

STAKEHOLDER JOB AID FOR REGIONAL STAKEHOLDER COMMITTEES

Version 1
December 2024

Prepared by the Alaska Regional Response Team, Regional Stakeholder Committee Working Group



HOW TO USE THIS JOB AID

This document is a job aid for Stakeholders serving on a Regional Stakeholder Committee (RSC). This job aid aims to provide a comprehensive description of how the RSC process works during a response. Each response will be different and unique, but the goal of the RSC process is to foster a working relationship between command staff and those directly affected by an incident so local knowledge and potentially local resources can be brought into the incident.

The responsibility to engage stakeholders exists with Unified Command; this Job Aid details the specific process for engagement of affected non-agency stakeholders and is meant to aid members of the RSC specifically.

This job aid also complements a parallel job aid that provides guidance for Liaison Officers assigned to support the RSC: LIAISON OFFICER JOB AID FOR REGIONAL STAKEHOLDER COMMITTEES. Those involved in the process will benefit from reading both job aids.

RECORD OF CHANGES

VERSION #	APPROVAL DATE	SECTION(S)	PAGE(S)	CONTEXT / REASON FOR CHANGE
1	2024			<i>A new document developed by the ARRT Regional Stakeholder Committee Task Force.</i>

Version 1 of this Job Aid was developed by the Regional Stakeholder Committee Task Force of the Alaska Regional Response Team (ARRT). Members of the RSC Task Force represent the Alaska Department of Environmental Conservation, U.S. Coast Guard, U.S. Environmental Protection Agency, Native Village of Eyak, Prince William Sound Regional Citizens' Advisory Council, Cook Inlet Regional Citizens Advisory Council, Alaska Clean Seas, the Aleutian Pribilof Island Association, Crowley Alaska Tanker Company, Hilcorp Alaska LLC, and Alyeska Pipeline Service Company.

This document should be reviewed following its use in the activation of an RSC during responses, response exercises, or training events. Recommendations on any modifications should be made via the On-Scene Coordinator to the ARRT.

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ACRONYMS AND ABBREVIATIONS

The following list addresses the acronyms and abbreviations used in this job aid, which may be used during a response. The acronyms and abbreviations are defined here, allowing the reader to quickly refer to a list rather than search for the first appearance in the document where the acronym or abbreviation is defined. Definitions for several of these terms are provided at the end of the document. *Please note that for this document, the acronym for the Liaison Officer will be LOFR. However, some EPA and State documents may refer to additional acronyms such as LNO.*

ACP	Area Contingency Plan
AIMS	Alaska Incident Management System
ANCSA	Alaska Native Claims Settlement Act of 1971
ARRT	Alaska Regional Response Team
AWA	Arctic and Western Alaska
CIRCAC	Cook Inlet Regional Citizens’ Advisory Council
C-Plan	Contingency plan
DEC	Alaska Department of Environmental Conservation
EPA	U.S. Environmental Protection Agency
FOSC	Federal On-Scene Coordinator
FRP	Facility Response Plan
IAP	Incident Action Plan
IC	Incident Command
ICS	Incident Command System
IMH	Incident Management Handbook
IMT	Incident Management Team
JIC	Joint Information Center
LNO	Liaison Officer (partner agency use)
LOFR	Liaison Officer
LOSC	Local On-Scene Coordinator
MAC or MACS	Multiagency Coordination/ Multiagency Coordination System
NCP	National Contingency Plan
NIMS	National Incident Management System
ODPCP	Oil Discharge Prevention and Contingency Plan
OPA	Oil Pollution Act of 1990
OSC	On-Scene Coordinator

OSRP	Oil Spill Response Plan
PIO	Public Information Officer
PPE	Personal Protective Equipment
PWS	Prince William Sound
PWSRCAC	Prince William Sound Regional Citizens' Advisory Council
RCAC	Regional Citizens' Advisory Council
RCP	Alaska Regional Contingency Plan
R-MAC	Regional Multiagency Coordination
RPOSC	Responsible Party On-Scene Coordinator
RSC	Regional Stakeholder Committee
SOSC	State On-Scene Coordinator
SPCCP	Spill Prevention Control and Countermeasures Plan
TOSC	Tribal On-Scene Coordinator
UAS	Uncrewed Aerial System
UC	Unified Command (may be composed of RP, SOSC, FOSC, TOSC, and/or LOSC)
USCG	U.S. Coast Guard
VRP	Vessel Response Plan

1000 INTRODUCTION

REFERENCES AND TOOLS

PWSRCAC RSC Toolkit

EPA IMH, Chapter 7 “Command Staff”

USCG IMH,

USCG LOFR Job Aid

USCG PIO Job Aid

1010 WHAT IS A STAKEHOLDER? WHY ARE YOU READING THIS JOB AID?

If you’re reading this job aid, there has likely been an event that has affected and disrupted you, your community, or local businesses and transportation services. This job aid is meant to guide and assist you, as an affected stakeholder, to better understand the response and to help those making response decisions with your unique and highly valuable local knowledge via the Regional Stakeholder Committee (RSC). No matter your level of understanding of spill response or the different roles of responders and agencies, your local information and concerns are valuable.

