DEPARTMENT OF
ECOLOGY
State of Washington

Spill Prevention, Preparedness, and Response Program

2019–2021 Program Plan
2020 Update

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Introduction

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

The program's **mission** is to protect, preserve, and restore Washington's environment.

The program's **vision** is creating a zero spills world.

This document presents the 2019-2021 program plan for the Spills Program. The program plan describes the 2019-2021 biennium budget appropriation for approximately 91 full time equivalent (FTE) positions, the program's core services, intended additional activities, and performance measures. The program plan is used by staff and program management to describe planned activities over the next two years, prioritize work, and track progress. It also communicates to other Ecology programs and stakeholders what work is prioritized alongside core services. A new program plan is developed each biennium, and reviewed annually.

Program overview

The Spills Program contains four sections: Prevention, Preparedness, Response, and Statewide Resources, supporting four major activities:

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

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

Relationship between the strategic and program plans

Figure 1: Strategic and program plan framework

The strategic and program plans are developed under a consistent framework, using the following operational definitions:

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

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

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

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

Action items implement strategies. They have measurable outcomes and describe the specific projects or activities necessary to reach the goals. Action items go beyond ongoing core services, are linked to specific resources, have identified levels of responsibility, and have a timeline for completion. They answer the question: "What will move the program's work forward?"

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

The 2019-2021 Strategic Plan aligns with the goals of the Governor's Results Washington, Ecology's strategic framework, and the Spills Program's mission and vision. It contains the program's goals and strategies for the current two-year timeframe. The goals and strategies incorporate ongoing strategic initiatives as well as recent studies, legislation, and rulemaking that impact the program, including:

- Vessel traffic safety reports for the Strait of Juan de Fuca/Puget Sound and Grays Harbor.
- The 2019 Reducing Threats to Southern Resident Killer Whales by Improving the Safety of Oil Transportation Act (Engrossed Substitute House Bill (ESHB)1578)
- The 2019 bill regulating the volatility of crude oil transported by rail (Engrossed Substitute Senate Bill 5579).
- The Governor's Executive Order 18-02.

These developments focused the program's attention on the risks of changing oil transportation trends and provided new analytical and regulatory tools to address them.

The program plan supports the strategic plan by describing the action items to complete in the next two years. The program plan also describes the program structure, budget, core services, and performance measures that reflect progress. The program plan is redrafted each biennium to identify new action items that will address the strategies from the strategic plan that are considered near-term priorities.

Program funding

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

These two accounts are the Oil Spill Prevention Account (OSPA) and Oil Spill Response Account (OSRA). These accounts receive revenue from the Oil Spill Administration Tax and Oil Spill Response Tax (commonly known as the barrel tax). The barrel tax is five cents per barrel (42 gallons) of oil imported into the state by vessel, rail, and pipeline. Of this five cents per barrel tax, four cents goes into the OSPA and one cent goes into the OSRA. However, oil that leaves the state receives an export tax credit at an equal rate of five cents per barrel, and the credits are deducted in the same amounts from the OSPA and OSRA, respectively.

Figure 2: Barrel tax allocation

The Department of Ecology and the Department of Fish and Wildlife traditionally receive appropriations from the OSPA. Ecology's appropriation from the OSPA supports prevention and preparedness activities, which include facility and vessel inspections, oil transfer monitoring, contingency plan reviews, and spill readiness drills. The Model Toxics Control Act (MTCA) Operating Account also supports these activities. The Department of Fish and Wildlife receives funding from the OSPA to support recovery of oiled wildlife during spills.

The Spills Program's response activities are primarily funded out of the MTCA Operating Account, which funds routine oil and hazardous materials spill response activities and natural resource damage assessment activity for spills to water. The OSRA is used to pay for oil spill response and cleanup when state costs are anticipated to exceed $1,000.

ESHB 1449, passed in April 2015, extended OSPA funds to the Washington Military Department – Emergency Management Division (EMD) to support development and annual review of local emergency planning committee (LEPC) emergency response plans through the end of fiscal year 2019. The 2019 budget extended this transfer through 2021.

The program's 2019-2021 operating budget, as of the enacted 2020 Supplemental Operating Budget, is $42.9 million, shown by program activity in Figure 3 below. The specific core services under each program activity are shown in Table 1 with corresponding staff FTEs allocated to each activity. Program-wide functions that support the program activity areas, including work of the Statewide Resources Section, have been distributed to each program activity in Figure 3 and Table 1 below.
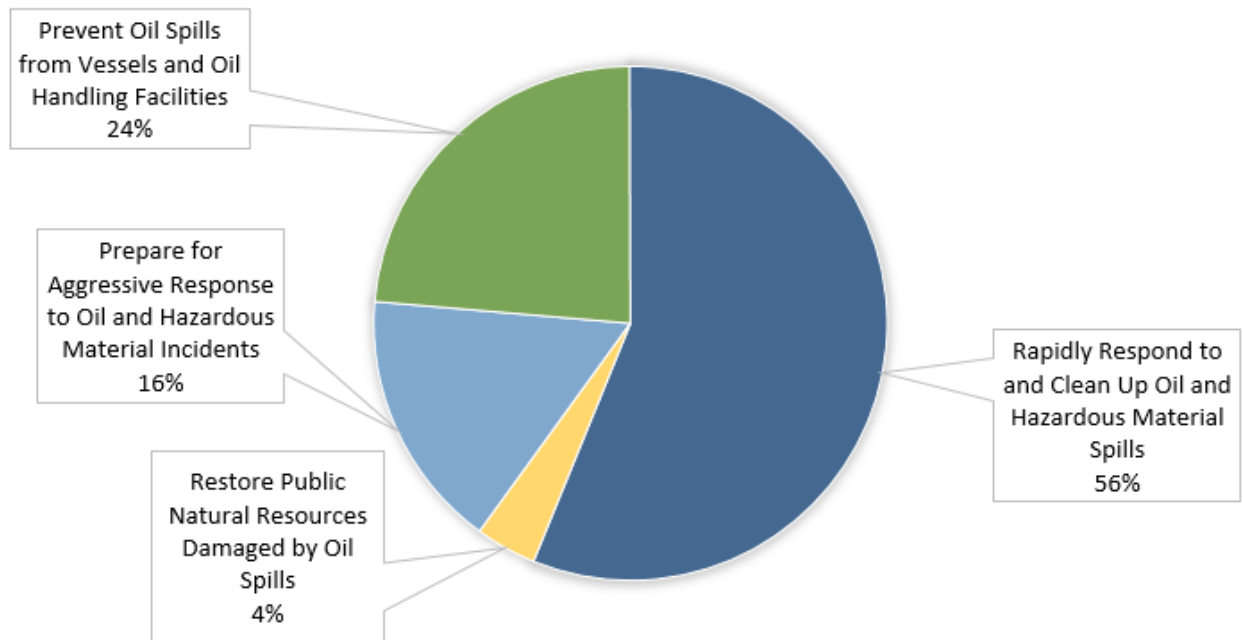

Figure 3: 2019-2021 Operating Budget by Activity, as of enacted 2020 Supplemental

