

CHAPTER 16
HAZARDOUS SUBSTANCE
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CHAPTER 16

HAZARDOUS SUBSTANCE

INTRODUCTION

There are numerous scenarios that provide an opportunity for the Coast Guard to become involved in Hazardous Substance/Material releases. The Coast Guard is a regulatory agency for industries involved in the transport of hazardous substances, routinely supports other agencies in their response to hazardous substance releases, and may become involved in hazardous substance releases when responding or supporting responses to other incidents such as terrorist actions, oil spills from refrigerated cargo ships, accidents at non-transportation related facilities that may be located within a COTP Zone, etc. It is impossible to address the possible ICS organizations that may result from the above scenarios. Therefore, this chapter will review two possible scenarios involving hazardous substances/materials. One will be a land based facility type event, and the second a will be marine-type incident in an offshore area. Both will show the modular development of the ICS organization.

It is important to note that the majority of hazardous substance releases, like oil spills, are small events that will not and should not result in a response beyond that of an initial or reinforced response organization. It should also be noted that the capabilities in various COTP zones throughout the country vary greatly. The COTP must have knowledge of the local government response capability and be familiar with their ICs as this will affect the degree of leadership and control that the

Coast Guard will be expected to take in hazardous substance/material events. In areas where the state and local government have a strong hazardous substance/materials response program, the Coast Guard may be primarily in a support role during the emergency phases. In areas where there is no hazardous substance capability, the Coast Guard may be expected to take a much stronger leadership role.

In this regard, there may also be reasons to expand the UC beyond the FOSC, SOSC, and RPIC participation that has become the standard for oil spill response. The UC represented in this chapter reflects the possible levels of participation that may be seen in some locations and situations for hazardous substance incidents. Annual pre-incident planning meetings of all possible stakeholders are essential and highly recommended for determining the response capabilities and personalities that may be involved in the real event for a specific local area or region. These annual meetings will assist the FOSC in determining what level of UC participation will be required for his/her area.

There are different definitions used for hazardous response throughout the transportation, response and regulatory communities. Hazardous substances are referred to as hazardous materials, noxious substances, chemicals, and other names. In this section, you will find “hazardous substances” referred to as hazardous substance/material.

This is in consideration of the fact that in laws that are the basis for Coast Guard response authority (OPA-90, CERCLA, RCRA) the term hazardous substance is used, however, fire and police departments nationwide refer to chemical response activity as hazardous

materials response. Since most hazardous substance responses will include City, County, Regional, and State Fire and Law Enforcement Agencies, the ICS organizations in this section will include both terms.

The organizations have been modified in this section to reflect that under OPA 90 regulations, the RP who has had the release is mandated to follow an approved Facility Response Plan (FRP) or Vessel Response Plan (VRP), to provide a spill management team for managing the release, and to become a member of the UC.

The Coast Guard's current draft regulations for enacting OPA 90 requirements for hazardous substances mandates that an RP spill management team must have, in addition to the normal ICS positions, certain technical specialists. The organizations shown in this chapter reflect those additional specialty positions.

The Hazardous Substance/Materials organization module is designed to provide an organization structure that will provide necessary supervision and control for the essential functions required at virtually all Hazardous Substance/Materials incidents. This is based on the premise that controlling the tactical operations of companies and movement of personnel and equipment will provide a greater degree of safety and also reduce the probability of spreading of contaminants. The Hazardous Substance/Materials Group Supervisor will direct the primary functions, and all resources that have a direct involvement with hazardous materials will be supervised by one of the functional leaders, the Hazardous Substances/Materials Group Supervisor, or when activated the Hazardous Substances/Materials Branch Director.

Since the Logistics Section and Finance Sections, if formed during a hazardous substance response, will reflect the same functional requirements as in the generic ICS organization, they have not been included in the organizational charts for this chapter.

UNIFIED COMMAND

A hazardous substances/materials release may bring together a greater number and a wider variety of agencies than any other single incident the Coast Guard may face. It is assumed that all hazardous materials incidents will be managed under UC principles because in virtually all cases, fire, law enforcement, and public health agencies will have some statutory functional responsibility for IC and Control and mitigation.

Depending on incident factors, several other agencies will respond to a hazardous materials incident. The best method of ensuring effective information flow and coordination between the responding agencies at the scene of a multi-agency incident is to establish an ICP and the use of a UC. Each key response agency should provide a representative to remain at the ICP who will have authority to speak for and commit agency resources. The Assisting Agencies Section of this document lists some of the typical functional responsibilities of law enforcement and health agencies.