1011 WHAT IS A REGIONAL STAKEHOLDER COMMITTEE?

Regional Stakeholder Committee:

Alaska’s spill response agencies have agreed to a unique stakeholder engagement structure to provide a more efficient process when needs and requirements are exceptional. This structure is called the RSC.

The RSC is composed of non-agency stakeholders directly affected by an incident. Members are invited to share their knowledge with response leadership so that more informed decisions can be based on issues of local concern, local knowledge, and local resources which might be available and useful to the response. It should be noted that Alaska has a small population and may have the same individuals and agencies fulfilling multiple responsibilities. In recognition that Alaska is different, an RSC is established to create a streamlined and inclusive approach to capture the concerns of affected stakeholders without requiring the Liaison Officer (LOFR) to schedule separate meetings with different stakeholders or requiring affected stakeholders to determine the role they will be fulfilling during a response.

The RSC process allows local knowledge, concerns, and resources to be incorporated into incident management decision-making, ideally creating a comprehensive and effective response. It builds trust between affected stakeholders and the Unified Command (UC) and ensures those directly affected receive the same response information and status updates. It also helps the LOFR streamline job duties by eliminating the need to coordinate with directly affected entities individually. In addition, having affected entities participate in the RSC process helps prioritize local issues and concerns and helps manage requests and the allocation of limited response resources.

The RSC is unique to the Alaska stakeholder engagement process and is intended to provide a direct voice for non-agency stakeholders within the command structure. The RSC process can be used for any

incident. The more complex the incident and the more stakeholders involved, the more valuable this process becomes to the Unified Command.

Alaska Area Contingency Plans (ACPs) identify the RSC and refer to this job aid along with the accompanying job aid for LOFRs as a comprehensive description of how the process works during a response. The goal of the RSC process is to foster a working relationship between stakeholders directly affected by an incident and response decision-makers managing the incident.

For those affected by an incident, emotions will likely be high, especially during the initial days of the event. The RSC is designed to create a deliberate and collaborative process to help responders and those affected find solutions to make a challenging situation better. The process depends on RSC members to provide their time, dedication, and a solution-oriented attitude.

See the FAQs at the end of the document for the development of RSC history.

1012 WHAT KIND OF INFORMATION DOES AN RSC PROVIDE?

The UC will look to the RSC for three general types of information:

1. Issues of local interest or concern
 - Are there areas of special interest (e.g., closure of fisheries, transportation limitations, etc.)?
 - Are there specific community concerns (e.g., those with higher risk of exposure, groundwater contamination, etc.)?
2. Resources
 - What can the community provide (e.g., accommodations, vessel mooring, staging area space, medical facilities, local law enforcement, etc.)?
 - What does the community need (e.g., information, groceries, other supplies, and transportation)?
3. Cleanup assistance
 - Are there any local experts, vessel operators, equipment operators, or other qualified personnel that can help in the response?
 - What response equipment can the community provide, if any, that is not already part of the response (e.g., Personal Protective Equipment (PPE), heavy equipment, access to property/facilities, etc.)?

1013 RSC ACTIVATION

In an incident response, leadership generally takes the form of a body called the UC. The UC may be composed of federal, state, Responsible Party (RP), local government, and tribal government representatives. The UC decides if or when to initiate the RSC process, with counsel from the LOFR. Initial contact and invitation to stakeholders will come through the LOFR. The LOFR is the main point of contact for the invited RSC members.

The RSC is composed of non-agency stakeholders directly affected by an incident. Members are invited to share their knowledge with response leadership so that more informed decisions can be based on issues of local concern, local knowledge, and the local resources that may be available and useful to the response. RSC activation depends on the operational requirements of an event and would likely occur after the UC evaluates the incident and has consulted with the LOFR.

1014 WHO SERVES ON AN RSC

RSC members may include representatives from communities, tribal governments, local governments, Regional Citizens Advisory Councils (RCACs) if active in the area, landowners, leaseholders, businesses/corporations, and other directly affected interest groups.

The UC and LOFR invite affected stakeholders to be a part of an RSC. The invited stakeholders are identified based on the location of the incident, the location(s) of response operations, and areas affected or threatened to be affected by the event. This means membership may change as the event grows or contracts. The UC directs the LOFR to coordinate with the identified stakeholders.

