Using the Information Kit

The pages in this kit are designed to be organized in a binder. Either three-hole punched or in protective plastic sleeves. Each sheet is a stand-alone piece of information. Making copies locally is not only encouraged it’s the whole point. Copies can be given to the public, media, other responders who ever needs the information. A tailored collection of sheets could be given out at an internal training session, school presentation, press conference or industry meeting.

While these pages are as accurate as possible at the time of printing, things change and errors do occur. Corrected versions of these pages will be made available as quickly as possible. To obtain electronic and updated versions of all of this material, access the NSF web page at http://www.uscg.mil/hq/nsfcc/nsfweb/.
To report any problems or corrections, or to request sheets on a specific topic, please contact PIAT at (252) 331-6000.

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**Section 8: Historical Cases**

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- Tampa Bay Spill  
- Morris J. Berman  
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- Julia N  
- Kuroshima  
- New Carissa  
- Guam Mustard Gas  
- PEPCO Pipeline Spill

**Section 9: Local info needs Unit info sheets VIP bios**
The National Strike Force (NSF) was created in 1973 as a Coast Guard special force under the National Contingency Plan. The NSF provides highly trained, experienced personnel and specialized equipment to Coast Guard and other federal agencies to facilitate preparedness and response to oil and hazardous substance pollution incidents in order to protect public health, welfare and the environment.

### Three Teams

These 38-member teams are: the Atlantic Strike Team in Fort Dix, N.J.; the Gulf Strike Team in Mobile, Ala.; and the Pacific Strike Team in Novato, Calif. The Strike Teams are managed by a fourth unit, the National Strike Force Coordination Center (NSFCC) in Elizabeth City, N.C.

Responses, training and planning are the primary missions for the teams, which cover the entire country, including U.S. territories in the Caribbean and the Pacific.

First and foremost in these mission areas is response to pollution incidents - whether it’s oil off the coast or a hazardous-material release in Iowa.

Secondary, yet still an important mission is training units for major pollution incidents. Finally, the teams are involved in planning, such as area contingency plans.

When responding to incidents, strike team members join local emergency-response forces in eliminating the source of a discharge, collecting and storing spilled material, preventing impact to sensitive environmental areas and shorelines.

Strike Team response members can respond to an incident via commercial or military aircraft, or over the road using our own tractor-trailer trucks.

### NSFCC

The National Strike Force Coordination Center provides support and standardization guidance to the three strike teams. The NSFCC is home to the:

- Public Information Assist Team (PIAT)
- National inventory of oil spill response resources (RRI) and logistics network
- National Preparedness for Response Exercise Program (PREP)
- National Oil Spill Removal Organization (OSRO) Classification Program

### Spill management staffing

The NSF provides FOSCs with many areas of expertise, including:

- Operation of spill response equipment (booms, skimmers, high-capacity pumps, temporary storage containers, Vessel of Opportunity Skimming System (VOSS), etc.)
- Supervision/monitoring of personnel at spill sites
- Initial assessment/site safety/monitoring capabilities at hazardous material incidents
- Cost documentation and report requirements
- Command, control and communications support
- Incident Command System trained personnel

### NSF Capabilities

- Respond with trained personnel and specialized equipment to contain and/or remove spills of oil and releases of hazardous materials
- Response planning and consultation; conduct training in spill response techniques and equipment use
- Conducting exercises and drills to evaluate preparedness
- Identifying, locating and assisting in the transportation of specialized equipment needed for spill response
- Providing public affairs support personnel to CG/EPA Federal On Scene Coordinators during spill responses

### Strike Team equipment

Available Strike Team equipment includes: containment booms, temporary storage containers, mobile command posts, hazardous material response vehicle with level "A" and "B" equipment, and oil transfer equipment, boats, portable air compressors, generators, lighting equipment, monitoring equipment, communications equipment, personnel protection gear, and photographic gear.

### PIAT

The NSF Public Information Assist Team (PIAT) provides public affairs specialists to assist FOSCs with public information. PIAT members are contacted through the NSFCC.

This information was compiled by the U.S. Coast Guard’s National Strike Force Coordination Center. This page may be reproduced locally. If any changes are needed, notify the Public Information Assist Team at (252) 331-6000.
United States Coast Guard

National Strike Force

Command addresses and telephone numbers

<table>
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<tr>
<th>Commanding Officer</th>
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<tr>
<td>USCG National Strike Force Coordination Center</td>
<td>USCG Gulf Strike Team USCG Aviation Training Center</td>
<td>USCG Pacific Strike Team</td>
</tr>
<tr>
<td>1461 N. Road St. (US 17N) Elizabeth City, NC 27909</td>
<td>Mobile, AL 36608-9690</td>
<td>Hangar 2, Bldg. 390 Hamilton Field Navato, CA 94949-5082</td>
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<tr>
<td>Tel: (252) 331-6000 Fax: (252) 331-6012</td>
<td>Tel: (334) 441-6601 Fax: (334) 441-6610</td>
<td>Tel: (415) 883-3311 Fax: (415) 883-7814</td>
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## National Strike Force

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# National Strike Force role in spill response

## Information Sheet

National Strike Force (NSF) is composed of four units, the National Strike Force Coordination Center (NSFCC), the Gulf, Pacific, and Atlantic Strike Teams. These units combined provide a valuable source of technical and managerial expertise to Federal On-Scene Coordinators (OSC) responding to oil or hazardous materials pollution incidents.

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<td>The NSF, as a center of excellence for pollution response, stands ready to deploy its equipment, personnel and expertise to support the OSC in achieving the most effective and efficient response possible. OSCs can obtain assistance from throughout the NSF by contacting their servicing Strike Team or the National Response Center.</td>
<td>The NSF is capable of responding to two major oil and two chemical incidents simultaneously. Quick response is achieved through the use of ready loads tailored to specific spill situations and fully transportable over the road or via Coast Guard C-130 and other military transport aircraft. Strike Team equipment levels are based on performing the following functions: lightening and dewatering; containment and recovery; temporary product storage; and command, control and communications. Operations oversight, damage assessment, site safety expertise, and resource documentation can also be provided by a Strike Team responding to a spill.</td>
</tr>
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### OPA 90 changed structure

Following the enactment of the Oil Pollution Act of 1990, the National Strike Force, as it is currently configured, came into being. The return of a third Strike Team greatly enhanced the amount of equipment and technical expertise available to deploy to a spill, but the addition of the NSFCC took the NSF to a new level of organizational and support capability. In addition to coordinating the activities of the three teams the NSFCC has increased NSF support activities. These activities include development and oversight of a national maintenance contract (essential to the readiness of prepositioned spill response equipment); the classification of private sector oil spill removal organizations, the development of a publicly accessible database listing the available world-wide inventory of spill response equipment; a logistics network; becoming a leader in the attainment and use of the Incident Command System (ICS) and response management theory; the implementation of a national level preparedness for response exercise program and the integration of the Coast Guard Public Information Assist Team.

### Spill Management System

As a means of enhancing the response management of a spill, the NSF suggests the use of NSF personnel to fill key positions within the OSCs ICS/Unified Command (UC). This support is being refined through experience gained in real incidents and NSF player participation in government-led PREP exercises. In addition to response management expertise found at each Strike Team, the NSFCC can provide specific expertise in the areas of public affairs, logistics management and ICS/UC employment.