HAZARDOUS SUBSTANCE/HAZMAT RELEASE SCENARIO AND MODULAR ORGANIZATION DEVELOPEMENT

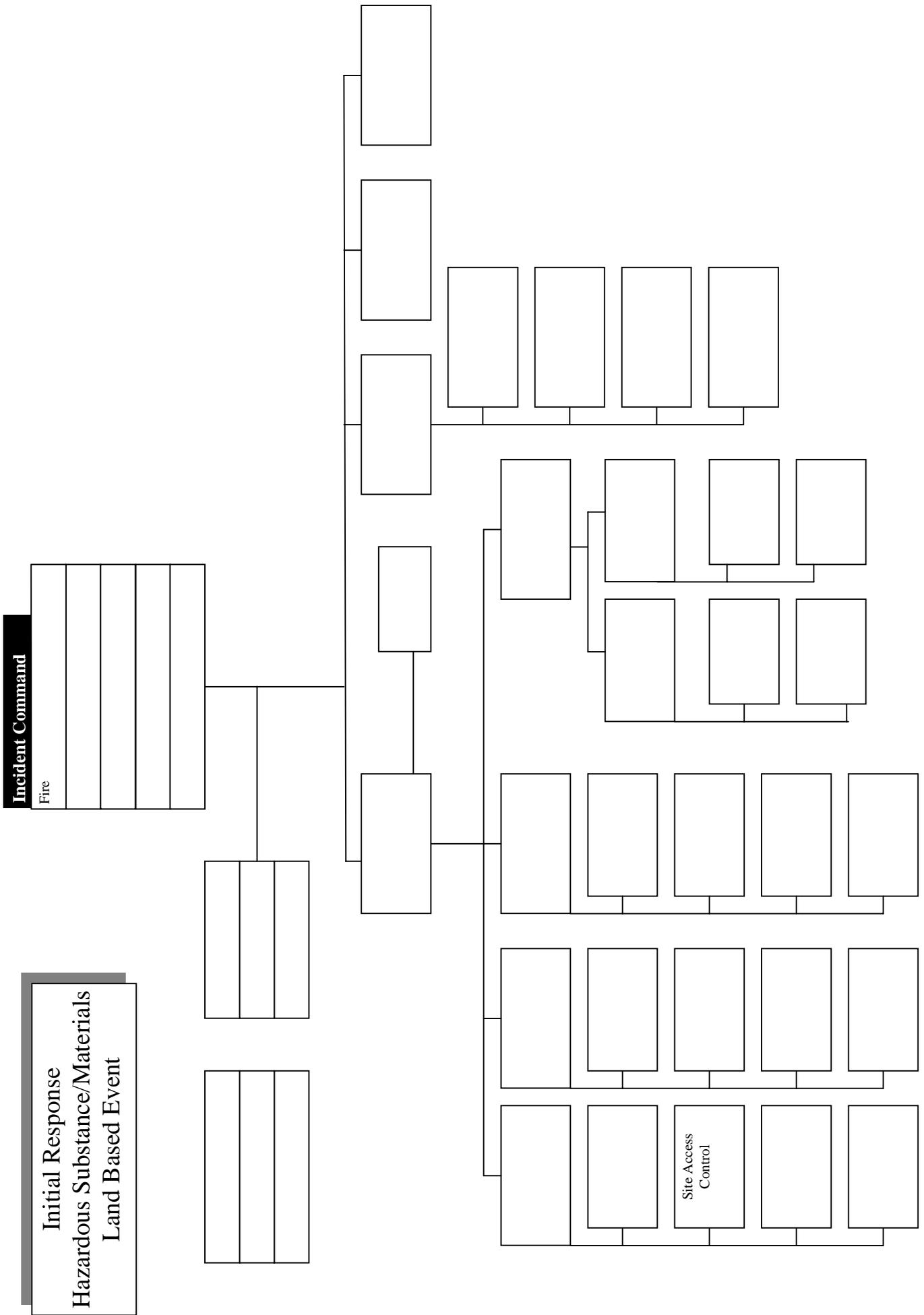
MODULAR DEVELOPMENT FOR A LAND BASED TYPE EVENT - A series of examples of modular development are included to illustrate one method of expanding the incident organization.

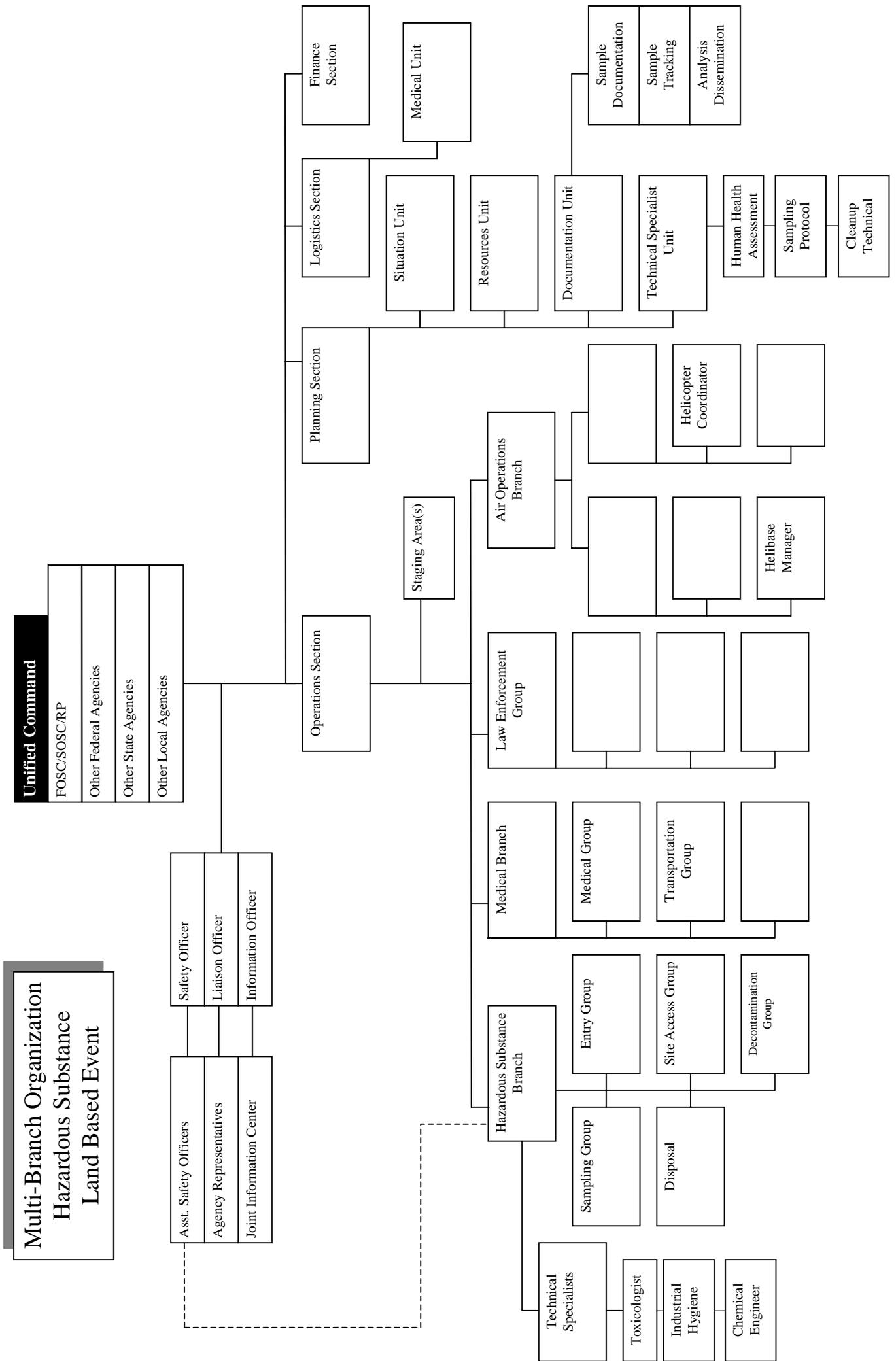
INITIAL RESPONSE ORGANIZATION (LAND BASED TYPE EVENT) - The ICs will handle all Command and General Staff responsibilities and manage initial response resources. See Page 16-8 for an example of an Initial Response Organization.