The invited stakeholders will be asked to identify a primary point of contact and appoint a single representative to serve as an RSC member. While the ideal RSC member will have an understanding of the basics of spill response and the Incident Command System (ICS), members not fully familiar will have the opportunity to learn as the response unfolds. Additionally, various resources exist to help RSC members learn the basics quickly. The LOFR is also available to answer process-related questions to help RSC members learn their roles and responsibilities. A more important consideration when appointing a member should be availability, as the process may be implemented over a long period of time and require a commitment.

1020 INFORMATION SHARING AND REPRESENTATION

The RSC is a venue to receive and deliver information to the Incident Management Team (IMT). RSC members are expected to represent the concerns of their organization/agency and those of its constituents and/or members.

- Example: A local government may have concerns specific to its infrastructure and share concerns from residents on impacts to economic activities or sensitive areas.

Some RSC Members do not represent any organization or other individuals but attend as individual stakeholders, representing themselves as affected residents, workers, business owners, or landowners.

The RSC is a venue for two-way communication between the UC and affected stakeholders. The UC decides if or when to initiate the RSC process, with counsel from the LOFR. Initial contact and invitation to stakeholders will come through the LOFR. RSC members receive broader and more detailed information than what is provided via the standard public messaging and outreach provided by the Public Information Officer/Joint Information Center (PIO/JIC), such as media briefings and written

response summaries (i.e., Press Conferences or Press Releases). See sections “RSC Member Restrictions” and “Response Documentation Provided to the RSC” for more information.

1021 WHEN TO ACTIVATE AN RSC

Per agency policy, stakeholder engagement *must and will* occur during an incident, but it can take different forms, and not every event will include an RSC process. In responses with or without an RSC, other stakeholders not directly involved in the process can request meetings and information from the LOFR. For example, regular stakeholder engagement activities such as town hall or informational meetings and information sharing via the JIC will proceed regardless of RSC activation. Input and representation of stakeholder concerns do not require an RSC. Those directly affected by an incident may not see the need for an RSC but recognize that if an RSC is activated and you’ve been asked to participate, it’s because your local knowledge is needed and the IMT wants your input and help.

Three examples of responses most likely to trigger the need for an RSC are:

1. Very large and/or high visibility responses with high public interest or awareness.
2. An event where a working relationship with affected stakeholders would be beneficial. The RSC process helps build a working relationship with those directly affected to facilitate information sharing, incorporate local knowledge and concerns, and identify potential local assets to assist the response. There may be responses where this relationship would benefit the UC or those directly affected. Examples include:
 - Local knowledge concerning affected lands is sought.
 - Affected communities have assets, such as empty hotels in the off-season, access to heavy equipment, or potential staging areas.
3. Remote responses where ‘typical’ avenues for response resources or knowledge of the affected environment are limited. Examples include:
 - Vessels or all-terrain vehicles are needed, but no local vendor exists - Non-commercial avenues may be available to ‘rent’ these assets via coordination with local stakeholders.
 - A remote location that is not well mapped or lacks a detailed description of environmental conditions. Local and traditional users of the area may have the expertise to share with the UC on the affected environment and routes to access the spill site.

1022 WHAT IS THE ROLE OF STAKEHOLDERS WHEN THERE IS NO RSC?

A formal RSC does not have to be activated for stakeholders to provide and seek information about a response. In responses without an RSC, stakeholders can request meetings and information through the LOFR. Input and representation of stakeholder concerns does not require an RSC but may lead to an ad hoc committee being established. See the “Options for Stakeholder Involvement” section for additional ways a stakeholder may be involved in the response.

1023 TIMEFRAME OF RSC ACTIVATION

[REFERENCES AND TOOLS](#)

Agency Response Guides:

- USCG IMH
- AIMS Guide

ICS Resources:

- ICS Operational Planning P's
- FEMA IAP Process "The Planning P"
- FEMA EMI ICS Resource Center

When there is an incident or spill, stakeholder engagement begins immediately, with the initial notifications of affected tribes, communities, and stakeholders. Initial notification will often include some basics of what is occurring, but response leadership (decision makers) themselves may not fully understand what is occurring in the field, and are likely busy managing immediate concerns to life, health, and safety as the response begins to ramp up and the incident management team is assembled. It is unlikely that the RSC process will begin immediately for those reasons, though there will likely be some sense of whether an RSC may be needed or not based on discussions with response leadership and the LOFR.