### Information flow

PIAT’s public affairs specialists are trained in oil and hazardous response techniques and Joint Information Center organization, and thus are uniquely qualified to assist OSCs with the concern generated by spill situations. They respond with portable computer and communications equipment, along with digital camera and video gear, and can set up an organization to meet OSC’s goals at any site, regardless of its remoteness.

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Mar 01
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<th>Logistical support</th>
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<td>The NSFCC has the capability to provide logistics support to meet incident action needs as required by the OSC in setting up a response organization. This individual could also serve as the Logistics Section Chief. Working as a member of the OSC’s staff the individual(s) dispatched are capable of obtaining, maintaining and tracking the personnel, facilities, equipment and supplies necessary to conduct a thorough spill response. The NSF can also quickly provide resource inventory information concerning the type and location of private and federal response equipment.</td>
<td>The NSF can provide individuals trained and experienced in the use of ICS/UC as a member of the OSC’s staff. These individuals can assist the OSC in establishing a response organization and can act as a coordination and control point for the daily operation of the organization and the Incident Command Post. Additionally, the NSF can provide basic training for those individuals arriving on scene that have not been adequately trained in the use of ICS/UC and offer recommendations to the OSC on ways to improve information management. NSF expertise has been extensively utilized by both Coast Guard and EPA On-Scene Coordinators in the past.</td>
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<th>Future plans</th>
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<tr>
<td>The NSF will continue to be the center of excellence for spill response. Currently, initiatives by the NSF include: acquisition of improved equipment for the Strike Teams; active participation in the development of new response technology; continual effort to enhance our technical and managerial spill response expertise (including working with Coast Guard Headquarters and other units on the implementation of ICS in the Coast Guard); standardized NSF equipment inventory and Standard Operating Procedures (SOP); training in equipment deployment and effective spill management; training of MSO's in field operations and spill management; and the designation of an area specialist. This area specialist is a Strike Team member who is familiar with and serves as liaison for a COTP. Through these initiatives the NSF will remain poised to respond to the OSC’s call for assistance to an oil or hazardous substance release.</td>
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# National Strike Force Coordination Center (NSFCC)

## Information Sheet

The National Strike Force Coordination Center (NSFCC) is a part of the National Strike Force which is composed of the Pacific Strike Team in Novato, Calif., the Gulf Strike Team in Mobile, Ala., and the Atlantic Strike Team in Fort Dix, NJ. The NSFCC was established in October 1991 and located in Elizabeth City, NC. The unit provides support and standardization guidance to the three Strike Teams.

The NSFCC is home to the Public Information Assist Team (PIAT), the national response resources inventory (RRI) and logistics network; the National Preparedness for Response Exercise Program (PREP), the Oil Spill Removal Organization Classification program (OSRO), and the National Maintenance Contract (NMC).

### Public Information Assist Team

PIAT is a four-person team that is highly trained in effective crisis media relations concerning response methods and equipment. PIAT maintains an immediate response capability to assist On-Scene Coordinators in dealing with the large volume of media and public inquiries during a spill response. Additionally, PIAT give Joint Information Center (JIC) training to Coast Guard personnel and other federal agencies.

### RRI/Logistics Network

The RRI is a publicly accessible computer database that provides details on spill response equipment and other resources located around the world. This database provides the customer important information about oil spill response companies, response equipment and other resources. Internet access to this database is currently being developed.

The RRI provides a basis for a national logistics plan to expedite the provision of spill response resources to the site of a worst case discharge.

### PREP

Coordinating with federal, state and industry representatives, the NSFCC conducts six government-led exercises each year. PREP evaluates the preparedness of Coast Guard, EPA, state and local officials and the industry in coastal areas around the United States to respond to oil or hazardous chemical spills. PREP is also able to work with the international response community to exercise their country’s contingency plans.

### OSRO

The NSFCC is responsible for implementing the Coast Guard's Oil Spill Removal Organization Classification Program. The OSRO Program provides owners of vessels and facilities, who handle oil in the waters of the United States, an assessment of the capabilities of private industry spill response organizations. It reviews and categorizes the private company’s ability to remove oil from the water and analyze the proximity of that equipment to ports nationwide.

OSRO classification gives industry response planners and reviewers information in the form of an on-line database. The information includes the location and capabilities of oil spill response contractors in their areas. This helps vessels and facilities fulfill their federal statutory requirements to have identified a sufficient quantity of response resources.

### National Maintenance Contract

The NSFCC manages the National Maintenance Contract which provides preventive maintenance and equipment upgrade service to the Coast Guard's $30M inventory of spill response equipment strategically pre-positioned near major port areas around the United States.

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Mar 01
The Atlantic Strike Team is located in the Piney Barrens of New Jersey. The team was commissioned on Sept. 5, 1991. It is made up of seven officers and 28 enlisted personnel who respond to oil spills and hazardous-material releases as one of the Coast Guard's three strike teams.

### Mission Areas

Response, training and planning are the primary missions for the Atlantic Team, which covers the 1st, 5th and 9th districts, western rivers and federal regions I, II, III, V and VII for the Environmental Protection Agency.

First and foremost in these mission areas is response to pollution incidents -- whether it’s oil off the coast or hazardous materials released in Iowa.

Secondly, yet still important, is training units for major pollution incidents. Finally, the teams are involved in planning -- such as area contingency plans.

When responding to incidents, strike team members join local emergency-response forces in eliminating the source of discharge, collecting and storing spilled material, preventing impact to sensitive environmental areas and shorelines.

Working for local forces and monitoring contractors on site gives the team a unique opportunity to work a variety of jobs in many locations. Our team members travel extensively in order to meet our missions in a zone covering the eastern seaboard north of South Carolina and westward through the Great Lakes region.

Response to a major incident can be via Coast Guard or commercial aircraft or over the road by tractor-trailer, pulling strike team response gear.

### Opportunities abound

Overall, the team offers a unique blend of opportunities for Coast Guard personnel -- at home and on the job. Whether responding to an environmental emergency, conducting response-equipment training, or taking the family for a weekend at the beach, exciting opportunities abound here.

Government housing is available within minutes -- in some cases within walking distance of the unit. But, if you’re looking for housing in the local community, the average rent ranges from $500 for an unfurnished one-bedroom apartment to $812 for an unfurnished three-bedroom house.

Numerous educational opportunities exist for our members and their families. The local community college is accredited and offers associate degrees in areas like computer science and business studies. Nearby Princeton and Temple Universities offer full and part-time bachelors degree programs.

Also, the University of Colorado, in cooperation with the Air Force, offers continuing-education courses at McGuire Air Force Base located near Ft. Dix.

### New Jersey is our Home

Located on the Army’s Fort Dix Training Center, in the heart of southern New Jersey, the unit’s members enjoy many unique benefits. There is a well-stocked exchange and commissary complex on post that is more like a mall than an exchange. Adjacent to Fort Dix is McGuire Air Force Base, a major hub for military airlift command flights and loadouts.

A dispensary, hospital, laundry facility, uniform shops, a pool, an arts and craft center, golf course and even shoeshine shop are located within a five-minute drive -- all without leaving the base.

Once off the base there are many communities full of small-time charm. Restaurants, shops churches, parks and lakes are all readily accessible.

### Places to go

For the more adventurous, we are surrounded by places to go and things to do. Atlantic City, about an hour and a half to the south, offers casinos and nightlife. Historic Philadelphia, an hour to the west, offers such sights as Independence Hall and Benjamin Franklin’s old home -- not to mention its famous cheese steak sandwiches.