REINFORCED RESPONSE ORGANIZATION (LAND BASED TYPE EVENT) - (3 to 154 fire and/or law enforcement units). The two ICs have met and have established a UC. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have organized Law Enforcement Units into a Task Force to isolate the Operational Area. The ICs have decided to establish a Planning Section, a Staging Area, and a SO. See Page 16-9 for an example of a Reinforced Response Organization.

MULTI-DIVISION/GROUP ORGANIZATION (LAND BASED TYPE EVENT) - The UC has activated most Command and General Staff positions and has established a combination of Divisions and Groups. See Page 16-10 for an example of a Multi-Division/Group Organization

MULTI BRANCH ORGANIZATION FOR A LAND BASED TYPE EVENT - The UC has activated all Command and General Staff positions and has established four branches in the OPS. See Page 16-11 for an example of a Multi-Branch Organization.





MODULAR DEVELOPMENT (MARINE TYPE EVENT)

- A series of examples of modular development are included to illustrate one method of expanding the incident organization.

INITIAL RESPONSE ORGANIZATION (MARINE TYPE EVENT)

- A vessel offshore suffers a casualty that releases a hazardous substance. The initial IC will be the vessel's master, and the ship's crew will carry out initial response activities. The Coast Guard will be involved from a notification perspective and will begin its their assessment of the situation based on information from the master. See Page 16-14 for an example of an Initial Response Organization.