The following is an example timeline of an RSC activation. In this example, the reactive phase extends through Day 3. Planning is done in a set cycle during a response, often referred to as the Planning P (see image below), based on operational periods that culminate in the completion of the Incident Action Plan (IAP). In an actual response, depending on the incident and IMT staffing, an RSC may be activated sooner or later; the timeline will likely be based on the Planning P and the transition to the proactive response phase. The Planning P is a key source of information about the response. The RSC's priority will be to understand the current plan and identify priority inputs to deliver to the UC to inform the IAP development process.

- **Day 1** – (reactive phase of response). UC and LOFR are engaged in initial response duties. Initial notifications and outreach are conducted to affected tribes, communities, and stakeholders. Time is limited and may not allow for the activation of an RSC. Command Staff may begin discussions on the benefits of an RSC.
- **Day 2** – UC and LOFR continue discussion on the benefits of an RSC. IMT adds staff under the LOFR to support RSC engagement (Assistant LOFR and Documentation Unit staff).
- **Day 3** – UC and LOFR make recommendations and decisions on appropriate participants for an RSC. LOFR contacts potential RSC members, extending invitations and briefing them on the role of an RSC, what to expect, and how to prepare. Initial briefing materials, such as incident summaries, maps, and JIC materials, are provided to potential RSC members.
- **Day 4** (proactive phase of response)- RSC activated, and the first meeting is held between RSC and UC.

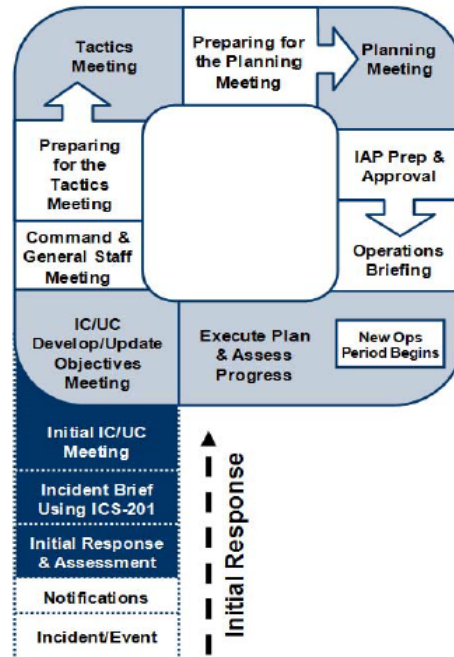


Figure 1 Planning P

1024 RSC PARTICIPANT ROLES

1024.1 RSC Chair or Spokesperson

- Selected via consensus of the other RSC members. Until a chair is selected, the LOFR may be the individual coordinating the initial meeting(s).
- Presides over RSC discussions and coordinates input and engagement among RSC members.
- Compiles a summary of RSC member concerns, questions, and requests for additional information.
- Has a working knowledge of the ICS, sufficient experience facilitating meetings, and sufficient time to devote to chairing the RSC.
- Awareness of the content of appropriate contingency plans for the response so they understand typical response resources and how responses are managed. This includes:
 - The Alaska Regional Contingency Plan (RCP) and ACP
 - The RP Industry Contingency Plan: Oil Discharge Prevention and Contingency Plan (ODPCP), Oil Spill Response Plan (OSRP), Vessel Response Plan (VRP), Spill Prevention Control and Countermeasure Plan (SPCCP), or Facility Response Plan (FRP)
- Schedules meeting dates and times in collaboration with the LOFR and RSC members.
- Compiles available response resources (personnel and equipment) from RSC members.
- Assigns an RSC member to serve as a scribe to assist with documentation, if necessary.
- Maintains an ICS 214 Unit (Activity) Log, tracks meetings, calls, etc.
- Serves as the primary point of contact for LOFR.
- Familiarity with hybrid meeting platforms such as Zoom, Microsoft Teams, teleconference, etc.

1024.2 RSC Members

- Act as a single point of contact for constituents, organizational members, and other individuals/organizations.

- Compile for sharing with the UC:
 - List of organizational concerns, questions, and requests for resources or additional information. These items should be prioritized. For example, if several sites are suggested to be boomed, they should be ranked by importance to assist the UC in making response decisions if all these booming objectives can't be accomplished simultaneously.
 - List of assets (personnel or equipment) potentially available for the response.
 - Draft mutual aid agreements, costs, contracting mechanisms, etc. required to provide the response assets.
- Maintain an ICS 214 Unit (Activity) Log if requested by RSC Chair.