New York City is a mere two hours north. About 45 minutes to the east lie the beautiful beaches of southern New Jersey. For those unwilling to drive so far, Six Flags Great Adventure has a theme park less than 30 minutes away.
The purpose of the Coast Guard Oil Spill Removal Organization (OSRO) Classification Program is to provide a tool for vessel and facility response plan holders to aid them in meeting their requirements for response planning under 33 CFR 154 and 155.

### Voluntary program

It is a voluntary program that provides a general indicator of an OSRO's capabilities based on the amount, type and geographic location of response resources they control.

OSRO classifications are only intended to be a general planning tool and do not relieve vessel and facility plan holders of their responsibility to determine whether an OSRO meets their specific response planning needs as required under 33 CFR 154 and 155. Plan holders desiring to use Coast Guard Classified OSROs should contact the individual OSROs they wish to use to insure that they will be able to meet their specific needs.

### Classifications

OSROs receive classifications (A, B, C, D and E) in four different operating environments (Rivers/Canals, Inland, Great Lakes and Oceans) in up to 45 COTP zones based on minimum equipment standards (outlined in the Coast Guard OSRO Classification Guidelines, dated 28 December 1995) for:

- Boom totals in feet;
- Effective Daily Recovery Capacity (EDRC) in barrels per day;
- Temporary Storage Capacity (TSC) in barrels;
- Average Most Probable Discharge (AMPD), Maximum Most Probable Discharge (MMPD) and Worst Case Discharge (WCD) Tier 1, 2 and 3 response times as outlined in 33 CFR154 and 155.

### Response times

Response times for Rivers/Canals, Inland and Great Lakes environments are calculated by measuring the straight line (great circle distance on a globe) between the latitude and longitude of an OSRO’s individual resource sites and the latitude and longitude of a designated city within each COTP zone (the latitude and longitude of the CG MSO within each COTP is used as a default). The time it would take to cover that distance is then calculated using 35 mph speed over land and 5 kts speed via water.

Response times in the Oceans environment are calculated to a point 12 nautical miles seaward of the COTP city for AMPD response times, and 50 nautical miles seaward of the COTP city for MMPD and WCD response times.

### A-E classifications

The A–E letter classifications are not inclusive. Each classification stands alone and indicates that the OSRO was able to meet the planning criteria outlined in the Coast Guard OSRO Classification Guidelines for that specific classification, environment and COTP zone. In general, “A” classifications indicate the fastest response times, but the least amount of total equipment. “E” classifications indicate the slowest response times, but the greatest amount of total equipment. B–D classifications fall in the middle.

### OSROs should review

Plan holders desiring to use Coast Guard classified OSROs are highly encouraged to review their own resource requirements and the specifics of OSRO classifications before determining the level(s) of capability they specifically need.

### Contact information

For more information on the OSRO Classification Program and the RRI Database, contact the NSFCC at (252) 331-6000 or email:

- aturner@nsfcc.uscg.mil
- aquirino@nsfcc.uscg.mil
- lwuerker@nsfcc.uscg.mil
- jperdue@nsfcc.uscg.mil
- fkarnuth@nsfcc.uscg.mil
The Public Information Assist Team (PIAT) is an element of the National Strike Force, co-located with the National Strike Force Coordination Center and is available to Federal On-Scene Coordinators. The team is staffed by four highly trained crisis communications professionals. Their primary function is to provide crisis communications during accidental or premeditated oil spills and hazardous material releases. Team members have acted as the Public Information Officer for Coast Guard and Environmental Protection Agency officials responsible for ensuring oil and hazardous material incidents with significant media or public interest are properly managed. They have conducted press conferences and town meetings to address media and public concerns. Team personnel also teach crisis communications' techniques and Joint Information Center organization to Coast Guard, other federal agencies, state agencies and Industry personnel. Additionally, PIAT assists in the scenario development of Coast Guard pollution response exercises and participates as players or monitors during federal and industry led exercises.

**Established in 1978**

The team was established at Coast Guard Headquarters in 1978 as one of the special forces mandated in the National Contingency Plan. Since merging with the National Strike Force (NSF) in 1991, PIAT members have been trained and qualified as NSF responders, which allows them full access to the response activities at accidental or premeditated oil spills and hazardous material releases.

Team members are equipped with a wide range of spill response gear so they can be deployed to the scene of an incident in a matter of hours. Each member of the team is issued a response kit that includes all the equipment necessary to meet the public and media’s information needs, including a portable computer, printer, digital camera, office gear and 35mm camera with various lenses.

**JIC model**

Team members are currently working with the National Response Team and have developed a national level Joint Information Center organization and accompanying manual. Using the experience of numerous responses, PIAT is well positioned to assist in this large task. The JIC organization is designed to be compliant with the Incident Command System. And, is all-hazard, all-risk and all-agency in order to meet the needs of all of the members of the NRT.

In January 2000, the NRT officially adopted the JIC structure as the way to handle media relations on scene during a crisis.

**Video capabilities**

The team’s video capabilities have been set up at the NSFCC providing an array of photo, video and graphic service in support of NSF missions. The team uses video and still photos taken at responses or training exercises and makes them available to the news media or creates graphics for presentations. Finished products are also made available to the three Strike Teams and other Coast Guard commands to tell the Coast Guard Marine Environmental Protection story.

**Recent cases**

Notable cases PIAT has responded to:

- Hurricane Bonnie, Wilmington, N.C.
- M/V Kapitan E. Egorov grounding near Guayanilla Bay, P.R.
- M/V New Carissa, Coos Bay/North Bend, Or.
- 250,000,000 gallon coal slurry spill, Inez, Ky.
- Tank vessel Westchester oil spill, Lower Mississippi River, Venice, La.
- Tank vessel Jessica grounding and oil spill near San Cristobal Island in the Galapagos Islands, 600 miles off the coast of Ecuador.
You’re Guide to Media Relations

Don’t Panic!

Public Information Assist Team (PIAT), (252) 331-6000
National Strike Force Coordination Center, 1461 North Road Street, Elizabeth City, NC 27909

Guidelines for Release of Info

- Tell the Truth.
- Be Accurate. Confirm numbers and statements before you release the information.
- Avoid personal opinion. If you’re talking to the media while wearing a blue uniform and give your own personal opinion, suddenly, it becomes the Coast Guard’s opinion.
- There is no such thing as OFF THE RECORD! Anytime you are in the presence of a reporter, or on the phone or doing an interview, everything you say is on the record.
- There is no such thing as NO COMMENT! Same as above. If you say “No comment,” the perception is you are trying to hide something.
- Do not speculate. Speculation-type questions are often started with words like: “What if…,” Suppose you did…,” Let’s say…”
- If you can’t answer a reporter’s questions, explain why.
- Know what you want to say before the interview.
- Do not comment on statements or text you haven’t seen or heard. In other words, if a reporter says to you: “According to the New York Times…,” but you hadn’t seen the article, do not comment on it.

What’SAPPening

There are some limitations on information that can be released. The acronym SAPP best explains the type of information you have to be careful with.

S – Security. Information considered “Classified” must be withheld. This includes FOUO(for official use only) items, secret and top secret information. If releasing the information will somehow jeopardize security, it should be withheld.

A – Accuracy. Self-explanatory. All information should be double-checked for accuracy.

P – Policy. Policy refers to overall Coast Guard policy, though some units may have local policies instated by the commanding officer. Policy guidelines are briefly discussed in the column to the left.