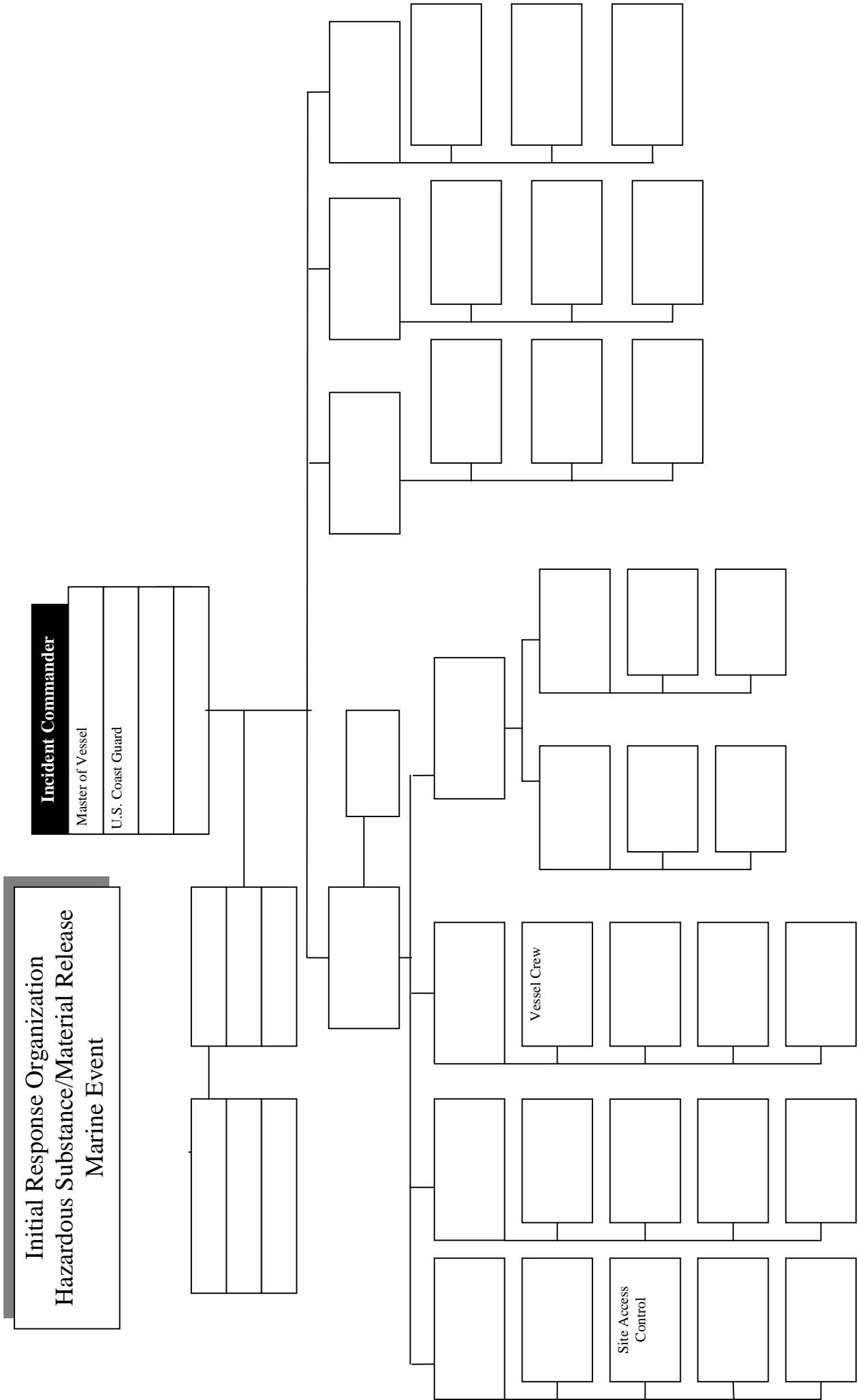
REINFORCED RESPONSE ORGANIZATION

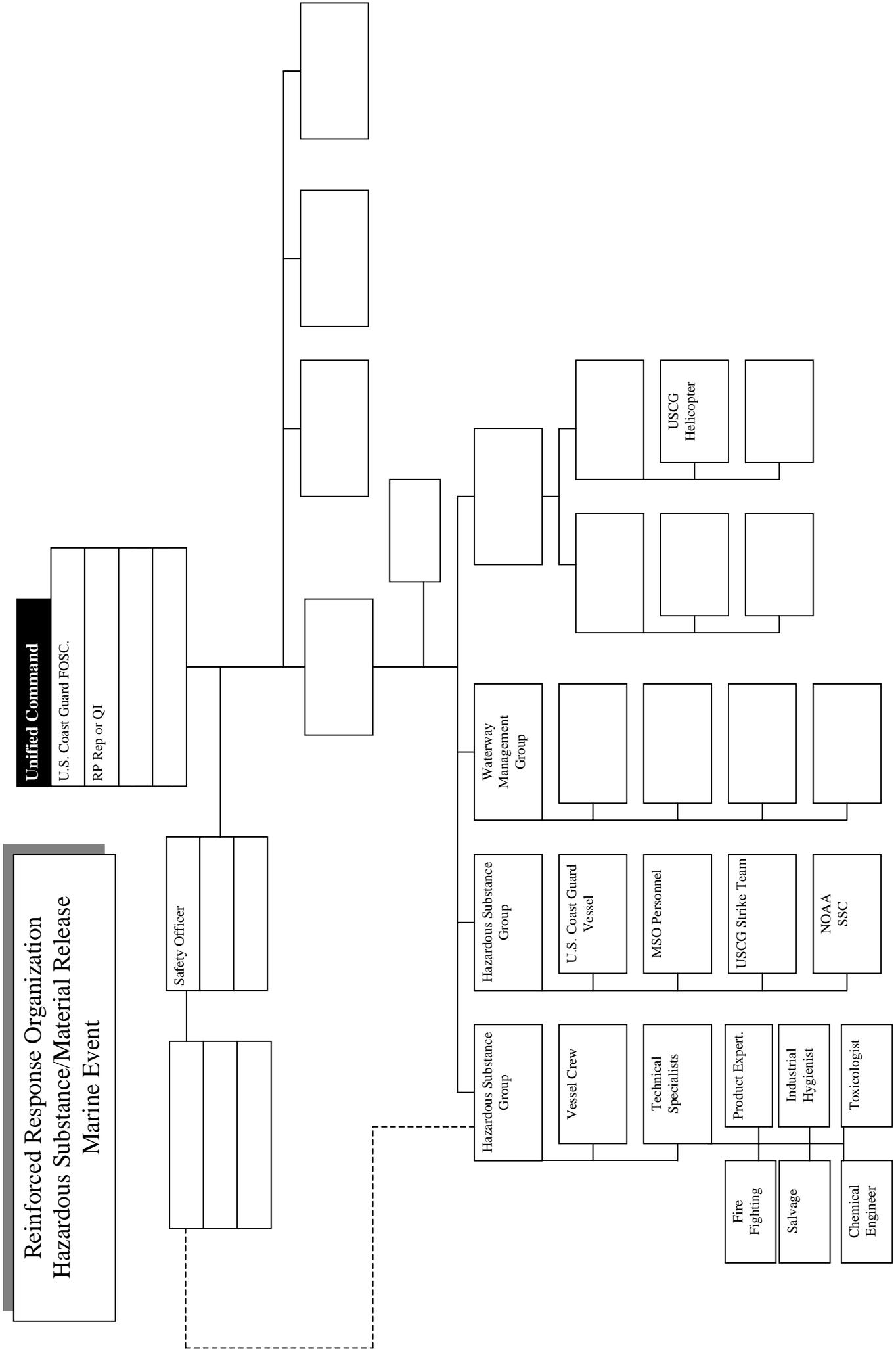
(MARINE TYPE EVENT) - The FOSC and the vessel's QI/owner representative have met and have established a UC. They have established two Hazardous Materials Groups to fully assess the situation and plan a response. See Page 16-15 for an example of a Reinforced Response Organization.

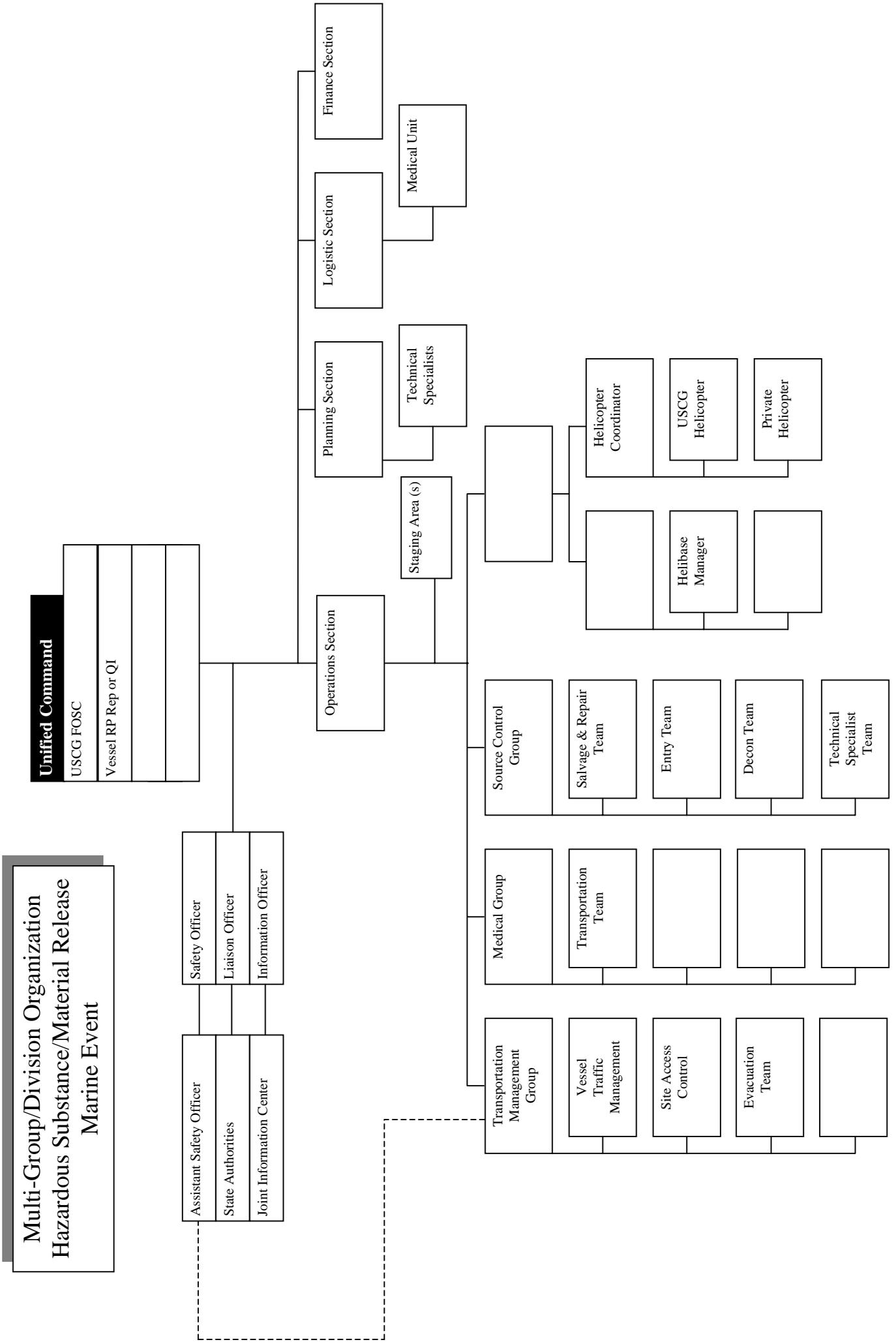
MULTI-DIVISION/GROUP ORGANIZATION (MARINE TYPE EVENT)