Table 1: 2019-2021 Operating Budget and FTEs by Activity

Program Activity	Amount	FTE
Prevention • Vessel screening and inspections • Facility prevention plans and operations manuals • Facility inspections and training certification • Oil transfer monitoring • Tank vessel prevention, including the Exceptional Compliance Program (ECOPRO) • Technical assistance • Investigations and enforcement • Risk modeling and management	$10,133,000	25.8
Preparedness • Contingency plan review, approval, and continuous improvement • Monitoring financial responsibility compliance by vessel plan • Drill design and evaluation • Primary Response Contractor, Spill Management Team, and Wildlife Response Service Provider application approval and equipment verification • Geographic Response Plan development and maintenance • Regional contingency plan development / Northwest Area Contingency Plan and Regional Response Team participation • Response technology and Best Achievable Protection (BAP) review • Vessel of Opportunity and volunteer coordination development • Incident Command System training • Investigations and enforcement • Technical assistance	$7,020,000	22.9
Response • Spill response • Safety and competency training • Technical support • Equipment cache and training grant program • Investigations and enforcement	$24,133,000	39.7
Natural Resource Damage Assessment • Major resources damage assessments • Compensation schedule • Major restoration projects • Coastal Protection Funds projects	$1,646,000	2.8
Total	**$42,932,000**	**91.2**

Core services

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

Prevention Section

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

- Screening and inspecting covered vessels[*] to determine if a vessel poses a substantial risk to the environment and to ensure that the unique concerns of Washington State are addressed and our Accepted Industry Standards are understood and implemented.
- Reviewing and approving oil handling facility operations manuals, prevention plans, safe and effective threshold determination reports, and training and certification programs for compliance with state standards, and inspecting Class 1-4 oil handling facilities for compliance with regulatory requirements.
- Monitoring oil transfers for compliance with oil handling regulations and best practices and affirming pre-booming requirements are met to maximize recovery of potential spills.
- Managing the program's voluntary spill prevention programs for tank vessels: Voluntary Best Achievable Protection (VBAP) and the Exceptional Compliance Program (ECOPRO).
- Providing technical assistance to facilities and vessels, including lessons learned and accepted best practices.
- Investigating potential and actual spill incidents from vessels and facilities to identify lessons learned and develop comprehensive prevention activities to help reduce incident reoccurrence.
- Conducting vessel and rail traffic risk assessments to evaluate vessel and rail traffic management and safety.
- Advocating for the implementation of risk reduction measures through harbor and rail safety committees.

Preparedness Section

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

- Reviewing and approving oil spill contingency plans for facility, vessel, mobile facility, pipeline, and railroad operators (plan holders) to ensure the appropriate equipment and trained personnel are in place to respond to spills when they occur.
- Monitoring financial responsibility compliance by plan holders.
- Working with plan holders to design drills, broaden their scope and scale, vary drill locations and environments, and document personnel training, equipment maintenance, and performance.

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[*] "Covered vessel" means a tank vessel, cargo vessel (including fishing and freight vessels), or passenger vessel required to participate in Chapter 173-182 WAC.

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

Response Section

The Response Section responds to spills in a rapid, aggressive, and well-coordinated manner to minimize environmental impacts. The section's Natural Resource Damage Assessment (NRDA) team works to ensure that publicly-owned natural resources impacted by spills are restored. Response Section work includes the following core services:

- Providing 24/7 response capability for oil and hazardous material spills, and drug labs, from six regional and field offices around the state.
- Conducting aggressive and effective responses to incidents in coordination with responsible parties, federal, tribal, state, and local governments.
- Managing approximately 4,000 annual spill reports.
- Providing initial and refresher response and safety training to Ecology responders and local partners.
- Outreach and technical assistance activities with local response partners, contractors, and the public.
- Enhancing response capability at the local level by providing equipment cache and training grants to local governments and tribes.
- Conducting Natural Resource Damage Assessments on all oil spills where 25 or more gallons reach surface water and seeking compensation from responsible parties based on the compensation schedule.
- Assisting planning and implementation of restoration projects.
- Investing in effective restoration projects with funding from the Coastal Protection Fund.

Statewide Resources Section

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

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

Other core services

Other core services are conducted by multiple program sections or by program management. These core services include:

- Vessel traffic risk modeling, analysis, and forecasting.
- Developing and managing the program budget and monitoring revenue sources.
- Coordinating implementation of the U.S. Coast Guard (USCG)/Washington State Memorandum of Understanding through development of appropriate USCG/Ecology pollution prevention protocols.
- Participating in agency-wide committees, including the Sustainability Committee, Climate Science Network, Enforcement Coordination Team, Grant Advisory Group, Cultural Resources Environmental Workgroup, and Technical Resources for Engineering Efficiency.
- Providing expertise to specific initiatives led by other programs, including providing State Environmental Policy Act support for ongoing Environmental Impact Statements for proposed new oil handling facilities.
- Advocating the program's mission with the Legislature.
- Publishing compliance guides, focus sheets, safety bulletins, reports, and videos.
- Coordinating community engagement and outreach opportunities.
- Managing program web content.

- Working with other state, federal, and tribal agencies and participating in work groups to build partnerships and further the program's vision. This includes the following groups:
  - Pacific States/B.C. Oil Spill Task Force
  - Puget Sound Partnership
  - Washington Military Department – Emergency Management Division
  - State Emergency Response Council (SERC) and Local Emergency Planning Committees (LEPCs)
  - Statewide and agency-wide emergency management initiatives
  - Washington Department of Natural Resources
  - Washington State Board of Pilotage Commissioners (BPC)
  - Oregon Board of Maritime Pilots
  - Area Maritime Security Committees
  - Olympic Coast National Marine Sanctuary Advisory Council
  - U.S. Coast Guard
  - Harbor Safety Committees
  - Northwest Area Committee
  - Regional Response Team 10
  - Environmental Protection Agency
  - U.S. Department of Transportation – Pipeline and Hazardous Materials Safety Administration and Federal Railroad Administration
  - Puget Sound/Georgia Basin International Task Force
  - Washington Utilities and Transportation Commission (UTC)
  - Washington Department of Fish and Wildlife (DFW) Oil Spill Team
  - Columbia River Inter-Tribal Fish Commission
  - Northwest Indian Fisheries Commission
  - Canada–United States Pacific and West – South Geographical Annex work groups

Adjusting to COVID-19

Washington was one of the first US states to experience an outbreak of the novel coronavirus. This hazard has required the program to develop new tools and reallocate resources to continue work safely. Some of these changes are likely to continue well into the future.

This update categorizes each action item by its current status, either complete, in progress, or not yet started. In addition, it describes direct impacts of the pandemic, as well as indirect impacts related to furloughs and hiring freezes resulting from statewide revenue shortfalls. Because these impacts are projected to continue, potentially through the remainder of the biennium, the program has reviewed the action items still in progress and prioritized them. Action items in progress have been designated with one of the following priorities:

- **Continue.** These are activities that must proceed forward as planned, regardless of any impacts related to the pandemic. They include core work, statutory requirements, legislative priorities, and key program priorities.
- **Slow.** These activities can move forward at slower pace or be delayed without diminishing core work, statutory requirements, and legislative priorities.
- **Stop.** These activities could be suspended for the fiscal year without diminishing core work, statutory requirements, and legislative priorities.