P – Propriety. This maybe one of the most important aspects of the SAPP principal. Propriety touches upon may different scenarios. An example might be the condition of a body found during a SAR case or a severe airplane crash like TWA 800. Remember, victims families might be watching the news when you make your statement to the media. A good gauge? Treat people and release information the way you would like to be treated and informed.

MAXIMUM DISCLOSURE…
MINIMUM DELAY…

Coast Guard Public Affairs is assertive, not passive. According to policy, “Representatives of the Coast Guard will answer all requests for information quickly and accurately. Unfavorable news will be released with the same care and speed as favorable news.” We want to release as much accurate information as possible as quickly as possible.

There are certain limitations on what you can and can’t release. Please refer to the Coast Guard Public Affairs manual (COMDTINST 5728.2B) for further direction.

EVERYONE’S A SPOKESMAN

“If you did it, or you are responsible for it, you can talk about it. If not, Don’t!”

Some commands may have a local policy to refer all reporters to an authorized spokesperson. Please follow your local command policy, but remember, the media will be looking for the best person to speak about a particular subject.

Whoever is speaking to a reporter needs to comment only on items within his/her area of expertise, which is generally the Coast Guard and their specific duties. Coast Guard spokespersons should not speak for other agencies. If you are not sure that you should be the person answering the questions, politely inform the reporter, then find the right person to answer the questions.

MEET THE MEDIA FIRST

It’s a good idea for commanding officers and/or spokespersons at a unit to get out and meet the media in your area first, before the big event happens. If you establish a good relationship with them up front, they (the media) will be more understanding and easier to work with when the actual event occurs. Keep that relationship strong year-round.
Lingo to Learn:

**News Briefing**: A special type of interview, placing an especially knowledgeable spokesperson in front of several reporters at the same time to discuss or talk about a specific issue.

**News Conference**: A news conference differs from a news briefing in that it is open to any topic reporters want to talk about. Rarely would there ever been an occasion for a Coast Guard spokesperson to hold a news conference, unless he is the Commandant.

**Sound-bite or Bite**: A 15-30 second answer to a question. Remember to keep your answers short because it offers a better opportunity for your entire statement to get on the air. If you drone on too long, reporters have to edit some of what you said out to make it fit into the allotted time for the story, and may take it out of context.

**Bridging**: Making a smooth transition from the questions asked by the reporters to the message you want to get across. Some good examples of bridging-type words are: “However,” “In spite of…,” “Secondly…,” “More importantly…”

**Hooking**: Taking advantage of opportunities before and during the interview to help focus on what you want to talk about. Entice the reporter or interviewer into your agenda.

**Emphasize the Positive**

Whenever you have the opportunity during an interview, always try to emphasize the positive and get your message out to the public through the media. A good rule of thumb is to choose three positive points and construct your answers to questions using those positive points. Some examples of positive points are below:

- Survivors
- Teamwork
- MANY CG MISSIONS
- Rapid Response
- Highly-Trained Professionals
- NO INJURIES
- $$ Property saved
- MULTI-AGENCY
- COOPERATION
- Working Around the Clock

Get to know the media before the crisis!

Public Affairs is a command responsibility, however, as stated on Page 1 of “Don’t Panic,” everyone can be a spokesperson regardless of rank or rate. In fact, it is encouraged.

Personnel who work with the media on a regular basis need to get out and meet the media, establish a strong, professional relationship before the crisis occurs.

Several things can be done to make sure your unit gets off on the right foot with the area media. The first, and probably most important, is to actually visit the media in your area. Physically drive down to the TV station, radio station or newspaper office in town or nearby and introduce yourself to the editors, news directors and reporters.

Another way to meet the media is to hold an Open House at your unit. In this case, you invite them to come down to the unit, show them around, and begin establishing that relationship. Market your ideas! You know what’s interesting at your unit, or you might even have an idea for a story. Offer them hints for story angles, find something a little different for them to cover. The media is always looking for a unique angle to produce a unique story.

Still another way to establish a good report with the media is to take advantage of a special release technique – the Newspaper Editorial Board. This is an informal meeting, usually held at the newspaper office between the Unit Commander and the senior editors and reporters. Though the newspaper will act as host, it’s okay for you to suggest an Editorial Board meeting to them.

Editorial Boards often give you the opportunity to educate the media about Coast Guard policies and programs, discuss issues of mutual interest and allow you to educate yourself on how the news process works. Editorial Boards often spawn feature or editorial articles and foster a better understanding between reporters and the Coast Guard.

Remember, it’s the media’s job to report the news. If you establish a good working relationship with the media before the crisis, everything will run smoother in the long run.
The National Preparedness for Response Exercise Program (PREP) was developed to establish a workable exercise program which meets the intent of section 4202 (a) of the Oil Pollution Act of 1990 (OPA 90). PREP plays a key role in assuring the preparedness of the National Response System to successfully respond to major oil and hazardous chemical incidents. PREP is a unified federal effort and satisfies the requirements of the U.S. Coast Guard, the Environmental Protection Agency (EPA), the Research and Special Programs Administration (RSPA) Office of Pipeline Safety, and the Minerals Management Service (MMS).

### Three year cycle

The Preparedness Division of the National Strike Force Coordination Center, located in Elizabeth City, North Carolina plays a key role in the PREP program that calls for 17 area exercises per year nationwide, 51 within a triennial cycle. This ensures that all areas of the country are exercised triennially. Six of these exercises are conducted each year and led by the federal government, and 11 are conducted annually and led by industry response plan holders. Of the 6 government led area exercises held each year, 5 take place in the coastal areas and are led by the U.S. Coast Guard, and 1 occurs in the inland area and is led by the EPA, with RSPA and MMS participating as appropriate. The NSFCC manages the portion of the PREP program dealing with the government-led exercises.

PREP exercises should be viewed as an opportunity for plan holders to make continuous improvements to their response plans and to their response system. Plan holders can use issues that arise during the evaluation of the exercise to make necessary changes to their response plans to maintain the highest level of preparedness.

### Joint Design Teams

PREP Area exercises are developed by a joint design team. The joint design team is comprised of representatives from the federal, state, and local government, as well as industry players. The lead plan holder (the organization which holds the primary plan to be exercised) will take the lead on the joint design team, and have the final word on designing the scope of the exercise scenario.

Government led area exercises:
- provide realistic scenarios,
- typically involve 1 or more industry players,
- involve some level of equipment deployment,
- encourage exercise play in normal operational spaces,
- stress the dynamics of the decision making process,
- may involve hazardous materials as well as oil,
- emphasize the formation of a Unified Command,
- and can vary in length from 8 - 12 hours to several days in duration.

### Joint Evaluation Team

Area exercises are evaluated by a joint evaluation team. This joint team meets after the exercise and is comprised of one representative from the federal, state and local governments and industry. Typically the same members who made up the joint design team return to serve on the joint evaluation team. Area exercises are evaluated to provide:
- feedback to the plan holders, recommending improvements
- improve effectiveness of the plan holder in a non-threatening environment
- recommended improvements for the training of personnel
- lessons learned, to be shared by entire nation.