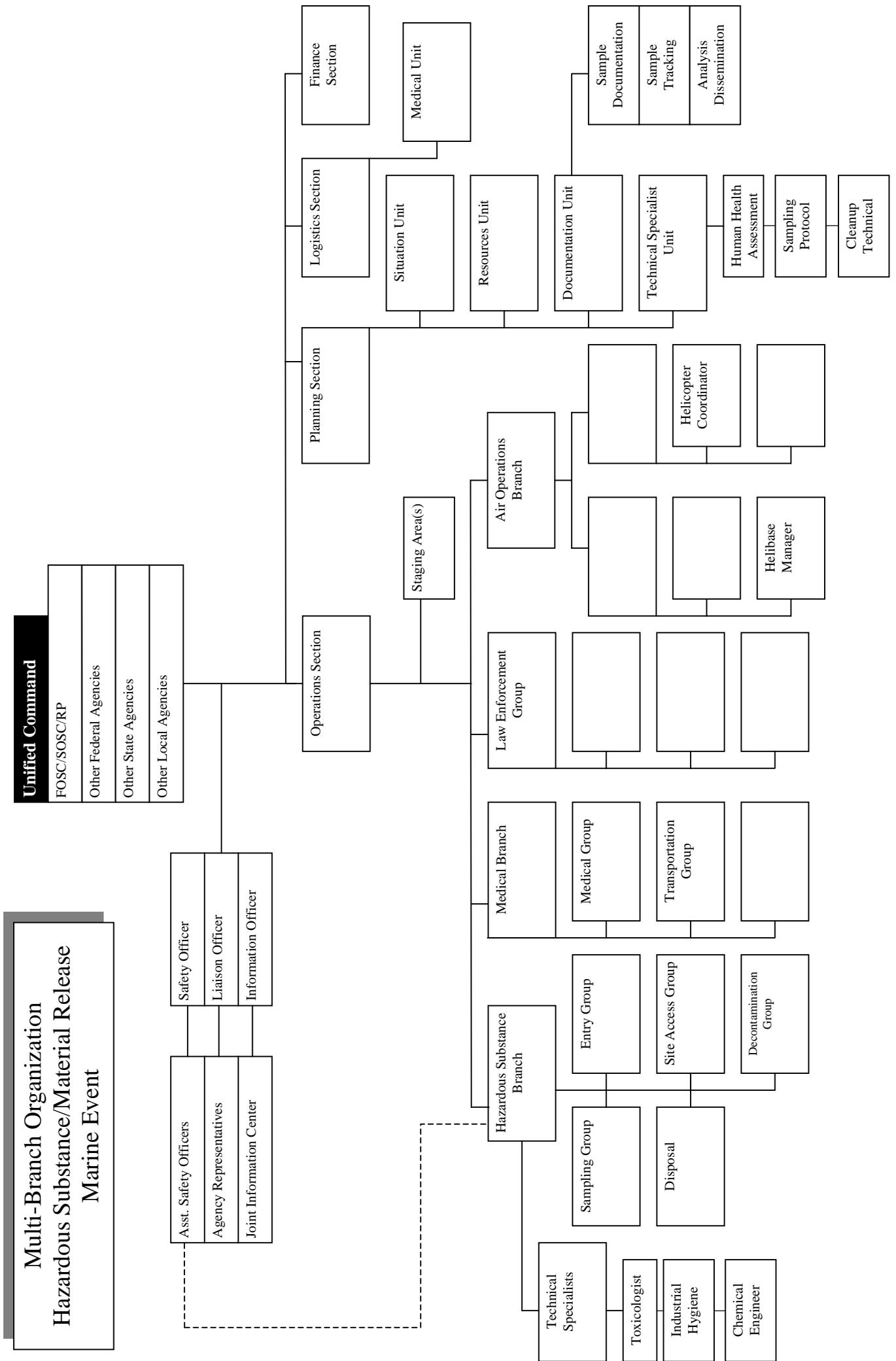
- The UC has activated most Command and General Staff positions and has molded the RP and government resources into a combination of Groups tasked with assessing and responding to the incident. See Page 16-16 for an example of a Multi-Division/Group Organization.

MULTI BRANCH ORGANIZATION (MARINE TYPE EVENT) - The UC has activated all Command and General Staff positions and has established four branches within the OPS. Since the event may require action to bring the vessel into port for offloading, firefighting, or salvage and repair, the UC includes state and city representation. See Page 16-17 for an example of a Multi-Branch Organization.