1024.3 Liaison Officer (LOFR)/Assistant LOFR

- Serve as the designated representative of the Incident Commander and/or UC in the RSC and maintain frequent communication with UC regarding RSC concerns/information, inviting UC to RSC meetings and scheduling coordinated meetings (i.e., do not conflict) with other UC meetings.
- Coordinate with participating organizations (assisting and cooperating agencies/entities) and stakeholders in support of the incident.
- Serve as a primary incident point of contact for RSC members.
- Ensure the RSC members understand terminology, abbreviations, and general process of managing the incident.
- Ensure the UC knows RSC concerns, recommendations, objectives, and issues.
- Engage with organizations and help identify how they want to participate with IMT.
- Identify staffing needs and appropriate personnel to support and facilitate the RSC meetings, including assistant LOFRs. This may sometimes include liaison staff from supporting agencies or the RP.
- Set the date and time of the first RSC meeting with the UC; and the first meeting agenda.
- Facilitate RSC members in the selection of a Chair or Spokesperson.
- Ensure adequate meeting location and logistics – including physical meeting room and virtual meeting space.
- Identify the needs of RSC members to participate in RSC meetings, including what will be available and provided by the IMT and/or RP and what will need to be provided by the RSC member or their organization.
- Distribute the meeting agenda, meeting agenda template (for future meetings), and blank ICS 214 Unit Log (if necessary).
- Compile information packet.

1024.4 Public Information Officer

- May not be involved in all RSC meetings.
- Presents and reviews proposed public information products developed by the JIC that address stakeholder concerns.
- Helps develop information for the public that incorporates stakeholder concerns and involvement in the response.
- Helps develop information for the RSC – including response documents, such as ICS forms, or specific information requests.

1100 RSC MEETINGS

1110 RSC MEETINGS: INITIAL ORGANIZATIONAL MEETING OF THE RSC

The first meeting is critical in establishing the RSC as an organized body, independent from, working in coordination with, and assisted by the LOFR. It is unlikely that an RSC meeting will be held during the reactive phase of a response. The UC will not be present at this meeting. This meeting aims to provide an initial briefing on the incident for the RSC to organize and discuss the members' concerns.

Meeting Format: Meetings may be in-person, virtual, or hybrid via Zoom, Microsoft Teams, teleconference, or another platform.

Note: An RSC meeting is not a town hall. Participation and attendance are restricted to RSC members, UC, and necessary IMT support staff. RSC members are identified and invited to be a part of the RSC by the UC in advance of the meeting.

1111 RSC PARTICIPANT RESPONSIBILITIES

1111.1 Responsibilities of the LOFR

- Set agenda.
- If applicable, verify RSC members represent their organization/agency in coordination with RSC Chair.

1111.2 Responsibilities of the RSC Members

- Demonstrate that they are authorized to represent the concerns of their organization/agency.
- Identify potential RSC chair(s).
- Have a summary of prioritized concerns, questions for the UC, and potential resources (including personnel, equipment, and other assets) to provide to the response.

1111.3 Responsibilities of the RSC Chair

- Appointed/elected at the first meeting.
- Be prepared to guide meetings by developing an agenda for future meetings.
- Guide discussion with RSC members to determine the format and frequency of future meetings.
- Work with LOFR to set future meeting schedules and prep RSC for the first meeting with the UC.
- In coordination with LOFR, verify RSC Members are authorized to represent their organization/agency.

1112 WHAT TO BRING TO A MEETING

RSC members should bring:

- Rosters and contact lists from your respective organization or community.
- Cell phone and charger.
- Identification (Command Post access will be restricted and you may need to show ID to enter).
- Municipal or Tribal policy, guidance, or plans relevant to a spill response (e.g., emergency response plans).

- Documentation or resources that will help you bring local or indigenous knowledge to the RSC, particularly regarding subsistence harvest activities, the sightings of migratory animals or birds, etc.
- Preferred method for notetaking and organization (computer and accessories, notebook and pen, etc.).
- Snacks or other personal requirements, especially if you have specialized needs.

1113 RSC MEETINGS: INTERNAL MEETINGS (NO UC)

Before meetings with the RSC and UC, it is anticipated that the RSC will elect a Chair, establish basic procedures, and meet internally to become familiar with the incident and response operations.

Meeting Schedule: The RSC Chair and LOFR schedule RSC meetings. Meeting occurrence is envisioned as one per day. However, the frequency will be determined based on the complexity and needs of the response. Meeting times may also be driven by the IMT meeting schedule in order to match operational periods and to deconflict any time overlaps. RSC members should come to the meeting prepared to discuss agenda topics (see 1111.2 – Responsibilities of RSC Members).

Meeting Agenda: The RSC Chair, assisted by the LOFR, sets the agenda for these meetings.

