staff on ACN involvement with the incident
Advises the Liaison Officer of any special ACN needs or requirements
Debriefs with Liaison Officer or Unified Command before demobilization
Participate in after action incident review

COORDINATION CENTER MANAGER (CCM)

The Coordination Center Manager is responsible for overall coordination and support of operational activities.

RESPONSIBILITIES
Evaluate ACN's activation level and recommend changes to President/CEO for approval
Coordinate with ACN management to develop staffing level and schedules for incident(s) and the Coordination Center
Set up communications channels with appropriate members of incident and regulatory agencies
Provide info to RP to assist in the creation of an IAP
Keep ACN management apprised of operational status and advise on current service and support capabilities

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RESPONSIBILITIES
Ensure ACN-provided resources are qualified and appropriate to provide requested services
Ensure documentation from field is completed and filed
Establish ordering procedure and schedule with incident(s)
Monitor the resource needs of field to ensure ACN's ability to support the incident(s)
Provide for required services and support of incident field operations
Determine and assist in the development of other incident supporting plans (e.g. decontamination, disposal, demobilization, contingency, etc.)
Assist President/CEO with Board of Director briefing
Lead after action incident review
Document significant activities (ICS 214 Unit log)

FINANCE OFFICER

The Finance Officer is responsible for all financial and administrative aspects of the ACN response.

RESPONSIBILITIES
Initiate and secure contracts for response services and equipment
Activate standing contracts for needed services (personnel, air and ground transportation)
Work with Contract Unit Leader to resolve contractual disputes
Ensure incident documentation is sufficient to support invoicing and vendor billing
Work with Operations section to ensure a cost-effective use of resources
Provide incident burn rate to RP and ACN management
Keep ACN management apprised of financial/ contractual status
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

PLANNING OFFICER

The Planning Officer is responsible for ensuring that all incident documentation is collected, and resources are tracked. The PO is also responsible for incident plans and may be tasked to run ACN briefings.

RESPONSIBILITIES
Ensure documentation from field is completed and filed

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RESPONSIBILITIES
Supervise tracking of incident personnel and resources
Assist in the preparation of the IAP
Collect, process, and display incident information
Facilitate planning meetings and briefings
Collect incident environmental information
Keep CCM and ACN management apprised of any significant changes in incident status
Assist in the development of other incident supporting plans (e.g. decontamination, disposal, demobilization, contingency, etc.)
Participate in after action incident review with staff and contractors
Leads after action incident review
Assist President/CEO with Board of Director briefing
Document significant activities (ICS 214 Unit log)

LOGISTICS OFFICER

The Logistics Officer is responsible for obtaining and shipping the resources required to support the incident response. This individual oversees the warehouse operations.

RESPONSIBILITIES
Initiate and secure contracts for response services and equipment
Coordinate with RP and Operations Officer (Field) to establish ordering schedule, procedures, and transportation methods
Receive resource orders and verify appropriate approvals
Coordinate all response related travel, meals, and lodging for response staff
Track status of resources sent to incident
Coordinate transportation arrangements for delivery of resources
Source and replace ACN resources committed to incident(s)
Keep ACN management apprised of resource levels and notify of shortages
Develop plan to decontaminate and rehab returned equipment
Ensure incident documentation is sufficient to support invoicing and vendor billing
Provide and document safety briefing for contract warehouse personnel
Participate in after action incident review with staff and contractors

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RESPONSIBILITIES
Document significant activities (ICS 214 Unit log)

OPERATIONS OFFICER (FIELD)

The Operations Officer (Field) directs ACN's operations from the field and is responsible for implementing the IAP.

RESPONSIBILITIES
Ensure that ACN responders follow safe work practices
Distribute IAP and brief response personnel on daily activities & safety issues
Implement tactics and strategies outlined in IAP
Liaison with RP Operations Section Chief
Evaluate daily reports from response personnel or their supervisors
Provide ACN headquarters with anticipated equipment, supply, and support needs
Provide daily briefing to ACN headquarters on status of field operations
Report to RP Ops Section Chief and CCM when IAP needs to be modified or hazardous conditions or significant events occur
Approve and sign timesheets for contracted field personnel
Ensure staging area is set up and properly managed
Coordinate with Logistics to establish ordering procedures
Ensure response operations are conducted in a safe and efficient manner
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

SUPPLY UNIT LEADER

The Supply Unit Leader is responsible for processing, tracking, filling, shipping, and documenting resource requests from the field.