HAZARDOUS SUBSTANCE/HAZMAT RELEASE SPECIFIC ICS POSITIONS AND TASK DESCRIPTIONS

Only those positions and tasks specific and unique to Hazardous Substance/Material Release response missions will be described in this section. Persons assigned to positions common and consistent with the NIIMS organization should refer to Chapter 6-12 of this IMH for their position/task description checklists.

INCIDENT COMMANDER and SAFETY OFFICER - In addition to the specific tasks assigned to the IC and SO on Page 7-1 and Page 7-6, respectively, the IC and SO for a hazardous substance incident will use the following guidance when preparing the Site Safety Plan:

- Assign site safety responsibility.
- Establish perimeter and restrict access.
- Characterize site hazards:
 - Identity pollutant
 - Obtain Material Safety Data Sheets
 - Conduct air monitoring
 - Identify physical and biological hazards i.e.: slips, trips, falls, confined spaces, noise, weather conditions, poisonous insects, reptiles, plants and biological waste.
- Establish control zones:
 - Exclusion zone
 - Contamination reduction zone
 - Support zone
- Assess training requirements:
 - Check HAZWOPER cards
 - Insure safety briefings

- Select personal protective equipment (PPE) Level A, B, C, or D.
- Establish decontamination stations.
- Establish Emergency Medical Plan
Locate hospital, EMT(S) and first-aid stations;
and List emergency numbers: fire, police, and ambulance.

ASSISTANT SAFETY OFFICER – HAZARDOUS

MATERIALS - The Assistant Safety Officer coordinates with the Hazardous Substance/Material Group Supervisor (or Hazardous Materials Branch Director, (if activated)). The Assistant Safety Officer Hazardous Substance/Material coordinates safety related activities directly relating to the Hazardous Substance/Material Group operations as mandated by 29 CFR Part 1910.120 and applicable State and local laws. The person in this position advises the Hazardous Substance/Material Group Supervisor (or Hazardous Substance/Material Branch Director) on all aspects of health and safety and has the authority to stop or prevent unsafe acts. In a multi-activity incident the Assistant Safety Officer Hazardous Substance/Material does not act as the Safety Officer for the overall incident. Assistant Site Safety Officer-Hazardous Substance/Material tasks include:

- a. Review SO Responsibilities (Page 7-6).
- b. Obtain a briefing from the Hazardous Substance/Material Group Supervisor.
- c. Participate in the preparation and implementation of a Site Safety and Control Plan.

- d. Advise the Hazardous Substance/Material Group Supervisor (or Hazardous Substance/Material Branch Director) of deviations from the Site Safety and Control Plan (ICS Form 208-HM) or any dangerous situations.
- e. Alter, suspend, or terminate any activity that is judged to be unsafe.
- f. Ensure the protection of the Hazardous Substance/Material Group personnel from physical, environmental, and chemical hazards/exposures.
- g. Ensure the provision of required emergency medical services for assigned personnel and coordinate with the Medical Unit Leader.
- h. Ensure that medical related records for the Hazardous Substance/Material Group personnel are maintained.
- i. Maintain Unit/Activity Log (ICS Form 214).

FINANCE/ADMINISTRATION SECTION CHIEF - Refer to Page 11-2 for the Finance/Administration Section Chief position responsibilities. In addition, consult the NPFC user reference Guides (TOPS) and the FFARM Field Guide for guidance on hazardous material financial issues.

HAZARDOUS SUBSTANCE/MATERIAL GROUP SUPERVISOR - The Hazardous Substance/Material Group Supervisor is responsible for the implementation of the phases of the IAP dealing with the Hazardous Material Group operations. The Hazardous Substance/Material Group Supervisor is responsible for the assignment of resources within the Hazardous

Substance/Material Group, reporting on the progress of control operations and the status of resources within the Group. The Hazardous Substance/Material Group Supervisor directs the overall operations of the Hazardous Substance/Materials Group; Additional tasks include:

- a. Review Division/Group Supervisor Responsibilities (Page 8-3).
- b. Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
- c. Evaluate and recommend public protection action options to the OPS or Branch Director (if activated).
- d. Ensure that current weather data and future weather predictions are obtained.
- e. Establish environmental monitoring of the hazard site for contaminants.
- f. Ensure that a Site Safety and Control Plan (ICS Form 208-HM) is developed and implemented.
- g. Conduct safety meetings with the Hazardous Substance/Material Group.
- h. Participate, when requested, in the development of the IAP.
- i. Ensure that recommended safe operational procedures are followed.
- j. Ensure that the proper Personal Protective Equipment is selected and used.
- k. Ensure that the appropriate agencies are notified through the Incident Commander.
- l. Maintain Unit/Activity Log (ICS Form 214).

ENTRY LEADER - Reports to the Hazardous Substance/Material Group Supervisor. The Entry Leader is responsible for the overall entry operations of assigned personnel within the Exclusion Zone; Additional tasks include:.

- a. Review Unit Leader Responsibilities (Page 2-2).
- b. Supervise entry operations.
- c. Recommend actions to mitigate the situation within the Exclusion Zone.
- d. Carry out actions, as directed by the Hazardous Substance/Material Group Supervisor.
- e. Maintain communications and coordinate operations with the Decontamination Leader.
- f. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- g. Maintain communications and coordinate operations with the Technical Specialist Hazardous Substance/Material Reference.
- h. Maintain control of the movement of people and equipment within the Exclusion Zone, including contaminated victims.
- i. Direct rescue operations, as needed, in the Exclusion Zone
- j. Maintain Unit/Activity Log (ICS Form 214).

DECONTAMINATION GROUP SUPERVISOR - The Decontamination Group Supervisor is responsible for the operations of the decontamination element and for providing decontamination, as required by the ICP; Additional tasks include:.

- a. Review Division/Group Supervisor Responsibilities (Page 8-3).

- b. Establish the Contamination Reduction Corridor(s).
- c. Identify contaminated people and equipment.
- d. Supervise the operations of the decontamination element in the process of decontaminating people and equipment.
- e. Maintain control of movement of people and equipment within the Contamination Reduction Zone.
- f. Maintain communications and coordinate operations with the Entry Leader.
- g. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- h. Coordinate the transfer of contaminated patients requiring medical attention (after decontamination) to the Medical Group.
- i. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.
- j. Maintain Unit/Activity Log (ICS Form 214).