UC Involvement: None

Initial RSC actions will include the following steps:

- 1. Elect a Chair.** The LOFR will chair the group until members elect someone. An ideal Chair will be familiar with responses, possess good listening skills, be a consensus-builder, and can act as a spokesperson.
- 2. Agree on rules of procedure.** Even if very simple, some basic ground rules can ensure all voices are heard and everyone understands how decisions will be made.
- 3. Determine how notes will be captured and reviewed.** Options include designating a note-taker, distributing or reading back notes periodically to check consensus, or capturing notes collaboratively on a cloud-based platform.
- 4. Brief all RSC members on the response situation.** Ensure everyone has an opportunity to ask questions and receive all the necessary information even if they arrive at different times.
- 5. Identify where the response is in the Planning P process.** The RSC's priority will be to understand the current plan and identify priority inputs to deliver to the UC to inform the IAP development process.
- 6. Determine when the RSC's meeting(s) with UC will take place.** These are important opportunities for the RSC to gain information, discuss, and deliver information directly to response decision-makers. These meetings will be a key driver that shapes the RSC's own schedule.

Ongoing RSC actions may include the following:

- **Review Incident Reports.** Review incident reports to stay updated on current situations and response efforts.
- **Assess Resource Needs.** Regularly assess resource needs and availability to address ongoing and potential actions.
- **Communicate Updates.** Communicate updates to relevant organizations and stakeholders regarding incident status, response efforts, and any changes in plans or strategies.

1114 RSC MEMBER RESTRICTIONS:

It is normal for *any* responder working as part of the IMT to have restrictions related to phone use, the sharing of documents, and command post security access. It is no different for RSC members. It is likely that RSC members will be subject to the following:

- Only the RSC Chair has unescorted access to the IMT.
- No photos are allowed to be taken in the IMT or of the response without prior authorization by UC via the PIO/JIC.
- RSC members are expected to abide by the social media and communications policy established by the UC, except for the official sharing of information within their organization.
- RSC members are responsible for informing their organizations to not distribute information obtained through RSC involvement to the public. Documents should not be shared outside those listed on the RSC roster, as RSC members may have access to information ahead of the public at large and information on the response is solely managed by the PIO/JIC.

During a response, it is important that all communication goes through the PIO/JIC for several reasons. Centralizing communication ensures that all messages are consistent, accurate, and aligned with the overall objectives of the response effort. Designated communication channels help prevent misinformation or conflicting messages from being disseminated, therefore enhancing credibility by providing reliable information sources.

1115 RSC MEETINGS: MEETINGS WITH UC

Meeting Schedule: The RSC Chair and LOFR schedule RSC meetings in coordination with the UC. Ideally, these meetings occur before the planning meeting (See the Planning P), so RSC input can influence and affect plans. However, the RSC is ultimately *not* making command decisions. Meeting occurrence is envisioned as one per day. However, the frequency will be determined based on the complexity and needs of the response.

Meeting Agenda: The RSC Chair, assisted by the LOFR, sets the agenda for these meetings.

UC Involvement: The UC is invited to these meetings to provide brief updates on the response and receive information from the stakeholders. UC involvement will be limited based on the needs of the response, with a maximum of 1-hour daily. However, RSC meeting summaries of stakeholder concerns, requests for information, and resources potentially available to assist the response will be provided to the UC and appropriate General Staff by the LOFR following the meetings, and the RSC can expect the LOFR to communicate with the UC and IMT staff as required, outside of formal meetings. RSC members should have realistic expectations of UC availability. Ideally, all members of the UC and RSC are present, but the needs of the response may restrict their availability. This should not be interpreted as diminishing the value of information sharing between the UC and stakeholders. Because there are many competing demands for the UC's time, it is important that the RSC members be prepared. Here are a few suggestions based on past exercises:

1. **Know where and when the meeting will be.** The LOFR should communicate where and when the meeting will be, as well as establish how schedule changes will be communicated if needed due to the dynamic situation. If any RSC members are remote, they should have access to all meetings, including with the UC.
2. **Select a primary spokesperson.** This could be the elected RSC Chair.

3. **Identify and communicate areas of consensus within the RSC.** This can help to provide clear information to the UC, even if there is not consensus on all issues within the RSC.
4. **As much as possible, review all information provided and ask questions before the meeting.** Ask questions to the LOFR, who should be able to answer most questions, ahead of time to narrow the list of items that need to be covered in the meeting with UC.
5. **Take notes to capture any unanswered questions or unaddressed issues so that they can be revisited later.** There might also be actions or commitments to document, such as requesting RSC input prior to identifying sensitive areas for future deployments, staging areas, or other activities. These notes can help when relaying information back to respective entities or to be used as a reference. Having a dedicated note-taker is recommended, but each group should decide what works best for them.