RESPONSIBILITIES
Coordinate with Operations Officer (Field) to establish ordering schedule and procedure
Activate contracts with vendors
Coordinate with RP's logistics section to develop ordering procedures and transportation methods
Receive resource orders from field operations and verify appropriate approvals

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RESPONSIBILITIES
Coordinate all response related travel, meals, and lodging for response staff
Track status of resources requested from incident and sent to incident
Coordinate transportation arrangements for delivery of supplies and equipment
Source and replace ACN resources committed to incident
Develop demobilization plan for ACN resources
Conduct daily safety tailgate meeting for warehouse staff
Keep ACN management apprised of resource levels in warehouse and notify of shortages
Develop plan to decontaminate returned equipment
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

DOCUMENTATION UNIT LEADER

The Documentation Unit Leader is responsible for maintaining accurate and complete incident files, assisting with billing, and compiling final incident package.

RESPONSIBILITIES
Organize all documentation for response
Assist with creation or reports or documentation requests
Create and archive final incident package for ACN files
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

RESOURCES UNIT LEADER

The Resources Unit Leader is responsible for collecting time and use documents for people and equipment employed on an incident. He or she tracks and reports on the status of incident resources.

RESPONSIBILITIES
Post ACN personnel travel and contact information
Ensure that time sheets are signed by RP and ACN representative
Collect personnel and equipment documentation and ensure all resources are accounted for
Ensure resource documentation is closed out before personnel or equipment are demobilized

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RESPONSIBILITIES
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

CONTRACT UNIT LEADER

The Contract Unit Leader assists in securing contracts for resources to support the incident.

RESPONSIBILITIES
Initiate and secure contracts for response services and equipment
Activate standing contracts for needed services (personnel, air and ground transportation)
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

TIME/ COST UNIT LEADER

The Time/ Cost Unit Leader is responsible for ensuring that daily financial documentation is collected and forwarded to the ACN Finance section.

RESPONSIBILITIES
Gather financial documentation for ACN acquired resources
Assist Finance Officer in preparing a burn rate for RP and ACN management
Ensure incident documentation is sufficient to support invoicing and vendor billing
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

STAGING AREA MANAGER

The Staging Area Manager is responsible for managing resources sent to the field.

RESPONSIBILITIES
Establish layout for staging area
Establish check-in/ check-out procedure
Maintain staging area in orderly condition
Track and report resource status changes to supervisor
Coordinate with supervisor for support needs (equipment, feeding, sanitation, or security)
Respond to request for resource assignments

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RESPONSIBILITIES
Request maintenance service for equipment at staging area as appropriate
Develop demobilization plan for staging area and forward to supervisor
Supervise demobilization of staging area
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

WAREHOUSE PERSONNEL

Warehouse Personnel are responsible for packaging, shipping, maintaining, and tracking resources sent to the field from ACN warehouse.

RESPONSIBILITIES
Pre-test mechanical equipment prior to shipment
Appropriately package and label resources for shipment
Evaluate demobilized equipment and document for potential damage claims
Inspect, decontaminate, and repair equipment returned from incident
Conduct daily safety tailgate meeting for warehouse staff
Identify line items associated with a resource order using resource order # and item #
Rebuild and replenish ACN resources as needed
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

EXPEDITOR

The Expeditor is responsible for transporting people and equipment between vendors, transportation carriers, the incident, and the Anchorage ACN warehouse. Expeditor must have a current driver's license (Class A preferred) and a current DOT medical card.

RESPONSIBILITIES
Document significant activities (ICS 214 Unit log)
Participate in after action incident review with staff and contractors
Deliver items to transportation carrier or incident
Procure and transport non-warehouse items requested on resource order
Assist warehouse staff with packaging items for transportation

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RESPONSIBILITIES
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

SPILL RESPONSE PERSONNEL AND SUPERVISORS

These personnel conduct or supervise field response operations. They may be individual resources, task forces with leaders, division or group supervisors, or branch directors.