SITE ACCESS CONTROL LEADER - The Site Access Control Leader is responsible for the control of the movement of all people and equipment through appropriate access routes at the hazard site and ensures that contaminants are controlled and records are maintained.

- a. Review Unit Leader Responsibilities (Page 2-2).
- b. Organize and supervise assigned personnel to control access to the hazard site.

- c. Oversee the placement of the Exclusion Control Line and the Contamination Control Line.
- d. Ensure that appropriate action is taken to prevent the spread of contamination.
- e. Establish the Safe Refuge Area within the Contamination Reduction Zone. Appoint a Safe Refuge Area Manager (as needed).
- f. Ensure that injured or exposed individuals are decontaminated prior to departure from the hazard site.
- g. Track the movement of persons passing through the Contamination Control Line to ensure that long-term observations are provided.
- h. Coordinate with the Medical Group for proper separation and tracking of potentially contaminated individuals needing medical attention.
- i. Maintain observations of any changes in climatic conditions or other circumstances external to the hazard site.
- j. Maintain communications and coordinate operations with the Entry Leader.
- k. Maintain communications and coordinate operations with the Decontamination Leader.
- l. Maintain Unit/Activity Log (ICS Form 214).

SAFE REFUGE AREA MANAGER - The Safe Refuge Area Manager reports to the Site Access Control Leader and coordinates with the Decontamination Leader and the Entry Leader. The Safe Refuge Area Manager is responsible for evaluating and prioritizing victims for treatment, collecting information from the

victims, and preventing the spread of contamination by these victims. If there is a need for the Safe Refuge Area Manager to enter the Contamination Reduction Zone in order to fulfill assigned responsibilities then the appropriate PPE shall be worn.

- a. Maintain Common Responsibilities (Page 2-1).
- b. Establish the Safe Refuge Area within the Contamination Reduction Zone adjacent to the Contamination Reduction Corridor and the Exclusion Control Line.
- c. Monitor the hazardous substance/materials release to ensure that the Safe Refuge Area is not subject to exposure.
- d. Assist the Site Access Control Leader by ensuring the victims are evaluated for contamination.
- e. Manage the Safe Refuge Area for the holding and evaluation of victims who may have information about the incident, or if they are suspected of having contamination.
- f. Maintain communications with the Entry Leader to coordinate the movement of victims from the Refuge Area(s) in the Exclusion Zone to the Safe Refuge Area.
- g. Maintain communications with the Decontamination Leader to coordinate the movement of victims from the Safe Refuge Area into the Contamination Reduction Corridor, if needed.
- h. Maintain Unit/Activity Log (ICS Form 214).

SAMPLING GROUP SUPERVISOR - The Sampling Group is assigned to the Operations Section because of the immediate communication and coordination they must have with the other field groups. The Field

Sampling Group will normally include an Air Monitoring Team, Water Sampling Team, and a Soil Sampling Team. They will normally be responsible for perimeter monitoring and sampling, and will either coordinate sampling within the hot zone and warm zones with the Entry Group, or if properly trained and outfitted with PPE, they may take samples within the hot/warm zones themselves. They will be responsible for:

- Conducting all sampling required for immediate operation activity and communicating sampling data, such as results of routine air monitoring to on-site operational and safety personnel.
- Conducting air, water, and soil sampling as directed by the regulatory agencies and other interested parties through the Sampling Protocol Team.
- Ensuring that all samples are obtained following appropriate sample protocol and other special instructions they may obtain.
- Ensuring that all samples taken are properly documented and following the chain of custody procedures.
- Ensuring that the samples are properly transferred to the Sample Documentation and Tracking Teams for proper documentation, analysis, and final dissemination.

SCIENTIFIC SUPPORT COORDINATOR SPECIALIST

- The Scientific Support Coordinator (SSC) is a technical specialist and is defined in the NCP as the principal advisor to the FOSC for scientific issues. The SSC is responsible for providing expertise on chemical hazards, field observations, trajectory analysis, resources at risk, environmental trade-offs of countermeasures and cleanup methods, and

information management. The SSC is also charged with gaining consensus on scientific issues affecting the response, but also ensuring that differing opinions within the scientific community are communicated to the IC. Additionally, the SSC is responsible for providing data on weather, tides, and currents, and other applicable environmental conditions. The SSC can serve as the Environmental Unit Leader.

- a. Review Common Responsibilities (Page 2-1).
- b. Attend planning meetings
- c. Determine resource needs.
- d. Provide overflight maps and trajectory analysis to the Situation Unit.
- e. Provide weather, tidal and current information.
- f. Obtain consensus on scientific issues affecting the response.
- g. Develop a prioritized list of the resources at risk.
- h. Provide information on chemical hazards.
- i. Evaluate environmental tradeoffs of countermeasures and cleanup methods, and response endpoints.
- j. Maintain Unit/Activity Log (ICS Form 214)

TECHNICAL SPECIALIST GROUP SUPERVISOR -

There are a number of specialist positions that will be required for hazardous substance response operations. Because of their field locations and requirement for close coordination with the Operations Section Field Personnel, they are assigned to the Technical Group. The Technical Specialist Group Supervisor is responsible for coordinating the activities of these various specialists and ensuring that their services and information are made available to the appropriate field and command post activities. The Technical Group Supervisor will:

- a. Review the Division/Group Supervisor responsibilities (Page 8-3).
- b. Will oversee the activities of the following identified specialists.

TECHNICAL SPECIALIST-HAZARDOUS SUBSTANCE/MATERIALS REFERENCE - This position provides technical information and assistance to the Hazardous Substances/Material Group using various reference sources such as computer databases, technical journals, CHEMTREC, and phone contact with facility representatives. The Technical Specialist Hazardous Substances/Materials Reference may provide product identification using hazardous categorization tests and/or any other means of identifying unknown materials.