### Built-in Flexibility

PREP exercises offer a wide range of flexibility on incident types, and actual length of exercise play. There are three basic types of exercise lengths which are offered:

- **8 - 12 hour real time exercise** - This type of exercise focuses on the formation of the Unified Command and the initial response activities which occur in the early hours of the response evolution.
- **2 day split (8 - 12 hours each day)** - This type of exercise is used to look at the formation of the Unified Command, while also looking at the support elements. This type of exercise simulates play during the evening hours
- **12 - 36 hour real time exercise** - This type of exercise focuses on the same issues mentioned above, but also allows players the opportunity to effect shift changes. This type of exercise may be of any length, but will not exceed 36 hours.
## Realism improved in '95

During the 1995 fiscal year, the Preparedness Division implemented several new initiatives to make exercise play more believable and realistic. These new initiatives included:

- Providing an oil site picture, weather, and wildlife information from actual field site locations,
- Using animal and bird props to simulate impacted wildlife at field site locations,
- Soliciting college journalist students to role play media interests during the exercise,
- Soliciting local community participants to develop real issues and to play themselves during exercise play,
- Development of Controller, Evaluator, and Player training sessions,
- Development of controller and evaluator handbooks to allow for better documentation by the exercise controller and evaluator staff,
- Developing a computer network to enhance internal data management and collection.

## New initiatives

New initiatives for FY 1998 included:

- Expand role to support other multi-mission Coast Guard exercises such as search and rescue which would include cruise lines,
- Further develop the documentation and publication of lessons learned from both government led and industry led PREP exercises,
- Analyze and evaluate the post exercise process where changes and improvements are made to response plans (ACP, vessel and facility response plans),
- Further development of the control computer network,
- Further development of media role play during the exercise incorporating video editing equipment,
- Investigate the use of standard controllers for each government led PREP exercise.

## After evaluation report

After the evaluation report is completed by the joint evaluation team, the report is forwarded to the lead federal plan holder for approval and dissemination to the appropriate federal, state and local governments and industry participants.

## Contact information

For additional information on PREP exercises, contact the Chief of the Preparedness Division, Mr. Lee Forseman, at the USCG National Strike Force Coordination Center, (252) 331-6000 x3054.
### United States Coast Guard

**Response Resource Inventory (RRI)**

**Information Sheet**

The Oil Pollution Act of 1990 mandated the creation of a national database of response resources. Through the efforts of Commandant, the former Marine Information Management Division (G-MIM), which has been renamed to the Office of Information Resources (G-MRI), the Coast Guard's Research and Development Center (RDC), and the National Strike Force Coordination Center (NSFCC), the equipment locator system known as the Response Resource Inventory (RRI) was developed. To increase the quantity of equipment listed in the database, information gathered through the Oil Spill Removal Organization (OSRO) Classification program was converted to the RRI format in 1993. To incorporate revisions that enhanced the OSRO Classification program, extensive changes were made to the RRI Application. The RRI now has the capability to determine the proximity and amount of an OSRO’s resources to any of the Coast Guard's Captain of the Port (COTP) Zones.

### Data Management

The RRI manages data received from companies that wish to have their equipment listed in this publicly accessible system, as well as data generated from the OSRO Classification program. Participation by private industry is voluntary except for OSROs, whose participation becomes mandatory when they apply for a classification. RRI has four modules: Data Collection, OSRO Classification, Inventory, and Bulletin Board System (BBS)/Internet Access. The modules work in concert to provide the overall RRI Application. Our customers submit their data via the Data Collection Application. If the data is submitted from an OSRO, it is processed through the Classification Module to determine which environmental dependent classification ratings will be granted. All data is eventually compiled into a single database application with fourteen tables. Pre-defined or customized reports are generated and placed on the BBS. OSRO specific reports are placed on the Coast Guard's web page for availability to Internet users. Response Resource data is available in resource categories which include skimmers, transfer pumps, boom, vessels, HAZWOPER trained personnel, etc.

### System Enhancements

Beginning in the summer of 1995 revisions to the OSRO Classification procedures necessitated major changes to the RRI Application. The first phase included the modification of the Data Collection Module to allow participants to update existing equipment information that had been provided to the NSFCC under the initial OSRO classification procedures. Customers were provided with a computerized data entry form that allowed them to select which operating environment(s) and COTP Zone(s), they were seeking to receive an OSRO Classification. Data resubmitted to the NSFCC was verified and subsequently used to determine if an applicant had enough resources (boom, estimated daily recovery capacity (EDRC), and storage) to receive a classification(s) in the environments selected. Additional system enhancements are being developed. The most notable is the development of a self-contained executable application that can be downloaded from the web. This Response Resource Analysis Application will allow users to determine the amounts of equipment that can be deployed from point A to point B and the length of travel time over land or water. Predefined reports of all of the equipment will be available for previewing and printing, as well as a listing of all site locations that are used by the OSROs.

### Utilization

The RRI has been used by the public and Coast Guard for over 5 years. There have been 1600+ calls made to the BBS since August 1993. Matrixes identifying the COTP Zone and the alphabetic ratings received by the OSROs for each environment, and the RRI database have been available on the Coast Guard's web page for nearly two years. Customers can download the database to their systems and generate specific reports to satisfy their job needs.

### Contact Information

For additional information regarding the RRI contact the NSFCC, Ms. Jorice C. Williams, (252) 331-6000, x3036.
The National Pollution Funds Center, located in Arlington, Va. was established on February 20, 1991 to administer the Oil Spill Liability Trust Fund. The NPFC is a Coast Guard Headquarters unit that reports directly to the Chief of Staff of the Coast Guard. The National Pollution Funds Center is the fiduciary agent for the Oil Spill Liability Trust Fund and the portion of the Superfund accessible to the U.S. Coast Guard. Both of these are federally managed funds that distinctly support liability and compensation regimes pertaining to pollution from oil or hazardous substances, respectively.

### Programs executed

The NPFC executes programs to accomplish the following five principal objectives:

- Provide funding to permit timely removal actions;
- Provide funding to initiate natural resource damage assessments (oil only);
- Compensate claimants who demonstrate that certain damages were caused by oil pollution;
- Recover from responsible parties pollution costs and damages incurred by the Oil Spill Liability Trust Fund;
- Certify the financial responsibility of vessel owners and operators.

### Certificates of financial responsibility

OPA 90 substantially increased the scope and limits of liability for vessel owners and operators. Operators of U.S. and foreign-flag vessels are generally prohibited from operating in U.S. waters without first demonstrating the financial ability to pay for pollution damages. The NPFC is responsible for issuing Certificates of Financial Responsibility (COFRs) in accordance with OPA 90 and CERCLA. A vessel over 300 gross tons may not lawfully operate in navigable waters to the U.S. without a valid COFR. COFRs are required for vessels of any size when using waters of the Exclusive Economic Zone to transship or lighter oil destined for a place subject to the jurisdiction of the United States. Coast Guard and Customs Service field units enforce this requirement. Currently, over 20,000 vessels carry valid COFRs.

### Case management concept

The NPFC assigns a case officer to manage the fund-related aspects of each incident. The case officer is a member of a case team. The team also includes:

- a lawyer,
- claims specialist,
- Financial manager,
- Insurance examiner
- And other specialist as needed.

### Funds for removal actions

When an oil or hazardous substance spill occurs in U.S. navigable waters, or there is a substantial threat of such a spill, the Responsible Party is expected to respond promptly. In any case, the Federal On-Scene Coordinators (FOSCs) need funds immediately to respond directly to or to monitor the Responsible Parties’ actions. The NPFC provides these funds 24 hours a day.
**Damage assessments**

For oil spills potentially affecting natural resources, the Natural Resource Trustees may need immediate funds to initiate an assessment of damage to such resources. Procedures have been established that allow the Trustees, acting through a Lead Federal Trustee, to access OSLTF funds.