RESPONSIBILITIES
Implement tactics outlined in ICS 204 forms
Submit documentation to direct supervisor each day
Follow policies and procedures outlined in IAP, Site Safety Plan, or ACN Response Manual
Assess effectiveness and safety of operations and relay recommendations to supervisor
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

FIELD SAFETY REPRESENTATIVE

The Field Safety Representative assists the Operations Officer (Field) with on-scene assessment and management of safety issues.

RESPONSIBILITIES
Coordinate with Incident Safety Officer or ACN safety representative to identify and mitigate on-site hazards
Ensure daily safety briefings are conducted and documented
Ensure field personnel are briefed on contents of SSHP or Initial Incident Assessment
Gather information on incidents or near-misses and forward findings and recommendations to Incident Safety Officer or ACN safety representative
Audit work areas to ensure that safety policies and procedures are being followed
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

FINANCE SUPERVISOR

The Finance Supervisor ensures that all documentation is collected and completed in the field prior to transmission to ACN offices.

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RESPONSIBILITIES
Ensure contracted resources are being fully utilized
Ensure ACN headquarters receives financial information on a timely basis
Identify possible local sources of incident resources
Initiate contracts for local resources
Ensure incident claims for contracted resources are promptly handled
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

PLANNING SUPERVISOR

The Planning Supervisor ensures that field documentation is collected and distributed appropriately.

RESPONSIBILITIES
Track ACN acquired resources and ensure they are being fully utilized
Ensure ACN headquarters receives field documentation on a timely basis
Collect, organize, and summarize field information
Initiate contracts for local resources
Assist Operations Officer (Field) in distributing the IAP
Assist Operations Officer (Field) in developing contingency plans
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

DOCUMENTATION RECORDER

The Documentation Recorder works in the field to compile and organize incident documentation including the IAP and other incident plans, status reports, and unit logs.

RESPONSIBILITIES
Obtain local weather and environmental conditions
Obtain RP IAP and distribute to supervisor and ACN management
Alert supervisor to resources not being fully utilized
Assist Personnel/ Equipment Time Recorder with management of documentation
Prepare reports or answer documentation requests

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RESPONSIBILITIES
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

PERSONNEL/ EQUIPMENT TIME RECORDER

The Personnel/ Equipment Time Recorder works in the field to gather billing information and help track resources used on an incident.

RESPONSIBILITIES
Post ACN personnel travel and contact information
Ensure that time sheets are signed by RP and ACN representative
Coordinate with logistics and operations to ensure all ACN resources are tracked
Collect personnel and equipment documentation and ensure all resources are tracked
Alert supervisor to resources not being fully utilized
Ensure resource documentation is closed out before personnel or equipment are demobilized
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

CONTRACTING SPECIALIST

The Contracting Specialist works in the field to secure resources for the incident and deal with contract issues.

RESPONSIBILITIES
Initiate contracts for local resources
Coordinate with Logistics Supervisor to determine types of contracts needed
Work with supervisor to alleviate contract disputes
Inspect resources prior to and after to use to document condition
Coordinate with Staging Area Manager to identify resources that may be demobilized
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

OPERATIONS SUPERVISOR

The Operations Supervisor oversees the actions of response personnel in larger responses.

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RESPONSIBILITIES
Distribute IAP and brief response personnel on daily activities and safety issues
Ensure safety policies and procedures are followed by field personnel
Implement tactics and strategies outlined in IAP
Review operational structure and report findings to supervisor
Coordinate response activities between Branches
Ensure staging area is set up and properly managed
Receive operational briefings from subordinates and summarize for supervisor
Evaluate effectiveness of response strategy and make recommendations to supervisor
Manage berthing and provisioning of vessels contracted for incident
Oversee shoreline recovery and cleanup operations
Oversee on-water recovery and cleanup operations
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

LOGISTICS SUPERVISOR

The Logistics Supervisor provides resource support for the incident by securing goods and services.