2019-2021 Action Items

In addition to the core services above, the Spills Program has developed action items that address the strategies outlined in the 2019-2021 Strategic Plan. The action items describe the tasks that the program plans to accomplish in the next two years beyond its core services.

The action items are formatted to align with the structure of the strategic plan. Each action item supports a specific strategy that is a two-year priority for the program. Strategic plan goals and strategies with associated action items are presented below and are numbered to align with the strategic plan. The program selects action items based on available resources and strategic priorities. Strategies without an associated action item for this biennium are not shown below.

Goal 1: Achieve robust and sustainable funding to support organizational capacity to accomplish activities that align with legislative and public expectations.

Strategy 1. Secure a robust and ongoing funding source to maintain the highest levels of spill prevention.

Action A: Provide a report to the legislature by July 1, 2020 that describes program activities, recommendations for funding sources and allocation of funding, and a forecast of funding needs.

> Who: Statewide Resources Section, Budget Manager, and Policy Analyst

> Why: The program has experienced persistent shortfalls in funding over the past decade. The 2018 Legislature requested this report so they could identify legislative options to better align the program's funding and activities.

> 2020 Status: Complete

Strategy 2. Secure the financial ability of the state to respond during a prolonged, major spill through the Oil Spill Response Account.

> Goal 1, Strategy 2 has no associated action items this biennium.

Strategy 3. Present accurate data to support effective decision-making, performance measures and best use of public resources.

Action A: Document the current state of the program's data systems.

> Who: All Sections

> Why: Data collected through program work is important for strategic planning, decision-making, telling our story, reporting our work to OFM, and communicating to stakeholders and the public. The effective and efficient use of data requires a comprehensive understanding of the data needs of the program, the day-to-day workflows, and the existing information systems.

> 2020 Status / Priority*: In progress / Continue

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

Strategy 4. Recruit and retain legislative champions to help secure funding.

Goal 1, Strategy 4 has no associated action items this biennium.

Goal 2: Build strong external partnerships through innovative collaboration, effective communication, and transparency.

Strategy 1. Enhance coordination and cooperation with the U.S. Coast Guard and Environmental Protection Agency.

Goal 2, Strategy 1 has no associated action items this biennium.

Strategy 2. Enhance Ecology's involvement with committees and associations to promote prevention measures and achieve more uniform oil spill response standards and equipment capability.

Goal 2, Strategy 2 has no associated action items this biennium.

Strategy 3. Increase our participation with permitting agencies of new oil-related facilities to ensure thorough risk analysis and appropriate safety measures are required.

Goal 2, Strategy 3 has no associated action items this biennium.

Strategy 4. Increase our engagement with tribes on oil transportation issues.

Action A: Discuss emergency response system options and impact of vessel traffic on tribal fisheries before and at the Salish Sea Shared Waters Forum.

Who: Preparedness Section

Why: The program will discuss these topics with all potentially affected federally recognized Indian treaty tribes and organizations such as the Coast Salish gathering to ensure their needs and wishes are considered in future activities.

2020 Status: Complete

Strategy 5. Improve coordination with local governments on oil/hazmat incidents.

Goal 2, Strategy 5 has no associated action items this biennium.

Goal 3: Improve oil transportation safety and analyze risk to continue progress toward zero spills.

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

Action A: Develop internal tools for sharing information on trends in the operating environment.

Who: All Sections

Why: Tools to synthesize and distribute information collected by program staff will support rapid program-wide reactions to emerging trends and risks.

2020 Status / Priority*: In progress / Continue

Action B: Update advance notice of transfer (ANT) rules to implement new rail and pipeline requirements (Chapter 173-185 WAC).

Who: Statewide Resources Section

Why: The 2019 Legislature passed laws requiring facilities receiving crude oil by rail and pipeline to include the type, gravity, and vapor pressure of the oil in their ANTs, as well as placing potential limits on vapor pressure for crude oil by rail. The program will write rules to implement these requirements by January 2021.

2020 Status / Priority*: In progress / Continue

Action C: Update the program's ANT computer system to record new data.

Who: Statewide Resources Section

Why: The 2019 Legislature passed a law requiring facilities receiving crude oil by rail and pipeline to include the type, gravity, and vapor pressure of the oil in their ANTs. The program will update the ANT system to collect this information by January 2021.

2020 Status / Priority*: In progress / Continue

Action D: Provide a synopsis of vessel activities to the Legislature.

Who: Prevention Section

Why: The 2019 legislature requested that the program compile key findings and baseline information on the spatial and temporal distribution and intensity of current maritime vessel activity, navigation lanes, and anchorages in the northern Puget Sound and Strait of Juan de Fuca. A draft of the synopsis will be delivered to the legislature by June 30, 2021.

COVID-19 impacts: The program currently has a Hershman Sea Grant fellow working on this synopsis. The position that would complete the synopsis at the conclusion of the

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*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

fellowship is vacant, but the program is working on a professional services contract exemption request to extend the fellowship.

2020 Status / Priority*: In progress / Slow

Strategy 2. Provide incentives and technical assistance to companies to enhance their ability to comply with — and voluntarily exceed — industry, state, national, and international safety and oil spill prevention and preparedness standards and regulations.

Goal 3, Strategy 2 has no associated action items this biennium.

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

Action A: Update covered fishing vessel inspection checklists and processes.

Who: Prevention Section

Why: This update will streamline our fishing vessel inspection checklist to enable more efficient and effective inspections. The updated checklist will be based on existing Accepted Industry Standards.

COVID-19 impacts: Use of the updated checklist to reinvigorate the fishing vessel inspection program will be delayed due to health and safety concerns, and vacancies within the inspection team.

2020 Status / Priority*: In progress / Slow

Strategy 4. Expand the preventative and preparedness marine safety mission, relying on increased inspection activities, outreach, and investigations that will help address incident risks, including risks from commercial fishing and towing operations.

Action A: Research ways to improve the program's substantial risk screening and inspection within the scope of the program's current authorities.

Who: Prevention Section

Why: Small enhancements to our existing screening and inspection process can improve efficiency and increase the return on investment from our screening and inspection activities.

COVID-19 impacts: The position responsible for this item is being held vacant.

2020 Status / Priority*: In progress / Stop

Action B: Coordinate with and support the BPC in the implementation of the tug escort components of ESHB 1578.

Who: Statewide Resources and Prevention Sections

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

Why: This work was directed by the legislature through ESHB 1578. This work provides a measured approach to preventing a catastrophic oil spill in the Puget Sound by closing important safety gaps related to vessels carrying oil in bulk, through the use of tug escorts. The related projects included in this portfolio will take place over a six-year period ending December 31, 2025.

COVID-19 impacts: The program has transitioned to virtual meetings to collaborate with BPC.

2020 Status / Priority*: In progress / Continue

Strategy 5. Ensure best industry practices and best achievable protection for maritime operations including facilities, vessels, rail and pipelines.