1116 RSC RAMP-DOWN

As the response stabilizes and approaches the conclusion, meeting frequency is expected to decrease. RSC member participation may also be reduced at meetings, especially if a conduit for information-sharing is established to satisfy the stakeholder needs without needing a more structured RSC meeting.

1117 RESPONSE DOCUMENTATION PROVIDED TO THE RSC

To facilitate a working relationship and draw affected stakeholders into the response planning process, RSC members receive greater access to information than the public. This comes with the expectation that they engage with the LOFR and UC to share local knowledge, concerns, and potentially local resources. The LOFR will work with the PIO and Documentation Unit to prepare information packets for the RSC. This packet will reflect requests for specific information from the RSC. When practical, the packet should be shared before RSC meetings so RSC members can prepare to discuss among themselves and for the meeting with the UC.

Personal Identifiable Information (PII) and information identified as sensitive or confidential by statute, regulation, confidential business information, or as determined by the UC will be redacted from anything shared with the RSC. The document redaction process may take an extended period of time. Documents should not be shared outside those listed on the RSC roster.

The Documentation Packet may include the forms listed below and/or other information requested by the RSC. The LOFR and RSC Chair will determine which ICS Forms can and should be provided to the RSC and the UC will be the final arbiter of any disagreements related to documentation.

- Situation Reports (Alaska Department of Environmental Conservation [DEC])
- Pollution Reports (U.S. Environmental Protection Agency [EPA] or U.S. Coast Guard [USCG])
- Weather and tide information
- Maps: General Area, Incident Site, Response Actions and response equipment locations, spill trajectory
- ICS 201 Initial Incident Briefing
- ICS 202 Incident Objectives
- ICS 204 Assignment List
- ICS 205 Incident Radio Communications Plan
- ICS 206 Medical Plan
- ICS 207 Incident Organization Chart
- ICS 208 Site Safety and Control Plan

- ICS 209 Incident Status Summary
- ICS 213RR Resource Request Message
- ICS 220 Air Operations Summary
- ICS 230 Daily Meeting Schedule
- ICS 232 Resources at Risk Summary

1200 COMMUNITY CONCERNS TO CONSIDER

RSC members bring knowledge of their communities or areas of concern to the process. The list below is adapted from the Prince William Sound RCAC (PWSRCAC) Toolkit and is intended to help individuals planning for RSC participation to identify information they may want to prepare to bring to a meeting.

1210 ISSUES OF IMMEDIATE LOCAL INTEREST AND CONCERN

While many impacts may be long-lasting and should be considered throughout the response and restoration process, it is important to focus on items of an immediate nature in the beginning of a response.

- What marine/coastal subsistence activities usually occur near the community this time of year, such as gathering, hunting, or fishing? What specific species are being harvested?
- What subsistence, recreational, or commercial activities are underway? Who will communicate with these interests about the response? Are there individuals in the field that need to be notified, re-routed, or evacuated based on trajectory?
- Will this event affect tourism or visitors coming into the area during the current week? The following week? Next month?
- What sensitive species exist regionally and where do they spend their time?
- Are there sensitive areas (beaches, salmon streams, freshwater intakes, local infrastructure, etc.) that need to be protected?
- Are there any local aquaculture/mariculture operations (fish hatchery, oyster or other shellfish operations, kelp farming, etc.) that need to be considered?
- How might the use of local infrastructure for the response affect activities or businesses?
- Will the response affect or disrupt transportation in and out of a community (e.g., waterway closures or restrictions due to safety or security zones, similar concerns with air traffic disruptions due to response operations, highway and road system impacts, etc.)?

1211 RESOURCES

Resources refer to what an RSC member or community may have to offer, as well as resource needs. Both will vary widely depending on who the RSC member is representing, but below are some possible examples.

A community may have:

- People familiar with the area, seasonal changes, and local flora/fauna.
- Skilled workers that might be needed to help with the response or specialized services such as welders, hydraulic repair, divers, veterinarians, or bus drivers.
- Communications equipment or systems (access to cell-on-wheels portable cellular sites, radio systems and radios, internet connectivity, access to satellite systems, etc.).
- Use of city message boards, social media pages, email, etc. to broadcast messages or other incident announcements to local residents.