RESPONSIBILITIES
Establish ordering procedures to support field resource needs
Identify appropriate site for field command and coordinate with Contracting Specialist to secure
Identify local medical services provider and air evacuation service
Assess (and develop if necessary) medical plan for incident
Assess (and develop if necessary) communications plan for incident
Ensure response personnel are properly equipped to work
Ensure field transportation needs are met
Ensure responders are adequately housed and fed
Coordinate and process requests for additional resources
Provide estimate of resources needed for next operational period
Participate in after action incident review with staff and contractors

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RESPONSIBILITIES
Document significant activities (ICS 214 Unit log)

VESSEL COORDINATOR

The Vessel Coordinator manages the contracting, berthing, and provisioning of vessels hired for a response.

RESPONSIBILITIES
Identify vessels that may provide support for incident
Ensure that sufficient berthing space is available for vessels
Ensure vessels are provisioned
Document any damages claimed by vessel owner/ operator
Work with logistics section to hire and demobilize vessels during the response
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

SHORELINE BRANCH DIRECTOR

The Shoreline Branch Director oversees all land- based spill response activities. This position is filled when span-of-control dictates.

RESPONSIBILITIES
Distribute IAP and brief response personnel on daily activities and safety issues
Ensure safety policies and procedures are followed by field personnel
Implement shoreline tactics and strategies outlined in IAP
Review operational structure and report findings to supervisor
Receive operational briefings from subordinates and summarize for supervisor
Evaluate effectiveness of response strategy and make recommendations to supervisor
Oversee shoreline recovery and cleanup operations
Oversee decontamination of land-based assets
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

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ON-WATER BRANCH DIRECTOR

The On-water Branch Director oversees all water-based spill response activities. This position is filled when span-of-control dictates.

RESPONSIBILITIES
Distribute IAP and brief response personnel on daily activities and safety issues
Ensure safety policies and procedures are followed by field personnel
Implement on-water tactics and strategies outlined in IAP
Review operational structure and report findings to supervisor
Receive operational briefings from subordinates and summarize for supervisor
Evaluate effectiveness of response strategy and make recommendations to supervisor
Coordinate with Vessel Coordinator to ensure vessels are appropriately berthed and provisioned
Oversee on-water recovery and cleanup operations
Oversee decontamination of on-water assets
Participate in after action incident review with staff and contractors
Document significant activities (ICS 214 Unit log)

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APPENDIX C: STATE OF ALASKA REGULATORY CROSS-REFERENCE

State of Alaska Regulatory requirement	ACNRM Contents	Information required in subscriber company C-plan
18 AAC 75.425 (a)		Should follow four-part organization used in regulations.
18 AAC 75.425(b)	No RPS calculations.	Must calculate RPS for each category of operations.
18 AAC 75.425 (c)		Must include cover page & letter of promulgation.
18 AAC 75.425(d)	Contains general information for this requirement.	Contents must be specific to operations.
18 AAC 75.425(e)		
18 AAC 75.425(e)(1)	Contains activation procedures to mobilize ACN and mobilization procedures for ACN responders.	Must provide a RAP specific to the operations and response organization covered in the plan. ACN activation process may be referenced.
18 AAC 75.425(e)(1)(A)	Describes initial response actions for ACN response personnel.	Subscriber company emergency action checklist should be specific to operations and describe initial response actions.
18 AAC 75.425(e)(1)(B)	Contains initial notification information for ACN (how to notify/activate ACN) and some general guidance on agency notification.	C-plan must describe all external notifications to be made by RP, including agencies and ACN. Must comply with regulatory requirement to identify person responsible for reporting and list phone numbers for all agencies & organizations to be notified if a spill occurs.
18 AAC 75.425(e)(1)(C)	Describes ACN safety procedures and policies.	C-plan must identify RP's safety officer and must include a site safety plan template (or reference template in ACN plan). C-plan must describe how incident- and operation-specific site safety plan will be developed & include site entry criteria.
18 AAC 75.425(e)(1)(D)	Describes the ACN communication systems and resources.	C-plan may reference ACN's communications procedures but must also describe field communications procedures. Should also describe how RP comms will be coordinated with ACN and other agency & PRAC communications resources in incident communications