Action A: Begin preliminary studies and planning for possible future update to the facility design standard rules (Chapter 173-180 WAC).

Who: Prevention and Preparedness Sections

Why: These rules were last updated in 2006, but experience and technological advancements indicate there may be new opportunities to reduce facility design risks. This will include preliminary evaluation and fact finding; an update to the rules will not occur this biennium.

COVID-19 impacts: Because the program is prioritizing core work, such as annual facility inspections that were delayed due to COVID, in-depth studies of facility design standards may be delayed.

2020 Status / Priority*: Not yet started / Slow

Action B: Conduct projects related to Safe and Effective Threshold Reports and Pre-booming (Chapter 173-184 WAC) to include compliance evaluation and outreach and education.

Who: Prevention Section

Why: Oil transfer data trends indicate a need to evaluate compliance with and reinforce the importance of pre-booming requirements as a spill prevention measure.

COVID-19 impacts: Vacancies and prioritization of core functions may slow this project.

2020 Status / Priority*: In progress / Slow

Action C: Finalize the Rail Traffic Safety Study and begin implementing its recommendations.

Who: Prevention Section

Why: The Rail Traffic Safety Study begun in the prior biennium is nearly complete. The program will work with UTC to begin forming a Rail Safety Committee.

2020 Status: Complete

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

Strategy 6. Create world-class modeling and analysis capability.

Action A: Develop and maintain a vessel traffic risk model.

> Who: Statewide Resources and Prevention Sections

> Why: The results of a scientifically rigorous, transparent risk model will inform the program's vessel risk prevention and preparedness work. This includes tug escort requirements, emergency response towing vessel options, and other tasks.

> COVID-19 impacts: Meetings and presentations for this item are conducted virtually.

> 2020 Status / Priority*: In progress / Continue

Goal 4: Continue to diligently prepare for and respond to spills to protect people and the environment.

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

Action A: Deliver a GRP progress report to the Legislature.

> Who: Preparedness Section

> Why: The 2014 Legislature passed a law requiring regular reports on the program's progress in GRP development across the state. This iteration of the report is due by December 31, 2019.

> 2020 Status: Complete

Action B: Undertake the development of a governing structure around the area planning process.

> Who: Preparedness Section

> Why: The Northwest Area Committee is undergoing a strategic planning process.

> COVID-19 impacts: The program is supporting this process through virtual meetings, though progress has been delayed.

> 2020 Status / Priority*: In progress / Continue

Action C: Improve and streamline the GRP development process, in part based on the NWAC GRP user survey.

> Who: Preparedness Section

> Why: Changes in how GRPs are used in spill response, and the difficulty of keeping them updated with limited resources, requires that the development process be improved. This will be informed by a GRP user survey, and may include:
>   - Changes to section organization and GRP format.
>   - Development of interactive mapping tools.
>   - Incorporating response contractor strategy review into the GRP update process.

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

- Increasing collaboration with trustee agencies and tribes in GRP development.

COVID-19 impacts: The positions responsible for this item are currently vacant, and may be kept vacant due to the hiring freeze.

2020 Status / Priority*: In progress / Continue

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

Action A: Finalize and implement vessel, facility, and rail contingency plan rule updates for BAP (Chapters 173-182 and 173-186 WAC).

Who: Preparedness Section

Why: The 2018 Legislature passed a law establishing new requirements for vessel and facility contingency planning. Rulemaking for this effort began in January 2019 and will be completed in this biennium. In addition, the 2017 Legislature passed a law reducing the contingency planning requirements for smaller railroads. The program began rulemaking to implement this law, along with requirements regarding spill management teams, wildlife response service providers, and non-floating oils (as described in the previous item), in December 2018, and will complete it in the coming biennium. Implementation of the new rules will require:
- Ensuring that all arriving vessels under multiple vessel/umbrella plans report access to an approved spill management team.
- Beginning regulation and approval of spill management teams and wildlife response service providers.
- Opening all GRPs in areas where non-floating oil is a risk and updating them with response-related data.
- Updating internal plan review and drill checklists.
- Fully implementing the orca deterrence curriculum.

2020 Status / Priority*: In progress / Continue

Action B: Continue a long-term assessment of how response capacity is best measured and determine whether rule updates are necessary.

Who: Preparedness Section

Why: Accurately measuring the effectiveness of oil recovery equipment will ensure spill responders and plan holders have access to adequate tools.

COVID-19 impacts: Staff capacity is limited due to the hiring freeze, and opportunities for in-person drill exercises are limited due to pandemic-related safety precautions.

2020 Status / Priority*: Not yet started / Slow

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

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

Action A: Expand drill design to address emerging issues, encourage industry partnership with local agencies, and assist development of relevant mid-drill scenario modifications ("injects").

> Who: Preparedness Section
>
> Why: Ensuring the drill program reflects a range of realistic scenarios will improve spill readiness. The program will set goals for stakeholder inclusion and drill play, and evaluate progress toward them.
>
> COVID-19 impacts: Staff capacity is limited due to the hiring freeze, and opportunities for in-person drill exercises are limited due to pandemic-related safety precautions.
>
> 2020 Status / Priority*: In progress / Slow

Action B: Innovate the external delivery of training on drill expectations, drill design, area plan policies and tools, and other things relevant to success for plan holders at drills in Washington.

> Who: Preparedness Section
>
> Why: A concerted effort to improve pre-drill training for contingency plan holders will lead to more successful drills and improved readiness for actual spills.
>
> COVID-19 impacts: Staff capacity is limited due to the hiring freeze, and opportunities for in-person drill exercises are limited due to pandemic-related safety precautions.
>
> 2020 Status / Priority*: In progress / Slow

Action C: Bring additional responders, community stakeholders, tribes, and other plan holders into drills.

> Who: Preparedness Section
>
> Why: Investing in a more formal process to expand participation in drills will create opportunities to collaborate with those outside partners across all program areas.
>
> COVID-19 impacts: Staff capacity is limited due to the hiring freeze, and opportunities for in-person drill exercises are limited due to pandemic-related safety precautions.
>
> 2020 Status / Priority*: In progress / Slow

Action D: Undertake enhancement work to incorporate drill and evaluation related data entry and tracking into the Spill Program Integrated Information System (SPIIS) or another electronic platform.

> Who: Preparedness and Statewide Resources Sections
>
> Why: Designing, evaluating, and tracking drill data on a common electronic platform will improve the timeliness and consistency of these processes.

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

COVID-19 impacts: Staff capacity is limited due to the hiring freeze, and opportunities for in-person drill exercises are limited due to pandemic-related safety precautions, providing limited data entry opportunities to develop and test the platform.

2020 Status / Priority*: In progress / Slow

Strategy 4. Build on successful transboundary spill preparedness efforts.

Goal 4, Strategy 4 has no associated action items this biennium.

Strategy 5. Ensure all vessels, facilities, pipelines, and rail demonstrate their ability to pay for response, recovery costs, and damages from spills.

Action A: Analyze enrollment lists for vessel plan holders. Follow up on gaps in vessel information provided on membership in protection and indemnity insurance (P&I) clubs.

