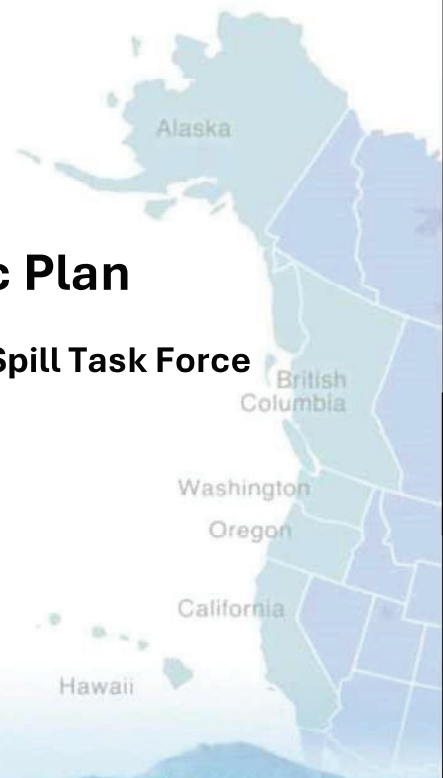


2025 – 2031 Strategic Plan

Pacific States/British Columbia Oil Spill Task Force



Effective November 2025



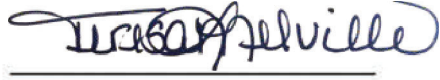
Contact Information:

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STATEMENT OF AUTHORITY

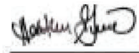
The 2025-2031 Strategic Plan represents a consensus of the Pacific States/British Columbia Oil Spill Task Force Members concerning a common sense of purpose and direction for the next six years. It was adopted and endorsed on November 4, 2025 by the following Members:



Teresa Melville, Division Director
Alaska Department of Environmental Conservation



Pader Brach, Executive Director of the Environmental Emergency Branch
British Columbia Ministry of Environment



Heather Geldart, Administrator of the Office of Spill Prevention and Response
California Department of Fish and Wildlife



Kathy Ho, Deputy Director for Environmental Health
Hawaii Department of Health


Michael E. Kucinski (Nov 26, 2025 15:53:29 PST)

Mike Kucinski, Administrator for Land Quality
Oregon Department of Environmental Quality


Carlos Clements (Dec 7, 2025 17:45:52 PST)

Carlos Clements, Spills Program Manager
Washington Department of Ecology

INTRODUCTION

The Pacific States/British Columbia Oil Spill Task Force (Task Force) was created following two significant West Coast oil spill incidents. The first involved the barge *Nestucca*, which spilled oil off the coasts of Washington and British Columbia in December of 1988. The second incident was the catastrophic spill by the T/V *Exxon Valdez* in Alaska's Prince William Sound in March of 1989. These events highlighted the common concerns shared by the West Coast states and the Province of British Columbia related to spill risks from coastal vessel traffic and the need for cooperation across shared borders.

A Memorandum of Cooperation (MOC) was signed in 1989 stating that the West Coast States and the Province of British Columbia had formed the Task Force to develop coordinated programs for oil pollution prevention, abatement, and response. The MOC established that the Task Force would be jointly chaired by the top executives of each jurisdiction's environmental agency with oil spill prevention, preparedness, and response authorities and that this responsibility will be included in the job descriptions of these representatives who will meet annually to review progress and plan future cooperation. It is further stated in the MOC that the duration of this memorandum is intended to be perpetual. The State of Hawaii joined the Oil Spill Task Force in August 2001. The Governors of Hawaii, Alaska, California, Oregon, and Washington joined the Premier of British Columbia in signing a revised Memorandum of Cooperation in 2001, to acknowledge this expanded membership.

The continuing focus of the Task Force is to foster regulatory compatibility, share information and resources, and coordinate development and implementation of new policies and programs.

THE 2025-2031 STRATEGIC PLAN

Between December 2024 and November 2025, the Task Force Executives and Coordinating Committee members met to develop the 2025-2031 Strategic Plan. Our work involved revisiting and realigning the Oil Spill Task Force's vision, mission, goals, and values. These elements form the foundation for our biennial work plans. Work plans contain specific tasks and deliverables to ensure progress towards our goals. Our biennial work plans and other information about the Task Force can be found on our website: www.oilspilltaskforce.org.

VISION

No Spilled Oil

MISSION

Working together to improve the Pacific Coast's prevention, preparedness, response and recovery from oil spills.

GOALS

1. **Monitor and share changes in oil movement and risks.**

How: We evaluate and communicate risks associated with the changes in transport of oil by vessel, trucks, rail, and pipeline across the West Coast.

2. **Optimize readiness and capacity to respond to oil spills.**

How: We review and update our agreements for sharing equipment and staff resources across the Task Force jurisdictions. We continue to share information on new and emerging technology and oil spill research, including understanding the science and risks of new fuels. We focus on prevention of both small and large spills through outreach and information-sharing, and deliberate succession planning.