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State of Alaska Regulatory requirement	ACNRM Contents	Information required in subscriber company C-plan
		plan.
18 AAC 75.425(e)(1)(E)	Describes the mobilization and deployment of ACN resources including mobilization timelines. Also includes a discussion of alternate transportation during adverse weather.	Must describe mobilization and deployment timelines and considerations based on location of operations and ACN hub infrastructure. C-plan must include procedures to notify and mobilize ACN and other PRACs and describe actions the RP will take during ACN's mobilization.
18 AAC 75.425(e)(1)(F)	Given the scope of ACN's response environment, response scenarios are not useful. This section is used to present ACN's general operating procedures.	C-plan must include a narrative scenario. ACN can assist with scenario development, specifically regarding the timeline for deploying ACN equipment and responders, and the reasonable expectations for meeting the criteria in (F)(i) through (xii). (See below for specifics)
18 AAC 75.425(e)(1)(F)(i)	ACN does not address initial source control. ACN will use tactics and techniques described in *STAR Manual* to contain and control an oil discharge.	C-plan must describe source control procedures specific to the spill scenario and operations covered. Source control should be initiated immediately by the RP, before ACN resources are deployed.
18 AAC 75.425(e)(1)(F)(ii)	ACN generally addresses fire hazards in safety sections and checklists.	Scenario should explain actions taken to prevent or control potential fire hazard.
18 AAC 75.425 (e)(1)(F) (iii) repealed 5/26/04;		
18 AAC 75.425(e)(1)(F)(iv)	ACN will support discharge tracking and surveillance operations at the direction of the RP, using procedures described in the *STAR Manual*.	Scenario should describe how discharge tracking and surveillance will be conducted under the scenario conditions.
18 AAC 75.425(e)(1)(F)(v)	ACN will support environmental protection priorities established by the IMT. ACN responders are familiar with GRS for coastal areas and can implement these strategies as directed.	Scenario should describe the process used by the RP to identify and prioritize sensitive areas at risk & should identify the resources required to implement environmental protection simultaneous with containment and recovery of the spilled oil.

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State of Alaska Regulatory requirement	ACNRM Contents	Information required in subscriber company C-plan
18 AAC 75.425(e)(1)(F)(vi)	ACN will deploy equipment in response to the containment, recovery, and cleanup priorities established by the RP and Unified Command. ACN will use the methods and procedures described in the *STAR Manual* and GRS documents.	The scenario should identify specific tactics and deployment strategies that could be used to accomplish the incident objectives for the specific spill location, oil type, and environmental conditions on scene.
18 AAC 75.425(e)(1)(F)(viii)	ACN will support lightering, transfer, and storage operations as required by the incident and directed by the RP and Unified Command. The transfer and storage procedures in the *STAR Manual* may be applied as appropriate.	The scenario should describe the procedures and resources used to lighter, transfer, and store oil from damaged and undamaged tanks and recovered oily liquids based on the incident specifics.
18 AAC 75.425(e)(1)(F)(x)	ACN will assist the RP for temporary storage and disposal of contaminated materials and oily wastes.	The scenario should describe the temporary storage and ultimate disposal procedures for oily wastes generated during the response.
18 AAC 75.425(e)(1)(F)(xi)	ACN can supply personnel and resources to support wildlife hazing, recovery, and rehabilitation.	Scenario should describe specific wildlife response measures implemented in response to the incident.
18 AAC 75.425(e)(1)(F)(xii)	ACN will support shoreline cleanup and restoration based on the priorities set by the RP and Unified Command using techniques in the *STAR Manual* and NOAA SCAT guidance.	Scenario should describe the priorities and process for cleaning up oiled shorelines.
18 AAC 75.425(e)(1)(G)	ACN has agreements with other oil spill response organizations to provide non- mechanical response capabilities such as dispersants and on-water in-situ burning.	If a subscriber company intends to use non-mechanical response methods, the C-plan must describe the resources and procedures to implement a non-mechanical response, including permitting/authorization requirements.
18 AAC 75.425(e)(1)(H)	Describes the scope of services provided to subscriber companies.	C-plan must describe the facility, vessel, or exploration/production operations covered by the plan to meet the regulatory requirements.