Who: Preparedness Section

Why: The program will use the vessel enrollment lists provided by vessel plan holders to examine data relating to P&I clubs as evidence of financial responsibility.

2020 Status / Priority*: In progress / Continue

Strategy 6. Manage a coordinated system for locating spill and orca deterrent vessels of opportunity and other volunteers to assist before, during, and after oil spills.

Goal 4, Strategy 6 has no associated action items this biennium.

Goal 5: Respond and restore the environment in a rapid, aggressive, and well-coordinated manner.

Strategy 1. Employ demonstrated best available technology when responding to spills.

Action A: Evaluate field observation alternatives to overflights.

Who: Response Section

Why: In-person overflight observations during significant incidents serve a critical role in identifying the extent and origin of a spill and targeting response resources accordingly, but can be expensive and time-consuming. The program will look for additional options to accomplish this aspect of its response mission to reduce those costs.

COVID-19 impacts: Vacancies and the hiring freeze have reduced capacity for this activity.

2020 Status / Priority*: In progress / Slow

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

Goal 5, Strategy 2 has no associated action items this biennium.

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

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

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

> <u>Who</u>: Response Section
>
> <u>Why</u>: Incorporating lessons learned from recent incidents will ensure a coordinated and effective response to derelict vessels.
>
> <u>COVID-19 impacts</u>: While the program has made progress on developing tools, training for this item has been delayed due to restrictions on gathering. This training is being rescheduled for virtual delivery.
>
> <u>2020 Status / Priority*</u>: In progress / Slow

Strategy 4. Work collaboratively with federal, tribal, state, and local response partners to receive and provide timely notification of incidents and near misses.

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

> <u>Who</u>: Policy Analyst, Response and Preparedness Sections
>
> <u>Why</u>: Formal notification procedures will ensure consistent, clear communication and effective joint operations with the program's valued response partners. This will be codified in a new core SOP (9B).
>
> <u>COVID-19 impacts</u>: This item requires multiple program staff to develop a new SOP. A high vacancy rate with a hiring freeze requires us to postpone this activity.
>
> <u>2020 Status / Priority*</u>: In progress / Stop

Strategy 5. Enhance a well-managed incident management team and crisis management team where Ecology is able to provide essential personnel and equipment while protecting the interests of Washington State.

Action A: Continue to evaluate the use of the IMT/CMT roster in program operations.

> <u>Who</u>: Spills Program Management Team
>
> <u>Why</u>: In a major spill incident, deploying the program's resources appropriately is critical to a successful spill response. The intended staffing for a spill response determines how to train and prepare staff for IMT/CMT roster positions.
>
> <u>2020 Status</u>: Complete

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

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

Goal 5, Strategy 6 has no associated action items this biennium.

Strategy 7. Ensure spillers restore injured resources.

Action A: Begin preliminary planning to update the NRDA rules, including identifying necessary studies and funding.

Who: Response Section

Why: The implementation processes for this rule have evolved significantly since it was last updated in 2012. Ensuring that the rule accurately reflects current best practices will help others comply with its requirements.

COVID-19 impacts: This item would require coordination with multiple external NRDA partners. The position responsible for this item is being held vacant due to the hiring freeze.

2020 Status / Priority*: Not yet started / Stop

Action B: Investigate coordinated restoration efforts.

Who: Response Section

Why: The program will identify other agencies and organizations who are also performing restoration work and explore ways to coordinate and enhance its restoration work to improve environmental outcomes.

COVID-19 impacts: This item would require coordination with multiple external NRDA partners. The position responsible for this item is being held vacant due to the hiring freeze.

2020 Status / Priority*: In progress / Stop

Strategy 8. Ensure responders have adequate training and equipment to safely respond to evolving risks.

Action A: Respond to the evolving nature of illegal drug manufacturing facilities by developing safety and operational procedures.

Who: Response Section

Why: The number, size, and type of illicit drug manufacturing facilities in the state is changing quickly. Developing procedures to address the toxic hazards created by these facilities will keep responders safe as they carry out their mission of protecting the environment and public.

2020 Status / Priority*: In progress / Continue

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

Goal 6: Build and maintain a positive organizational culture to attract and retain a talented workforce.

Strategy 1. Use the Model of Engagement to build a collaborative and positive work environment.

Action A: Initiate regular meetings between the Preparedness and Prevention Sections to share information.

> Who: Preparedness and Prevention Sections
>
> Why: Though these sections do meet on specific topics as needed, more systematic collaboration will improve efficiency and customer service, particularly on the topics of prevention and contingency plans.
>
> 2020 Status: Complete

Action B: Increase Spills engagement with regional leadership.

> Who: Spills Program Leadership Team
>
> Why: Working more closely with the regional management teams, particularly in the Central and Eastern Regional Offices where Spills staffing is lower, will help us better integrate and mutually support program, region, and department-wide goals.
>
> 2020 Status / Priority*: In progress / Continue

Strategy 2. Ensure that program staff are properly resourced and trained.

Action A: Plan for the move to Shoreline and resulting impacts on the program's operations.

> Who: All Sections
>
> Why: Ecology's Northwest Regional Office will be moving from Bellevue to Shoreline. Deliberately planning for the program's part in that move will address the new opportunities and potential risks it poses.
>
> 2020 Status / Priority*: In progress / Continue

Action B: Develop a Core SOP that specifically addresses paper records management for the program, consistent with agency direction and guidance.

> Who: Statewide Resources Section
>
> Why: Codifying the program's paper records management processes will help meet legal obligations and improve efficiency.
>
> 2020 Status: Complete

Action C: Develop a program accessibility plan.

> Who: Statewide Resources Section
>
> Why: Detailed guidance will help program staff ensure that the program's work products are accessible to everyone. It will cover how to apply accessibility principles in the areas

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

of IT, web, publications, contracts, and grants, and detail roles and responsibilities throughout the program.

2020 Status: Complete

Action D: Evaluate environmental justice in the Spills Program.

Who: All Sections

Why: Understanding how the program affects and interacts with environmental justice concerns helps serve all Washingtonians, including marginalized and vulnerable communities.

2020 Status / Priority*: Not yet started / Continue

Strategy 3. Incorporate Lean processes into program work.

Action A: Document the program's enforcement processes.

Who: Statewide Resources and Response Sections

Why: There is a lack of documented processes for the enforcement function. The goals of enforcement workflow mapping are to make timely decisions, enhance consistency among regions, clarify processes, ensure SPIIS meets the tracking needs of all employees working on enforcement, and create efficiencies. This work will include evaluating the existing penalty matrix, updating Core SOP 13 (Investigations, NRDA, Enforcement, and Cost Recovery Coordination), and training.

COVID-19 impacts: Vacancies, coupled with the hiring freeze, limits capacity to conduct this activity, which requires involved participation by responders.

2020 Status / Priority*: On hold / Stop

Action B: Improve the program's staff contact list update process.

Who: Administrative Team

Why: When staff join or leave the program, those changes to contact information need to be recorded and disseminated. The current process for this involves duplicate data entry and other inefficiencies that can be eliminated.