The purposes of initiation are to scope the extent of the natural resource damage caused by the discharge of oil in order to decide what type of assessment is warranted and to preserve evidence that would support the assessment.

Categories of initiation for which the OSLTF may be used include:

- Notification in accordance with the National Contingency Plan (NCP) and coordination with other trustees and the FOSC;
- Release detection and identification;
- Site characterization;
- Early sampling, data collection and evaluation;
- Identification of pathways;
- Identification of exposed areas;
- Exposed water estimates;
- Estimates of concentration;
- Identification of potentially affected resources;
- Data collection and analysis;

The complexity of the tasks will be a function of the scope and complexity of the discharge and likely injuries.

**Claims**

The Fund may be used to pay certain claims for uncompensated removal costs and damages resulting from an oil pollution incident. Two principal criteria are:

- **Incident-specific actions**
  - All claims must be for costs or damages that resulted from a particular oil pollution incident. Use of the Fund as a last resort
  - Generally, all claims must be presented to the Responsible Party first. For mystery spills and claims not paid by a responsible party, claims may be submitted to the NPFC for consideration for uncompensated removal costs as well as for:
    - Damages to natural resources;
    - Damages to real/personal property;
    - Loss of subsistence use of natural resources;
    - Net loss of revenues of Federal, State or local government;
    - Loss of profit/earning capacity;
    - Net costs of a State or local government for increased public services.

  Procedures for filing claims against the Fund are in 33 Code of Federal Regulations, Part 136

- **Recovery of costs**
  - An underlying principle of OPA 90 is to reduce the probability of oil spill incidents from occurring. Congress hoped to motivate the potentially Responsible Parties to act more carefully, by holding them strictly liable for costs and damages resulting from their oil spills. Such motivation is encouraged through enforcement of cost recovery of damage claims.

  It is the goal of the NPFC to ensure that: Parties responsible for oil pollution are accurately identified; all removal costs and damages are accurately documented and submitted in a timely manner; and such costs are paid by the Responsible Party.

**Contact information**

The NPFC can be reached at:

National Pollution Funds Center  
U.S. Coast Guard  
4200 Wilson Blvd., Suite 1000
# Oil Spill Liability Trust Fund

## Information Sheet

The Oil Pollution Act of 1990 (OPA 90) generally consolidated previous compensation regimes of federal oil pollution laws and merged the funds supporting those regimes into the OSLTF. Those prior laws included Federal Water Pollution Control Act; Trans-Alaska Pipeline Authorization Act; Deepwater Port Act; and the Outer Continental Shelf Lands Act.

### Increase size and use

OPA 90 also made two important changes to the previous funds, by increasing both the size and, generally the uses of the OSLTF. The size was increased to one billion dollars and the uses increased to include: access to the Fund by the States; payments to Federal, State and Indian Tribe Trustees to carry out natural resource damage assessments and restorations; and payment of claims for uncompensated removal costs and damages.

### Principal Fund

The Principal Fund (exclusive of the Emergency Fund) can be used to pay claims without further appropriation, and may be used for other actions when Congress appropriates the funds. Such additional actions include:

- Federal administrative, operational and personnel costs
- Natural resource damage assessments and restoration
- Research and development

### Revenues

The OSLTF receives revenue from four sources:

- **Taxes:** Initially, an oil tax of 5¢ a barrel (on domestically produced or imported oil) was collected from the oil industry. The tax, when authorized by Congress, is suspended when the Fund reaches one billion dollars but may be reinstated if the Fund falls below that level.

  - **Interest on Fund Principal:** Most of the unused balance in the Fund accrues interest in U.S. Treasury investments.

  - **Cost Recovery from Responsible Parties:** Those responsible for oil spills are liable for costs and damages. Recovered money is put back into the Fund.

  - **Penalties:** In addition to paying cleanup costs, responsible parties may incur civil penalties. Payments for penalties are deposited into the Fund.

### Fund Uses

The OSLTF is used to fund can pay for:

- Removal costs (including costs of monitoring removal actions and abating substantial threat) consistent with the National Contingency Plan (NCP).
- Costs incurred by the Trustees for Natural Resource Damage Assessments and developing and implementing plans to restore, rehabilitate, replace or acquire equivalent natural resources consistent with the NCP.
- Claims for uncompensated removal costs consistent with the NCP and for uncompensated damages.
- Federal administrative and operational costs, including R&D.

### Emergency Fund

To ensure rapid and effective response to oil spills, the President has been given the authority to make available, without further Congressional appropriation, up to $50,000,000 each year to fund removal activities and to initiate natural resource damage assessments. Money available in the Emergency Fund also includes a carry over from prior years. The Emergency Fund may be used for the following:

#### Removal Actions

- Containing/removing oil from water and shorelines
- Preventing or minimizing oil pollution where there is a substantial threat of discharge
- Taking other related actions to minimize the damage to public health and welfare.

#### Removal Costs/Services

- Contract services (e.g. cleanup contractors and administrative support)
- Salaries for government personnel not normally available for oil spill responses, and for temporary government employees hired for the duration of the spill response
- Equipment used in removals
- Chemical testing required to identify the type and source of oil
- Proper disposal of recovered oil and oily debris

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Mar 01
Through an OPA 90 initiative, in an effort to improve pollution response times and capabilities, the Coast Guard established pre-positioned response equipment sites around the nation and procured new state-of-the-art equipment. Nineteen pre-positioned sites, along with the three Strike Team facilities, were selected for the response equipment based on location, oil transportation density and risk of spill.

### Pre-positioned packages

The pre-positioned site equipment packages include a Vessel of Opportunity Skimming System (VOSS) and 5,000 feet of foam-filled boom. VOSSs are portable side-skimming oil-recovery systems that can be deployed from most work vessels over 65 feet in length.

Each VOSS consists of two of the following:
- outrigger assembly with lifting davit,
- sweep boom to collect the oil,
- DESMI 250 floating weir skimmer with diesel-driven hydraulic prime mover and control stand/air compressor to recover the oil,
- submersible 6" off-loading pump and
- portable inflatable barge (26,000 gallons) to store the oil.

In addition to the VOSS, each Strike Team has 10 reels (6,560 feet) of inflatable boom, pump/dracone offloading systems, command trailers, temporary storage devices, dry storage shelters and V-sweep type boom. All equipment is packaged/containerized and stored on trailers as "ready loads" for quick transport by truck or air. The total value of the new inventory is estimated to be $31 million.

### 22 sites included

The National Strike Force Coordination Center (NSFCC) is responsible for national oversight of the pre-positioned equipment maintenance program which covers scheduled preventative maintenance and repair of equipment at all 22 sites.

The Coast Guard continues to work under a memorandum of understanding, established in September of 1993, with the Navy Supervisor of Salvage (SUPSALV) to add the Coast Guard pre-positioned response equipment to an existing SUPSALV equipment maintenance contract. All preventive maintenance and major repairs for pre-positioned equipment are provided by this contract. The contract also provides for post-deployment inspection and repair by the SUPSALV contractor and refurbishment following a training exercise. This ensures the uniform readiness of the response equipment and minimizes the maintenance work load of the Coast Guard Strike Teams and local units at the pre-positioned warehouse sites.

### Annual maintenance

Work associated with the national maintenance contract has consisted primarily of cleaning the equipment, performing preventative maintenance and conducting repairs. Based on the maintenance that has been performed at the pre-positioned sites, it costs approximately $23K per pre-positioned site and $30K per Strike Team site annually to perform this work.