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State of Alaska Regulatory requirement	ACNRM Contents	Information required in subscriber company C-plan
18 AAC 75.425(e)(1)(I)	ACN provides response services for exploration operations on the North Slope; however, those subscriber companies contract for well control separately.	Well blowout scenario must be included for exploration and production operations describing the procedures and equipment used to control a well blowout to meet the regulatory standard.
18 AAC 75.425(e)(2)	Does not include a Prevention Plan since the manual describes ACN's response capabilities and procedures only.	C-plans must comply with the regulatory requirement to describe prevention measures and programs used to reduce spill risks from the covered operations.
18 AAC 75.425(e)(3)		
18 AAC 75.425(e)(3)(A)	Describes operating areas and environments where ACN provides response services.	C-plans must include an operational overview specific to the location and type of operations covered by the plan.
18 AAC 75.425(e)(3)(B)	ACN may respond to spills in a variety of receiving environments.	Must identify the potential routes of travel of a spill to various receiving environments and calculate percentage of RPS reaching water.
18 AAC 75.425(e)(3)(C)	Describes the command system used by ACN.	Must describe the Command System used by the RP and how it will integrate with ACN & with state and federal responders.
18 AAC 75.425(e)(3)(D)	It is not possible to quantify the occurrence of RMROL conditions nor to identify specific temporary prevention measures, since this manual is not specific to any one operation. However, the ACNRM does provide information regarding the operating limits for ACN response equipment.	Must describe the realistic maximum response operating limitations (RMROL) that might be encountered at the facility or operation and provide an analysis of the frequency and duration that those limitations would render mechanical response methods ineffective. Planholder must also describe mitigating measures applied when RMROL conditions are realized.
18 AAC 75.425(e)(3)(E)	ACN-owned and contracted equipment and personnel resources described.	Can reference ACNRM for ACN equipment but must list or cross-reference equipment maintained by RP or other contractors.
18 AAC 75.425(e)(3)(F)	Describes ACN's equipment inventory.	C-plans can reference the ACNRM for ACN's equipment but must list response resources available from the RP or from other OSROs.

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State of Alaska Regulatory requirement	ACNRM Contents	Information required in subscriber company C-plan
18 AAC 75.425(e)(3)(G)	Apart from weed- burners, ACN has agreements with other oil spill response organizations to provide non- mechanical response capabilities such as dispersants and on-water in-situ burning.	Subscriber companies employing non-mechanical response options in C-plans must address; monitoring for environmental effects and impacts; inventory of non-mechanical response equipment; information about dispersant toxicity, storage, and maintenance; identification of approvals and permits required for in-situ burning; and protection of environmentally sensitive areas and areas of public concern.
18 AAC 75.425(e)(3)(H)	Lists contracts and agreements in place between ACN & subcontractors.	Must identify all PRACs relied upon by RP to meet state RPS and include copies of valid contracts.
18 AAC 75.425(e)(3) (I)	Describes the training provided to ACN responders and contractors.	C-plan must identify specific training requirements for company personnel based on spill response duties. May reference ACNRM for training of ACN responders.
18 AAC 75.425(e)(3)(J)	Describes environmental protection and wildlife response in general terms and the contracts ACN has in place to assist subscriber companies with environmental protection and wildlife response. This section also provides a general overview of wildlife sensitivities to oil and considerations for wildlife response.	C-plans must identify the specific sensitive areas at risk from their operations and must describe the process of prioritizing and implementing environmental protection and cleanup strategies. Subscriber company C-plans must identify the specific wildlife populations at risk from their operations and describe the process that would be used to prevent oil impacts to wildlife and to capture, treat, and release oiled wildlife.
18 AAC 75.425(e)(3)(K)	No additional information in ACNRM	Additional information as appropriate.
18 AAC 75.425(e)(3)(L)	References are included as an appendix.	Must include list of all plans and documents referenced in their plan.
18 AAC 75.425(e)(4)	No additional information in ACNRM	Subscriber companies must develop the required analyses for all technologies that apply under the regulations.
18 AAC 75.425(e)(4)	ACN does not have an RPS but this section addresses response benchmarks	Subscriber companies must calculate RPS for all components of their operations.