COVID-19 impacts: Efforts to consolidate data into a central database have slowed due to vacancies and the hiring freeze.

2020 Status / Priority*: In progress / Slow

Strategy 4. Commit to provide a work/life balance for staff through prioritization of our work and flexibility in a changing environment.

Action A: Expand flexible work policies and evaluate their effectiveness in maintaining productivity while improving work/life balance.

Who: Spills Program Leadership Team

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

Why: The department and program enacted new policies allowing for additional flexibility and mobile work, and will assess whether they are meeting their goals for increased employee engagement and efficiency.

COVID-19 impacts: Significant policy changes were made to improve staff safety during the pandemic, which are also under continual evaluation.

2020 Status / Priority*: In progress / Continue

Strategy 5. Use technology solutions to improve business outcomes.

Action A: Continue Environmental Report Tracking System (ERTS) transition.

Who: Statewide Resources Section

Why: Ecology recently launched a new version of this key database for tracking reported environmental issues. The Spills Program will assist with adding further functionality so that ERTS can interact with program-specific computer systems.

2020 Status: Complete

Action B: Assess the state of the GRP database.

Who: Statewide Resources and Preparedness Sections

Why: The program will review what, if any, changes are needed to the GRP database due to recent process or technology changes and implement them.

2020 Status: Complete

Action C: Develop an electronic tool to receive, organize, and track all requests for IT and data work.

Who: Statewide Resources Section

Why: Requests to Spills IT staff are not tracked in a centralized, easily accessible way. Developing a tool to do so will make managing these tasks and projects more efficient.

2020 Status: Complete

Action D: Develop governance for program web maps.

Who: Statewide Resources Section

Why: The program has a variety of online maps to disseminate information to the public. Creating governance documents that address roles and responsibilities, approval processes, development, modification, upkeep, and removal of these maps will help the program manage them consistently and efficiently.

COVID-19 impacts: The position responsible for this item is being held vacant due to the hiring freeze, which will delay or suspend this activity.

2020 Status / Priority*: Not yet started / Slow

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

Strategy 6. Support an employee-centered, culture of engagement, mission-focused program to sustain our work into the future.

Action A: Document, standardize, and improve program onboarding processes.

Who: All Sections

Why: The program expects to hire many new staff in coming years. This will require an improved onboarding and orientation process that is effective, streamlined, and consistent, yet flexible enough to adapt to varying sectional and regional needs. The sooner the program can give new staff what they need, the sooner they can focus on what they were hired to do.

2020 Status / Priority*: In progress / Continue

Action B: Increase conference and networking opportunities.

Who: All Sections

Why: Connecting to outside partners helps Spills Program staff grow their skills, increases collaboration, and builds the program's knowledge base. This project will identify opportunities and create tools to support staff in making these connections.

COVID-19 impacts: Web-based platforms may provide opportunities for staff to participate in conferences virtually, as travel and gathering restrictions for safety reasons have resulted in loss of in-person conference and networking opportunities for the near-term.

2020 Status / Priority*: In progress / Continue

Action C: Expand debriefing to collect and use more lessons learned.

Who: All Sections

Why: The Spills Program has an existing debriefing process for incident responses, but not for the full breadth of program activities. This project will expand and build upon that process to collect and use lessons learned to improve other aspects of the program's work.

2020 Status / Priority*: In progress / Continue

Action D: Improve employee engagement in the program to meet new challenges.

Who: Spills Engagement Team

Why: The Spills Engagement Team has been in place for over 5 years. In that time, it has made significant progress towards a positive, inclusive, and engaged culture. However, culture evolves in any workplace, and must be regularly maintained. Existing challenges, such as distributing information to the program's regions, onboarding new staff, and measuring employee engagement require renewed attention. Additionally, new challenges such as moving to a modern workplace, new work to meet evolving spill risks, turnover, and retirements, must be addressed to keep an intentional culture focusing on

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

employee engagement. This project will consider implementing new processes and structures to support staff in meeting engagement goals.

COVID-19 impacts: Support of Department of Health and EMD response to the pandemic limited staff capacity from February through July.

2020 Status / Priority*: In progress / Continue

Goal 7: Improve our dialog to increase public trust.

Strategy 1. Innovate new ways to keep communities and the public informed of oil transportation issues.

Action A: Develop universal outreach materials for external audiences.

Who: All Sections, Communications Manager

Why: The program's work involves and affects the public and a wide range of government, tribal, non-profit, and private organizations. Having a basic set of materials for these audiences, which all program staff can use and tailor as needed, will improve the effectiveness and efficiency of the program's outreach to these audiences.

COVID-19 impacts: These materials are even more important with the way work is now done. Communications staff plan to set up a new presence in SharePoint for material that staff can access and use with external audiences.

2020 Status / Priority*: In progress / Continue

Action B: Explore additional ways to use our incident and investigation information.

Who: All Sections

Why: The program collects a wide range of information on spill incidents through response and investigation activities. Increased sharing of this information in easily accessed formats will help the public understand the program's activities.

COVID-19 impacts: This project continues at a smaller scope due to vacancies coupled with a hiring freeze, and limited staff capacity.

2020 Status / Priority*: In progress / Slow

Strategy 2. Develop educational campaigns to engage the public about our program work.

Action A: Develop a program outreach plan.

Who: Communications Manager, All Sections

Why: Creating a consistent plan for the program's outreach will uncover new opportunities to build and maintain relationships with the public and operational partners.

COVID-19 impacts: Communications staff are revamping and putting together a new outreach plan that takes the current COVID environment, including limited in-person events, into account and still involves work in association with our partners.

2020 Status / Priority*: In progress / Continue

*For information on the priority, please refer to the section titled "Adjusting to COVID-19" beginning on page 10.

Appendix A: Performance Measures

The Spills Program uses performance measures to track progress and evaluate how program work meets the goals and mission of the program. Table 2 shows the program's current performance measures for the 2019-2021 biennium. The measures represent the six major program activities and are for both internal and external audiences. The internal measures are used by the program for planning. External measures are reported to the Washington Office of Financial Management.

Table 2: 2019-2021 Performance measures by activity

Activity	Description	Audience	Target	Reporting Frequency	2011-2013	2013-2015	2015-2017	2017-2019	2019-2020
Prevention	Number of spills to surface water from all sources	External	0	Quarterly	985	1,024	1,344	1,545	820
Prevention	Total volume of oil spilled to surface waters from all sources (gallons)	External	0	Quarterly	10,723	15,748	18,740	16,446	6,749
Prevention	Percent of potential high-risk vessels boarded and inspected	External	20%	Quarterly	27.0%	17.5%	12.2%	7.1%	N/A
Prevention	Percent of unique potential high-risk vessels inspected	External†	20%	Quarterly	40.3%	25.0%	22.4%	13.4%	11.2%
Prevention	Gallons of oil spilled to surface waters during an oil transfer for every 100 million gallons transferred	External	0	Quarterly	9.2	2.5	0.7	3.0	0.8

† The calculation methodology for the measure of high-risk vessel inspections changed at the end of the 2017-2019 biennium. Historical data in this row was not reported externally, but is provided here for reference.