In response to many of the equipment problems, (i.e., VOSS's were not delivered in an operational ready condition, improper cleaning, storage, and inventory of the equipment after deployment for training and/or exercises; extended downtime awaiting repairs after the equipment is used due to lack of proficiency in processing paperwork to get funding from the National Pollution Funds Center (NPFC) for repairs after spills; and lack of spare parts in inventory), the NSFCC has worked closely with Commandant (G-SEC) and the NPFC to expedite repairs to the equipment by setting up quality assurance and configuration management programs, engineering equipment modifications and equipment refurbishment.
United States Coast Guard

Spill Management Support

Information Sheet

U.S. Coast Guard Captains of the Port are mandated to adopt the National Interagency Incident Management System (NIIMS) Incident Command System (ICS) as the standard for development of their response organizations for federally directed oil and hazardous materials releases (COMDTINST 16471.1, Incident Command System, dated 09 Feb 96).

National Strike Force

The USCG National Strike Force is a Special Team designated under the National Contingency Plan (40 CFR 300.145) to assist On-Scene Coordinators (OSC) in their preparedness and response duties. In order to assist OSCs in their efforts to respond to various incidents using the NIIMS Incident Command System, and to pre-plan for these responses, the National Strike Force has developed a Spill Management Support service. This service provides OSCs the opportunity to make use of NSF personnel, who are highly trained and experienced in NIIMS ICS, to fill various positions within an incident-specific ICS organization.

National Strike Force members can serve in many of the standard ICS positions as referenced in the STORMS Task Force Field Operations Guide (FOG, ICS-OS-420-1). The attached NSF Spill Management Support ICS Organization Chart depicts those ICS positions currently available from the NSF (the black boxes.) An OSC may request as many or as few of these positions be filled by NSF personnel as necessary, depending upon the size of the incident, the depth and size of the ICS organization established, and other resources available to the OSC.

How should OSCs use the NSF Spill Management Support ICS Organization Chart?

Preparedness

As Area Committees and other planning bodies flesh out personnel to fill various roles within the ICS organization, the chart may be used to identify potential positions that NSF personnel could fill. A dialogue with the servicing Strike Team can then solidify this NSF involvement, ensuring that NSF resources are best leveraged to meet the OSC's needs.*

Response

If the planning process described above is still in progress, the chart can be used in the interim to identify NSF personnel that may be used to supplement the OSC's response organization during real incidents or exercises. NSF Personnel can also fill "deputy" positions at the section and branch levels. The use of deputies should be considered as a means to supplement ICS experience in the OSC's spill management organization.

* Servicing Strike Teams are available to participate in Area Committee workgroups to assist in the development of these port-specific ICS organizations.

Spill Management Support Contacts

National Strike Force Coordination Center (252) 331-6000
Atlantic Strike Team (609) 724-0008
Gulf Strike Team (334) 441-6601
Pacific Strike Team (415) 883-3311

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Vessel of Opportunity Skimming System (VOSS) Information Sheet

Vessel of Opportunity Skimming System (VOSS) is a portable, side-skimming, and oil-recovery system that can be deployed from most work vessels over 65 feet in length.

- outrigger assembly with lifting davit,
- sweep boom to collect the oil,
- DESMI 250 floating weir skimmer with diesel-driven hydraulic prime mover and control stand/air compressor to recover the oil,
- submersible 12” off-loading pump and
- Portable inflatable barge (26,000 gallons) to store the oil.

**General Installation**
Generally, the VOSS is installed on a vessel with the outriggers mounted on the sides of the vessel. The sweep boom is then connected to the outer most part of the outriggers on one end and the side of the vessel on the other end. The boom extends towards the rear of the vessel in a "U" shape and corrals the oil.

The skimmer is then secured to the vessel and placed inside the boom so it can collect the oil trapped there.

The oil collected by the skimmer is pumped into the inflatable barge. The barge is secured off the rear of the vessel and is pulled behind while the oil is pumped into it.

**DEUTZ Prime Mover**
The prime mover provides hydraulic flow and pressure to the skimmer. It can either operate through a control stand or be directly connected to the skimmer. The Deutz prime mover weighs 1,735 pounds and requires a crane to place it on a vessel.

**DESMI 250 Skimmer**
The Desmi 250 skimmer is a modified Archimedes screw pump with three floats to provide buoyancy, and a float weir lip which automatically adjusts the weir height to match the RPM of the pump. Special cutting blades are incorporated in the design, which does not allow debris to affect the skimmer’s oil-recovery capability. The rotation of the pump can be reversed to remove obstructions and ensure continued proper operation. The transfer pump can be used separately as a submerged heavy duty off-loading pump or as an emergency fire pump. Maximum skimming output is 190 gallons per minute with an efficiency of 80% or more in two foot waves (no more than 20% water with 80% recovered oil).

**Control Stand**
The control stand is used to regulate the hydraulic flow to the skimmer. It can control both the Desmi and a submersible pump.

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Mar01
United States Coast Guard

180-foot Seagoing Buoy Tender (WLB)

Information Sheet

The "black-hulled" 180-foot Seagoing Buoy Tenders are over 40-years old and have all been modernized at least once. A Service Life Extension Project (SLEP) was recently completed to extend their service life even further.

Though old, these cutters are still highly versatile, durable, and reliable and capable of performing a variety of missions. These stalwart cutters perform the heavy work of servicing short range aids to navigation. They also perform search & rescue, ice operations, law enforcement and provide valuable defense readiness operations.

<table>
<thead>
<tr>
<th>Quick Stats</th>
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<tbody>
<tr>
<td>No. in service: 26</td>
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<tr>
<td>Length: 180 feet</td>
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<tr>
<td>Beam: 37 feet</td>
</tr>
<tr>
<td>Displacement: 1,025 tons</td>
</tr>
<tr>
<td>Power Plant: Two diesel engines</td>
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<tr>
<td>Maximum Range: 4,500-13,500 miles</td>
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<tr>
<td>Maximum Speed: 12-14 knots</td>
</tr>
<tr>
<td>Primary Missions: Aids to Navigation, Law Enforcement, Ice operations and Search and Rescue</td>
</tr>
<tr>
<td>Typical Crew: 49 personnel, (7 officers, 42 enlisted)</td>
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</table>

<table>
<thead>
<tr>
<th>180-foot WLBs in Service</th>
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</thead>
<tbody>
<tr>
<td>ACACIA (WLB-406)</td>
</tr>
<tr>
<td>BASSWOOD (WLB-388)</td>
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<tr>
<td>BITTERSWEET (WLB-389)</td>
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<td>BRAMBLE (WLB-392)</td>
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<td>BUTTONWOOD</td>
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<td>CONIFER (WLB-301)</td>
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<td>COWSLIP (WLB-277)</td>
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<td>FIREBUSH (WLB-393)</td>
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<td>GENTIAN (WLB-290)</td>
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<td>HORNBEAM (WLB-394)</td>
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<td>IRIS (WLB-395)</td>
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<td>IRONWOOD (WLB-297)</td>
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<td>LAUREL (WLB-291)</td>
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United States Coast Guard

Multi-Agency Team-Building
Enhancement System (MATES)

Information Sheet

Improving Area Skills

The U.S. Coast Guard is striving to improve the skills of responders for local Area response and preparedness efforts. This training is directed to those individuals, who have or may have, command post responsibilities associated with multi-agency responses at the local level. This "decision-making process improvement" encompasses not just USCG personnel, but a mix of federal, state, and private individuals that may normally contribute in the command post. Continued improvement of these command post skills by all contributors to the National Response System is vital for achieving the best response possible for an area during an incident.