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APPENDIX D: REFERENCES

Reference	Author/ Publisher	Web Address & Description
Alaska Chaduˆ Network (ACN)	ACN	http://www.alaskaosro.org/ Contact information, equipment lists.
The Alaska Regional Contingency Plan (RCP) and Area Contingency Plans	Alaska Regional Response Team	https://dec.alaska.gov/spar/ppr/contingency-plans/response-plans State/Federal plan that outlines oil spill response procedures and policies for the State of Alaska. Contains substantial reference information including contact information for local, state and federal agencies. Four Area Contingency Plans provide specific information and contacts for the four geographic areas within the state (i.e., Arctic & Western Alaska, Alaska Inland, Prince William Sound, and Southeast Alaska), including local government, interest groups, media outlets, resource lists, logistical information, and environmental sensitivity data.
Alaska Geographic Response Strategies	Alaska Regional Response Team (as part of Subarea Plans)	https://dec.alaska.gov/spar/ppr/response-resources/grs/ Map-based response strategies for pre-identified sensitive areas in most of the Alaska subareas. GRS projects are ongoing and new strategies are regularly added.
The Spill Tactics for Alaska Responders (STAR) Manual	Alaska Department of Environmental Conservation	https://dec.alaska.gov/spar/ppr/response-resources/star-manual/ Tactics manual describing mechanical and non-mechanical response techniques and methods for spills to water, land, and ice.
Tundra Treatment Guidelines	Alaska Department of Environmental Conservation	https://dec.alaska.gov/spar/ppr/response-resources/tundra-treatment/ A Manual for Treating Oil and Hazardous Substance Spills to Tundra
Alaska Clean Seas Technical Manual, Volume 1, Tactics Description	Alaska Clean Seas	http://www.alaskacleanseas.org/wp-content/uploads/2015/02/Volume-1-Tactics-Descriptions.pdf

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Reference	Author/ Publisher	Web Address & Description
		Provides a detailed source of information pertaining to spill response on the North Slope of Alaska.
U.S. Coast Guard Incident Management Handbook	U.S. Coast Guard	https://www.atlanticarea.uscg.mil/Portals/7/Ninth%20District/Documents/USCG_IMH_2014_COMDTPUB_P3120.17B.pdf?ver=2017-06-14-122531-930
Alaska Incident Management System Guide (AIMS)	Alaska Department of Environmental Conservation	https://dec.alaska.gov/media/8433/aims-guide.pdf Provide command and control concept of operations in the management of oil and hazardous substance response for use in the Alaska response community.
Dispersant Use Plan for Alaska	Alaska Regional Response Team (ARRT)	https://alaskarrt.org/PublicFiles/AK_Dispersant_Use_Guidelines.pdf Outlines the process to be used following an oil discharge in Alaska when dispersant use is being considered.
In Situ Burning Guidelines for Alaska	Alaska Regional Response Team (ARRT)	https://alaskarrt.org/PublicFiles/AK_ISB_Guidelines.pdf
Alaska Potential Places of Refuge Projects	Alaska Department of Environmental Conservation	https://dec.alaska.gov/spar/ppr/response-resources/ppor/ Map-based documents identifying potential safe anchorages and places of refuge for vessels in distress or in need of repair.
Alaska Oil Spill Response Permit Tool	Alaska Department of Environmental Conservation	https://dec.alaska.gov/spar/ppr/response-resources/permits-tool/ Computer-based program that can be run online to facilitate the process of identifying and filing permit forms required for response activities in Alaska.
Wildlife Protection Guidelines For Oil Spill Response In Alaska	Alaska Regional Response Team (ARRT)	https://alaskarrt.org/PublicFiles/WPG-v2020%251.pdf