Activity	Description	Audience	Target	Reporting Frequency	2011-2013	2013-2015	2015-2017	2017-2019	2019-2020
Prevention	Percent of regulated over-water oil transfer operations inspected	External	6%	Quarterly	7.2%	4.9%	5.2%	6.4%	N/A
Prevention	Percent of unique over-water oil transfer operations inspected	External‡	6%	Quarterly	3.5%	2.8%	2.9%	4.2%	3.3%
Prevention	Total volume of oil spilled to water from regulated facilities and vessels (gallons)	External	0	Quarterly	NA	649	194	385	178
Prevention	Total number of vessel inspections	Internal	375	Annually	1,066	600	540	348	210
Prevention	Percentage of entering vessels that receive an inspection	Internal	10%	Annually	38.7%	21.4%	19.0%	11.7%	11.3%
Prevention	Total number of oil transfer inspections	Internal	900	Annually	2,686	1,868	1,523	1,761	594
Prevention	Percent of Rate A oil transfer operations in compliance with regulatory requirements for pre-booming	Internal	100%	Annually	NA	NA	97.2%	97.9%	98.3%
Prevention	Percent of Class 1 facilities that receive an annual inspection	Internal	100%	Annually	NA	NA	NA	76%	48%

‡ The calculation methodology for measuring oil transfer inspections changed at the end of the 2017-2019 biennium. Historical data in this row was not reported externally, but is provided here for reference.

Activity	Description	Audience	Target	Reporting Frequency	2011-2013	2013-2015	2015-2017	2017-2019	2019-2020
Preparedness	Number of Geographic Response Plans completed for inland and marine spill response	External	14	Annually	NA	9	17	0	0
Preparedness	Percent of vessel emergency occurrences reported to Ecology	External	100%	Quarterly	NA	31.8%	22.5%	29.6%	11.1%
Preparedness	Number of self-certified drills	Internal	0	Annually	32	47	88	27	7
Preparedness	Number of Geographic Response Plan strategies tested	Internal	NA	Annually	0**	0**	60	47	24
Response	Percent of reported spill incidents that receive a field response	External	20%	Quarterly	22.7%	20.45%	17.9%	19.9%	18.4%
Response	Total number of reported incidents	Internal	NA	Quarterly	7,993	7,394	7,955	8,192	4,098
Response	Percent of total oil recovery for spills of oil of 25 gallons or more to water	Internal	Gas: 15% Diesel: 20% Other: 25%	Annually	NA	NA	NA	Gas: 2.3% Diesel: 27.3% Other: 20.1%	Gas: 17.1% Diesel: 46.6% Other: 28.2%
Response	Percent of response costs billed to spillers	Internal	100%	Biennially	NA	NA	NA	57.6%	TBD

Activity	Description	Audience	Target	Reporting Frequency	2011-2013	2013-2015	2015-2017	2017-2019	2019-2020
Response	Percent of oil spills from Class 1 facilities, pipelines, and covered vessels that receive a field response	Internal	100%	Quarterly	NA	NA	NA	Overall: 78.3% Facilities: 86.9% Pipelines: 100% Vessels: 71.4%	Overall: 57.9% Facilities: 50.0% Pipelines: 100% Vessels: 57.7%
NRDA	Percent of completed restoration projects that meet restoration plan specifications	External	100%	Quarterly	100%	100%	100%	100%	100%
NRDA	Percent of NRDA cases presented to the RDA Committee within 60 days of incident	Internal	100%	Annually	NA	NA	NA	72.9%	18.2%
Equipment grants	Percent of grant money awarded to eligible applicants during grant cycle	Internal	100%	Biennially	NA	NA	NA	100%	TBD
Equipment grants	Number of individuals that received oil or hazardous materials training as a result of the equipment grant program	Internal	750	Biennially	NA	NA	NA	330	TBD
Equipment grants	Dollars requested for eligible projects that the program was unable to award	Internal	NA	Biennially	NA	NA	NA	$150,000	TBD
Equipment grants	Percent of grant applications that are new applicants	Internal	NA	Biennially	NA	NA	NA	74%	TBD

Activity	Description	Audience	Target	Reporting Frequency	2011-2013	2013-2015	2015-2017	2017-2019	2019-2020
Statewide Resources	Number of local and tribal emergency response agencies receiving real-time crude-by-rail ANT data	Internal	60	Annually	NA	NA	NA	41	41
Statewide Resources	Percent of staff in compliance with ICS training requirements	Internal	100%	Annually	NA	NA	NA	60.9%	67.1%

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

NA = Measure was not tracked during the biennium.

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

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

Appendix B: 2017-2019 Action Item Results

The 2017-2019 Program Plan described 51 program action items that went beyond core services. These actions items supported the strategic direction described in the 2015-2021 Strategic Plan. This section briefly describes each of these program initiatives and their status.

2017-2019 Goal and Strategy	Action Item	Action Lead	Status
Goal I Strategy 1	Develop a funding options plan for upcoming legislative sessions, to address the funding gap and changing risk picture in a manner that is sustainable.	Policy Analyst, Budget Manager	Ongoing
Goal I Strategy 1	Provide a report to the Legislature that describes program activities, recommendations for funding sources and allocation of funding, and a forecast of funding needs. Complete report by July 1, 2020.	Statewide Resources, Policy, Budget Manager	In Progress
Goal I Strategy 3	Focus on making SET events and information more available to all program staff across program sections and locations.	Spills Engagement Team	Ongoing
Goal I Strategy 4	Update Standard Operating Procedure (SOP) CORE 5 (Information Systems) to reflect current IT systems and best practices used within the program.	Statewide Resources	Complete
Goal I Strategy 4	Develop and implement a plan to address data quality issues.	Statewide Resources	Ongoing
Goal I Strategy 4	Develop a plan for mobile data collection in the program.	Statewide Resources	Complete
Goal I Strategy 4	Develop a plan for future use of the GRP database, including maintenance and improvement efforts.	Statewide Resources, Preparedness	In Progress
Goal I Strategy 5	Work with Ecology's IT services as they transfer our applications and databases to the State Data Center.	Statewide Resources	Complete
Goal I Strategy 5	Undertake succession and staff planning in order to build redundancy, capture institutional knowledge, and support advancement opportunities.	Program Management, Statewide Resources	Complete
Goal I Strategy 5	Update SOP CORE 2 (Developing Standard Operating Procedures) and develop, then implement a plan for reviewing and updating of CORE SOPs in order to ensure that they are clearly written, applicable to impacted staff, and address current business practices.	Statewide Resources	Ongoing