3. **Build interagency and industry partner cooperation and collaboration.**

How: We engage with our partners and colleagues in industry, federal and state governments, tribal governments and First Nations, academia, and NGOs across areas of common interest and concern. We ask for and create opportunities for collaboration and knowledge-sharing.

4. **Enhance visibility and relevancy of the Task Force.**

How: We share updates on the progress of our work through various outreach avenues. We recognize and celebrate the good work being carried out by others in the oil spill community.

5. **Nurture our organizational health.**

How: We support the well-being of the Task Force staff and workgroups through regular communication, realistic and achievable biennial work plans, and periodic assessments of our work. We foster an environment in which members know what the organization is, what it does and has done historically, and what it is capable of.

CORE VALUES

The Task Force's values are built from the individuals within it. The core values define a foundation of commitment that carries through our work and anchors each of our goals. Task Force members commit to uphold and honor these core values.

- Collaboration
- Leadership
- Service
- Building and sharing knowledge

STRATEGIC PLAN IMPLEMENTATION

Our 2025-2031 Strategic Plan is a living document and may be revised or updated at any time. Work plans are built from the goals and objectives defined in our Strategic Plan, and we will continue to structure our future work plans following the Task Force's vision and intention as described in this document. To help determine our work plan tasks and to ensure we have the capacity to complete them, we have identified criteria which the Task Force will use going forward when developing future work plans (see **Appendix II**).

Task Force Executive Members meet quarterly to receive reports on projects completed according to the Strategic Plan, to adopt work plans, and to interact on topics of shared concern and interest. The Task Force Coordinating Committee meets monthly to review progress on implementation of the work plans and implement tasks within the workplan. The Task Force Executive Members, Coordinating Committee Members, and Executive Coordinator participate in the development and execution of our plans.

EVALUATION & MONITORING

Progress towards our goals will be tracked through tasks and deliverables identified for each goal in our work plans. The Executive Coordinator will report quarterly to the Executive Members and Coordinating Committee Members on the status of the workplan tasks. The Task Force will also communicate progress towards our goals in Task Force briefings at our Annual Meetings.

PLANNING CYCLE

The Task Force will review and revise the Strategic Plan every six years. On a biennial cycle, the Task Force will create and implement work plans that will map our course for progress towards core goals, including the identification of tasks and deliverables. Our strategic plan and biennial work plans are flexible in nature, allowing us to adapt to address emerging issues.

ADDITIONAL INFORMATION

The Task Force website is designed to share information and communicate news and updates about our current work and activities. Information about member jurisdictions and Task Force staff is available, along with our plans, documents, reports and other resources. Visit us: www.oilspilltaskforce.org

Appendix I

Task Force Staff (as of 2025)

TASK FORCE EXECUTIVES

Teresa Melville, Division Director, Alaska Department of Environmental Conservation

Pader Brach, Executive Director of the Environmental Emergency Branch, British Columbia Ministry of Environment

Heather Geldart, Administrator, Office of Spill Prevention and Response, California Department of Fish and Wildlife

Kathy Ho, Deputy Director for Environmental Health, Hawaii Department of Health

Mike Kucinski, Administrator for Land Quality, Oregon Department of Environmental Quality

Carlos Clements, Spills Program Manager, Washington Department of Ecology

COORDINATING COMMITTEE MEMBERS

Liz Galvez, Hawaii Department of Health

Graham Wood, Alaska Department of Environmental Conservation

Jase Brooks, Washington Department of Ecology

Kelli Kryzanowski, British Columbia Ministry of Environment and Climate Change Strategies

Greg McGowan, Office of Spill Prevention and Response, California Department of Fish and Wildlife

Wes Risher, Oregon Department of Environmental Quality

EXECUTIVE COORDINATOR TEAM

Meg Harris, Executive Coordinator, Triangle Associates

Ali Morrow, Project Support, Triangle Associates

Danielle Jochums, Project Support, Triangle Associates

Appendix II

Task Force - Work Plan Screening Criteria

The following screening criteria have been identified to help the Task Force prioritize and select the various Work Plan activities and initiatives necessary to implement the Strategic Plan.

1. Does the project foster, enhance or advance the mission of the Task Force?
2. Does the project foster, enhance or advance one of the five Task Force Goals?
3. Does the project address an immediate need?
4. Does the project have value to multiple jurisdictions?
5. Will the project result in a valuable deliverable, outcome or tool?
6. Is the estimated time to complete the project acceptable?
7. Are resources available to carry out the work?
 - Member agency staff time?
 - Executive Coordinator time? Fiscal resources?
 - Are there leverage opportunities for outside resources?
 - Should the project or project elements be contracted out?
8. Is the project highly relevant to the oil spill community or other interested parties?
9. Will the project have measurable outcomes?
 - Is it achievable?
 - Does it have a high likelihood of success?
10. Does the project or initiative enhance the respect and reputation of the Task Force?
11. Will the project keep Task Force Members engaged?
12. Is this the level at which the Task Force should be operating or is there a better entity or “home” for the project?
13. Is this duplicative to work being done elsewhere?