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Reference	Author/ Publisher	Web Address & Description
Alaska Implementation Guidelines for Protection of Historic Properties during Emergency Response	Alaska Regional Response (ARRT)	https://alaskarrt.org/PublicFiles/AK_Implementation_Guidelines.pdf
Sensitive Area Map Series	Alaska State Geospatial Data Clearinghouse – data/maps compiled from multiple agencies & sources	http://www.adfg.alaska.gov/index.cfm%3Fadfg%3Dmaps.mesamaps https://dec.alaska.gov/das/gis/links/ Map series for each subarea providing information regarding environmental sensitivities: aquatic farm locations; Environmental Sensitivity Index (ESI) maps; GRS maps (same as ADEC website); land management maps; Most Environmentally Sensitive Areas (MESA) maps; rare plant maps; public access atlases; seabird maps; Steller sea lion maps; state land plat record maps; State Parks maps; and USFWS wetlands maps.
NOAA Spill Tools	NOAA Hazmat	http://response.restoration.noaa.gov/ Spill Tools is a set of three programs designed for oil spill planners and responders; the Mechanical Equipment Calculator, the In-situ Burn Calculator, and the Dispersant Mission Planner.
NIMS ICS Forms	FEMA	https://training.fema.gov/icsresource/icsforms.aspx Copies of all NIMS-ICS Forms in fillable PDF format.
NOAA ICS Forms	NOAA	https://response.restoration.noaa.gov/oil-and-chemical-spills/oil-spills/electronic-incident-command-system-ics-forms Copies of NOAA ICS forms in Windows and Filemaker 10 database formats.
International Bird Rescue (IBR) Oiled Wildlife Rescue & Rehabilitation Manual	IBR	www.IBR.org IBR identifies, stabilizes, and rehabilitates birds. The manual describes their procedures and equipment used for bird rescue & rehabilitation.

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Reference	Author/ Publisher	Web Address & Description
Alaskan Seabird Colony Catalog	USFWS	https://www.fws.gov/r7/mbsp/mbm/northpacificseabirds/colonies/ The Beringian Seabird Colony Catalog is a computerized, GIS-based database, maintained by the Division of Migratory Bird Management, U.S. Fish and Wildlife Service, in anchorage, Alaska. It contains the locations and names of seabird breeding colonies in Alaska (AK) and Russia (RU), the species of birds that nest in each colony, and the numbers of each species. The colony number consists of a map number and a site number. Map number (1 - 153) refers to a USGS 1:250,000 quadrangle, which is not the same as official USGS map number. A site number refers to a specific colony and is not duplicated within the quadrangle. The site name is derived from an official name on USGS map, if one exists; otherwise, a descriptive name was invented.
California Oiled Wildlife Care Network (OWCN) wildlife guidelines	OWCN	https://owcn.vetmed.ucdavis.edu/ https://nrm.dfg.ca.gov/FileHandler.ashx?DocumentID=105293&inline Wildlife capture, handling, treatment, and release protocols that are in use throughout the West Coast of the United States.
USCG Homeport Website	USCG	https://homeport.uscg.mil/missions/incident-management-and-preparedness/incident-management/incident-management-ics/forms USCG ICS forms in Word and pdf formats.

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APPENDIX E: ICS FORMS

Below are the ICS forms that ACN would commonly use during an incident. They can be found on the ACN SharePoint site HERE.

ICS Form Number	Form Name
201	Incident Briefing Form
202	Incident Objectives Form
203	Organization Assignment List
204	Division / Group Assignment List
205/205a	Incident Radio Communications Plan/ Communications List
206	Medical Plan
207	Incident Organization Chart
208	Site Safety & Health Plan
209	Incident Status Summary
210	Resource Status Change
211	Check-In List
213	General Messages
213-RR	Resource Request Message
214/214a	Unit Log/Chronology of Events Log
215	Operational Planning Worksheet
215a	Incident Action Plan Safety Analysis
218	Support Vehicle Inventory
219	Resource Status Card
221	Demobilization Check-Out
222	Resource Order
230	Daily Meeting Schedule
233	Incident Open Action Tracker
237	Incident MISHAP Reporting Record