Incident Command System/Unified Command

The implementation of the National Interagency Incident Management System (NIIMS) version of ICS as the standard response management system within the Coast Guard for oil and hazardous substance helps ensure the local spill management team organizes for incidents the same way every time. In doing so, valuable organizational time and energy are directed toward solving the response problem in question and not wasted trying to "organize" the SMT itself. The incident command post, and the Command and general staff in particular, is the vital source of direction for all matters relating to effective incident management. It is in the ICP where team building processes need to be well understood and effectively implemented to achieve the best response possible. The use of the standard organizational approach found in NIIMS ICS will allow the USCG Captain of the Port, as the pre-designated Federal On-Scene Coordinator (FOSC), to bring responsible parties, other federal, state, and local agencies into an effective "unified" command post team in a systematic way. In doing so, the Unified Command post team can quickly meet a primary goal of the incident management team which is to ensure successful team-building and systematic response management rather than struggling with "how to organize" the SMT.

MATES

During the past three years, in an effort to improve the decision-making process within these local, multi-agency, command post teams, the U.S. Coast Guard Research and Development Center has developed a relatively inexpensive, sub-team training format, which has been demonstrated in a number of U.S. ports. This training strives to improve the development of a shared mental model or organizational focus toward effective team problem solving skills among potentially diverse members within the local SMT, hence the Multi-Agency Team-building Enhancement System or MATES.

Moving local development efforts forward

MATES is designed to improve the preparedness of the Area Response team by focusing on vital team interaction skills PRIOR TO an actual response. This focus on preparedness is aimed at helping individuals to work closely and effectively during a short notice, high stress creation of an incident management team. Such efforts most always take place during low-probability, high-consequence situations. As such, the Unified Command (UC) is the framework for all team building efforts in MATES. Therefore, knowledge and proficiency in ICS/UC concepts and terminology is the foundation upon which effective team building skills can be placed. The MATES session scheduled for your port will hopefully provide a vital step toward improving incident management at the local level and helping to further Coast Guard wide efforts at ICS implementation.
What the MSO needs to Provide

Primarily, you should gain the interest and support of the vital team players that would form your Unified Command within your AOR. Personnel who might play a role at one of your larger incidents within the Incident Command Post/Unified Command are ideal candidates. Those who attend MATES should be qualified to the ICS I-300 level. If you are in need of ICS training, at the I-200 and 300 levels, please contact your nearest Strike Team to set up training. Having ICS training prior to the MATES offering will significantly increase the success and value of your session. If you have any questions regarding the importance of the concept please call the National Strike Force Coordination Center at (252) 331-6000 ext. 3005 and talk with the MATES schedule coordinator. The MATES coordinator can also help you if your unit has a serious conflict with the date of your port’s MATES session. The MSO should expect to provide a space large enough to accommodate 30-60 people, an overhead projector screen, two easel board pads and easel board pens. Finally, inside the MATES pre-session materials will be a course critique that the unit will have to fill out and send to the following address:

Commanding Officer
National Strike Force Coordination Center
1461 North Road Street
Elizabeth City, NC 27909
attn: MATES Coordinator

MATES Sessions for FY 98

DATES: FY-99 MATES will be offered to those ports having Government-led Area Exercises. All dates are tentative so please contact the MATES schedule coordinator if in doubt:

MSO/Group Honolulu.......................... 16-18 February, 1999
MSO Hampton Roads........................... 2-4 March, 1999
MSO Portland, ME.............................. 12-14 April, 1999
MSO Providence................................. 17-19 August, 1999
MSO Houston-Galveston..................... 20-22 September, 1999
# M/V New Carissa Grounding

## Information Sheet

### History

The 639-foot, bulk, cargo ship New Carissa was in route from Japan to Coos Bay, Ore., to take on a load of wood chips. On Feb. 4 the vessel ran with more than 350,000 gallons of bunker fuel oil onboard aground just north of the bay. Following the grounding, government officials and salvage experts saw their plans to pulled the ship off the sand foiled repeatedly by the brutal force of wind and waves.

### The Ship Divided

During the detonations, the heavily damaged ship separated into two sections. The bow section and the stern sections. The split developed just before the ship’s superstructure. Plans were put into place to remove the bow section. Before the bow section was pulled to sea, operations began to remove some of the 135,000 gallons of fuel that remained onboard. Once all the pieces were in place to tow the bow section, the pumping operations were stopped, the ship was buttoned up and towing began.

### The Burn

Five days after the grounding, cracks began to develop in the ship’s hull. The vessel’s fuel began to leak into the surf and wash up on the sandy beaches. The unified command decided to attempt to burn the remainder of the fuel onboard stating every gallon we burn is a gallon that does not reach the beach. Navy explosives experts were call in to ignite the fuel oil onboard. After two detonations and two days of re-lights using a helo-torch some of the fuel was burned off. Later it was determined that fuel oil still remained in some of the vessels fuel tanks.

### A Voyage for the Ages

The first attempt to pull the bow section was successful in freeing the ship from the sandy bottom and bringing it to sea. During the operations a passing storm separated the towline and the bow section returned to the coast of Oregon. Shortly thereafter it was pulled free again and sunk at sea. The stern section was partially dismantled into scrap. A portion of the stern section remains grounded and plans are being prepared to remove it someday.

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# United States Coast Guard

## Freighter Kuroshima Aground

### Information Sheet

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<th>Weather affects Cleanup</th>
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<td>Thanksgiving Day, 1997, the 368-foot Japanese Freight Ship Kuroshima broke from it’s anchorage during a strong Aleutian Island Storm and ran aground on Summer Beach on the remote Island of Dutch Harbor, Alaska. Strong winds and heavy seas created 15-18-foot swells that crashed over the sides of the vessel. Two crewmen were killed, one other was injured and 18 were rescued in a wind-driven snow storm in the wee hours of the morning. The vessel spilled 41,000 gallons of heavy crude oil onto the beach and into a pristine salmon stream and pond.</td>
<td>Strong winds and winter storms ravaged the island daily, hampering clean-up efforts. On Dec. 3, winds of more than 100 mph destroyed the forward clean-up site, knocking over Conex boxes, tearing up decon tents, tangling fuel transfer hoses and generally wreaking havoc on clean-up operations. Crews spent the entire day after the storm rebuilding the site.</td>
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<th>Fuel Transfer Operation</th>
<th>Wildlife Impact</th>
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<td>The fact that the accident occurred in a very remote part of the Aleutian Islands made it difficult for equipment and personnel to respond. A local contractor was hired to help salvage the remaining fuel and the vessel itself. A temporary storage farm was constructed along Summer Bay Beach and fuel was transferred 1,200 feet and emptied into six storage tanks before the Kuroshima could be moved. Old underground gasoline tanks, with a capacity of 150 thousand gallons, were stacked side-by-side and used to store off-loaded fuel.</td>
<td>More than 60 birds died as a result of the oil spill despite hazing efforts. There was some concern that bald eagles in the area might be adversely affected, but according to a list developed Dec. 14, 1997 by the Alaska Dept. of Fish and Game, no eagles were identified as oiled. Two Red Foxes with minor oiling were spotted in the area. Seals and otters apparently stayed away from the oil, since none were capture or seen oiled.</td>
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