2017-2019 Goal and Strategy	Action Item	Action Lead	Status
Goal I Strategy 5	Begin to develop and formalize records management guidance for the program.	Statewide Resources	On Hold
Goal II Strategy 1	Improve the effectiveness of USCG/Ecology Memoranda of Understanding through hosting joint meetings and workshops.	All	Ongoing
Goal II Strategy 2	Continue to support the multi-agency comments on federal rulemaking regarding rail safety of oil trains, both current rulemaking efforts, as well as potential future efforts.	Policy Analyst	Complete
Goal II Strategy 3	Develop an ongoing transboundary forum with the Province of British Columbia, to discuss and address spill risk issues within the shared waters of the Salish Sea.	Program Management	Complete
Goal II Strategy 3	Develop a Salish Sea Shared Waters Forum that meets at least once annually through July 1, 2021.	Policy Analyst, Preparedness	Ongoing
Goal II Strategy 3	Develop outreach to LEPCs in order to promote awareness and encouragement of involvement with the Northwest Area Contingency Plan.	Preparedness, Response	Complete
Goal II Strategy 6	Evaluate, as part of the Communication Plan, the best means and methods to provide outreach to key stakeholders.	Communications Manager, Policy Analyst, Statewide	On Hold
Goal II Strategy 6	Develop key communications materials that provide an overview and understanding of the program, including a program overview brochure/handout and an updated oil spill and program history handout.	Communications Manager, Statewide Resources	Partially Complete
Goal II Strategy 6	Update SOP CORE 6 (Media Relations) and 7 (Web Page Development) to reflect current communication best practices used within the program and agency.	Communications Manager, Statewide Resources	Complete
Goal II Strategy 6	The Spills Program Communications Manager will provide a Public Information Officer training to the other programs' Communications Managers.	Communications Manager	Complete
Goal II Strategy 7	Advocate for continued funding of the Federal Oil Spill Liability Trust Fund, including prolonging of sunset clauses for oil taxes which fund the Trust. Also advocate for expanding use of the Trust Fund to include addressing derelict military vessels.	Policy Analyst	Ongoing

2017-2019 Goal and Strategy	Action Item	Action Lead	Status
Goal III Strategy 1	Finalize a Vessel Traffic Safety Evaluation and Assessment (i.e. an evaluation and assessment of vessel traffic management and vessel traffic safety) for the Columbia River, as required by ESHB 1449.	Prevention	Complete
Goal III Strategy 1	Conduct a Grays Harbor Vessel Traffic Risk Assessment to assess changes in oil spill risk.	Prevention, Preparedness	Complete
Goal III Strategy 1	Conduct a Rail Transportation Safety Assessment to analyze changes to the rail transportation system and its risk to inland areas of the State.	Prevention	Complete
Goal III Strategy 1	Conduct a vessel traffic safety report for the Strait of Juan de Fuca and Puget Sound. Complete the draft report by December 1, 2018 and submit the final report to the Legislature by June 30, 2019.	Statewide	Complete
Goal III Strategy 3	Update the Ecology oil transfer inspection checklists to improve their understandability and usability.	Prevention	Complete
Goal III Strategy 3	Evaluate the Spills Program's authority and practices around new commodities such as methanol, ethanol, xylene, LNG, related fuel blends, and alternate/hybrid fuels.	Prevention, Statewide Resources	Complete
Goal III Strategy 3	Develop process for prioritizing inspection of oil transfers for oils that may sink or submerge in water.	Prevention	Complete
Goal III Strategy 4	Develop a plan for updating the Cargo and Passenger Vessels – Substantial Risk rule (Chapter 317-31 WAC). This will include evaluating the high risk vessel screening process.	Prevention	In Progress
Goal IV Strategy 1	Provide legislators with an update on GRP progress in a Legislative Report by December 2017.	Preparedness	Complete
Goal IV Strategy 1	Create a process for cross Program opportunities to verify GRP strategies.	Preparedness	Ongoing
Goal IV Strategy 1	Update existing GRPs to include resources at risk information in areas where non-floating oils may spill. These plans will also be updated to include information on endangered species.	Preparedness	Ongoing

2017-2019 Goal and Strategy	Action Item	Action Lead	Status
Goal IV Strategy 2	Host a Best Achievable Protection Technology Summit in 2018, consistent with RCW 90.56.	Preparedness	Complete
Goal IV Strategy 2	Conduct rulemaking to update Chapter 173-182 WAC – Oil Spill Contingency Plan Rule. Update the rule to certify Spill Management Teams, require large-scale equipment deployment drills, and require planning standards for spills of non-floating oils by December 31, 2019. Actively engage stakeholders and the public through a transparent rule making process.	Preparedness	In Progress
Goal IV Strategy 3	Conduct a study on how the use of truth/control and injects can improve drill outcomes.	Preparedness	On Hold
Goal IV Strategy 3	Integrate JETTY into drills and train staff accordingly.	Preparedness	Ongoing
Goal IV Strategy 4	Amend rule on contingency plan and drill requirements for railroads transporting oil in bulk (Chapter 173-186 WAC) per HB 1136. Also, update the rule to require plan holders to plan for responses to spills of non-floating oils by December 31, 2019.	Preparedness	In Progress
Goal IV Strategy 4	Develop a rail drill program to implement new rail contingency plan regulations.	Preparedness	Ongoing
Goal IV Strategy 6	Analyze and follow up on gaps in vessel information provided on membership in protection and indemnity insurance (P&I) Clubs as evidence of financial responsibility.	Preparedness	In Progress
Goal IV Strategy 7	Transition from PIER to JETTY to provide volunteer and vessel of opportunity registration system.	Preparedness	Complete
Goal IV Strategy 7	Develop and implement a curriculum to broadly recruit, pre-register, equip, and train whale watching vessels to be able to safely conduct deterrence activities of Southern Resident Killer Whales during a large oil spill. Improve the quality of training and increase the availability of trainings for this critical effort.	Preparedness	Ongoing
Goal V Strategy 1	Improve air monitoring capacity for a spill incident by acquiring new equipment, providing training, and enhancing data management.	Response	Ongoing

2017-2019 Goal and Strategy	Action Item	Action Lead	Status
Goal V Strategy 2	Support funding and policy changes required to develop regional hazardous materials response teams, and update the previous study. The study would consider team composition, equipment, training, location, statewide coordination, and funding.	Policy Analyst, Response	Reassigned To Outside Agency
Goal V Strategy 3	Update checklist guidance on best practices for addressing the spill risk from a derelict vessel.	Response	In Progress
Goal V Strategy 4	Develop formal protocols to notify Canadian response partners in the case of a spill incident.	Response	On Hold
Goal V Strategy 5	Finalize updates to SOP CORE 10A (Coordinated Response) and provide training to applicable staff.	Statewide Resources	Complete
Goal V Strategy 5	Evaluate our internal communications process for spill response and update SOP CORE 9A (Internal Notification), and provide training to applicable staff.	Response	Complete
Goal V Strategy 6	Update SOP CORE 12 (Enforcement) to improve enforcement activities and enhance coordination.	Statewide	Complete
Goal V Strategy 6	Develop and implement quarterly investigation and enforcement coordination meetings.	Response, Statewide Resources	Ongoing
Goal V Strategy 6	Provide assistance to responders with cost recovery, claims, and enforcement actions. Evaluate work efficiencies in the regional offices.	Response, Statewide Resources	Ongoing
Goal V Strategy 7	Develop a plan to update Natural Resource Damage Assessment (NRDA) rules in WAC Chapter 173-183.	Response	On Hold