- a. Review Common Responsibilities (Page 2-1).
- b. Obtain a briefing from the PSC.
- c. Provide technical support to the Hazardous Substance/Materials Group Supervisor.
- d. Maintain communications and coordinate operations with the Entry Leader.
- e. Provide and interpret environmental monitoring information.
- f. Provide analysis of hazardous material samples. Determine PPE compatibility to hazardous material.
- g. Provide technical information of the incident for documentation.
- h. Provide technical information management with public and private agencies (i.e.; Poison Control Center, Toxicology Center, CHEMTREC, State Department of Food and Agriculture, National Response Team).
- i. Assist the Planning Section with projecting the

- potential environmental effects of the release.
- j. Maintain Unit/Activity Log (ICS Form 214).

TOXICOLOGIST – The Toxicologist Specialist is a trained, certified professional that can determine the toxic effects of the released hazardous substance on responders, the public, and the environment. This position is required by regulation for Coast Guard approved FRP and VRP and will be on-scene on behalf of the RP.

INDUSTRIAL HYGIENIST – An Industrial Hygienist Specialist is a trained and certified professional that can determine appropriate protective measures to be taken by responders to ensure the workers health and safety during the response. This position is required by regulation for Coast Guard approved FRP and VRP and will be on-scene on behalf of the RP.

CHEMICAL ENGINEER – A Chemical Engineer is a trained and licensed professional that is knowledgeable in the development and application of manufacturing processes in which materials undergo changes in properties and that deals especially with the design and operation of plants and equipment to perform such work.

PRODUCT EXPERT – The Product Expert is a trained professional that is knowledgeable about the specific hazardous substance product that is released, and in particular the chemical changes that may occur when it is released into the environment, such as water, air, etc.

MARINE CHEMIST – A Marine Chemist Specialist is a trained professional, usually a chemist or industrial hygienist certified for declaring confined spaces as gas free for entry.

ASSISTING AGENCIES

LAW ENFORCEMENT – The local law enforcement agency will respond to most Hazardous Substance/Material incidents. Depending on incident factors, law enforcement may be a partner in UC or may participate as an assisting agency. Some functional responsibilities that may be handled by law enforcement are:

- Isolate the incident area.
- Manage crowd control.
- Manage traffic control.
- Manage public protective action.
- Provide scene management for on-highway incidents.
- Manage criminal investigations.

ENVIRONMENTAL HEALTH AGENCIES – In most cases the local or State environmental health agency will be at the scene as a partner in UC. Some functional responsibilities that may be handled by environmental health agencies are:

- Determine the identity and nature of the Hazardous Substances/Materials.
- Establish the criteria for clean up and disposal of the Hazardous Substances/Materials.
- Declare the site safe for re-entry by the public.

- Provide the medical history of exposed individuals.
- Monitor the environment.
- Supervise the clean up of the site.
- Enforce various laws and acts.
- Determine legal responsibility.
- Provide technical advice.
- Approve funding for the clean up, if required.

TECHNICAL SPECIALISTS

SAMPLING PROTOCOL TEAM - During a significant hazardous substance/Material release incident, there will be numerous requirements for sampling under the ICS UC umbrella. Unless control is taken immediately, there is the possibility for each entity with regulatory or legal interest to begin a sampling regimen independent of each other. The Sampling Protocol team under the Planning Section would be responsible for:

- Determining the overall sampling protocol for the incident.
- Coordinating within the interested parties what analysis is required for overall samples.
- Coordinating procedures for split samples between all parties.
- Providing special instructions to the field sampling teams operating under the OPS.
- Coordinate with appropriate agencies and the RP, and determine independent laboratories to be used for analysis, and coordinating the contracting of their services with the Logistics Section and Finance Section.
- Providing specific special instructions to the laboratories for analytical work.

SAMPLE DOCUMENTATION TEAM - During a significant hazardous substance/Material release incident there is the potential for thousands of samples to be taken and analyzed. The Sample Documentation Team will be assigned to the Documentation Unit Leader and will assist that unit with ensuring that sample analyses are maintained as part of the historical record.

SAMPLE TRACKING TEAM – As indicated above for sample documentation, there is the possibility of thousands of samples to be taken for analysis during a significant hazardous substance release incident. The Sample Tracking Team will be responsible for:

- Ensuring that all samples are collected from Field Sampling Teams.
- Coordinate preferred turn around times for specific samples being analyzed.
- Ensuring that proper chain of custody documents are prepared and logged for all samples.
- Assign control numbers to all samples.
- Ensure samples are properly transferred to the appropriate laboratory, and documented.
- Track samples to ensure that sample analysis are completed according to requested schedule, and determine reasons for delays.

SAMPLE DISSEMINATION TEAM – During a significant Hazardous Substance release there are many occasions when several parties will need the information obtained from a sample analysis. It will be the responsibility of this team to ensure that all parties with a legitimate need for a copy of an analysis obtains

it as soon as the information is available. They will coordinate this activity with the Sample Documentation Team and the Sample Tracking Team to ensure that the original analysis document is retained in the Documentation Section for the historical event file.

HUMAN HEALTH ASSESSMENT TEAM – The effects of the release on human health will be a primary concern during the incident. The Human Health Assessment Team will be responsible for:

- Coordinating activities involving the release to determine the risk to humans, including acute and chronic public health threats, and to advise the UC on their findings.
- They will coordinate and provide advice to city/county and state health agencies having responsibility for human and public health.

CLEANUP TECHNICAL TEAM – During the emergency phase of the release incident, the primary goal for the operation will be to secure the source of the release, and to minimize effects of the release on the public and environment. These efforts will usually involve firefighting, plugging and patching tanks, evacuation of threatened persons, search and rescue, etc. However, it is important that while these efforts are in progress, work begins on determining appropriate cleanup methods for the effected areas. This team will:

- Research the state of the art approaches for mitigating the hazardous substance product released.
- Determine the most reasonable and economical approach for remediating the effects of the release.
- Determine the most qualified and reasonable

contractor(s) for accomplishing the remediation work, and coordinate obtaining their services with the Logistics and Finance Sections.

- Develop a Remediation Plan for approval by the UC.
- Review information obtained throughout the emergency phase, and modify the remediation plan as required so it is up to date at the time of implementation.