- Heavy equipment and operators.
- Machine shops and repair facilities (for equipment, vessels, etc.).
- Vessel mooring or berthing.
- Food suppliers (for responders or people whose access to food has been disrupted).
- Accommodations.
- Vehicles/vessels and operators.
- Local pilot and air taxi information.
- Nonprofits or potential volunteer opportunities.
- Large, cleared, outdoor spaces or empty warehouse spaces for staging areas.
- Portable outdoor lighting for staging areas.
- PPE supplies.
- Empty office space or suitable inside space that would allow for a remote field office, an embedded community liaison, etc. to be set up.
- Expertise, insight, or connections for identifying local vessels not already involved with the response.
- Ability to help locate fuels like gasoline, diesel, aviation gas, or jet fuel.
- Locally licensed Uncrewed Aerial System (UAS) (drone) pilots/operators.
- Other resources such as traffic cones and barrels to help manage traffic or cordon off a staging area, etc.; lights; warehouse and rough terrain forklifts.

Note: Resources or services will be procured through the response organization, not by the RSC.

A community may wish to request:

- Boom or other response gear to protect locally sensitive areas and/or to work with the UC to have operations address these needs.
- Information on where to direct people who want to help with the response (volunteer opportunities, getting hired to respond).
- Air quality monitoring.
- Specific transportation needs if normal services are disrupted or unavailable due to the response.

1213 CLEANUP ASSISTANCE

A community may offer:

- Spill response personnel and equipment that is not already part of the response.
- Waste management services for uncontaminated (non-oiled) trash.
- Containers and staging for oily waste.
- People with local knowledge of waterways, currents/tides, and/or natural collection points.
- Assistance in wildlife identification and reporting.
- Ability to alert and liaise with local resident(s) to allow access to private property.
- Ability to manage snow removal at a staging area or harbor area being used in the response (Be sure any local residents providing services or equipment work out contractual arrangements before work taking place, and conduct work as instructed to ensure compensation).

A community may request:

- Protection of a specific beach, salmon stream, or local infrastructure.
- Support with final demobilization/restoration of locally used staging area, wash down areas, etc.
- Help with routing specific types of waste to the appropriate endpoint.

1300 ADDITIONAL OPTIONS FOR STAKEHOLDER INVOLVEMENT

1310 POTENTIAL STAKEHOLDER ROLES DURING A RESPONSE:

There are multiple ways a government, agency, organization, or other stakeholder can connect to the IMT to share information and resources in addition to, or outside of, the RSC. Stakeholders may participate in other ways within the response based on their levels of training or experience and as approved by the IMT or UC. Potential roles can include, but are not limited to:

- IMT Staff
- Response Field Staff
- Agency representatives

1311 ALASKA NATIVE ENTITIES

Several Alaska Native entities may be involved in an RSC, including federally recognized tribes, regional and village native corporations, tribal consortia, tribal non-profits, and other organizations. These entities may play an important role in the response as well as in an RSC, providing Indigenous Knowledge and traditional knowledge and representing the concerns of their citizens, members, and shareholders.

Federally recognized tribes. There are 233 federally recognized tribes in Alaska. There are many potential roles for a tribe to serve in an incident response, including as a Tribal On-Scene Coordinator (TOSC) in the UC and other response positions (whether in the IMT or field). If a tribe chooses, they can appoint an agency representative for one-on-one coordination via a LOFR, or they can appoint an RSC member. The role a tribe selects may vary as a response progresses and is likely to depend on the impact on the tribe and their resources, traditional use areas by the incident, and/or the tribe's availability to provide staff or representatives.

Regional and Village Native Corporations. The Alaska Native Claims Settlement Act of 1971 (ANCSA) established twelve private, for-profit Alaska Native regional corporations and over 200 private, for-profit Alaska Native village corporations, who received the title transfer of roughly 44 million acres of land. ANCSA mandated that both regional and village corporations be owned by Alaska Native shareholders. The ANCSA approach differs significantly from the approach of establishing reservations in the Lower 48 and is based on Alaska Native corporate ownership.

During a response, a regional or village corporation can play a unique role compared to federally recognized tribes or 'regular' corporations, due in part to potentially being the landowners for the incident area. Federal agencies are required to consult with ANCSA corporations, similar to federally recognized tribes and consistent with Executive Order 13175.

Regional Native Non-profit Organizations. Alaska Native Regional Non-profits provide social services and health care for Alaska Native peoples. Tribal Consortia often work in collaboration with regional corporations and village non-profits. These non-profit organizations are also often involved in the promotion and preservation of Alaska Native culture, including Alaska Native language preservation

efforts, traditional practices, and the protection of traditional food and subsistence use and culturally important sites.

1311.1 REGIONAL CITIZENS' ADVISORY COUNCILS (RCACS)

Note: This section only applies to crude oil responses in Cook Inlet and Prince William Sound. The Arctic and Western Alaska (AWA) and Prince William Sound (PWS) ACPs offer additional information about RCACs (see AWA ACP for Cook Inlet and the PWS ACP for Prince William Sound).

1311.1.1 The RSC Process and RCACs

In addition to the RSC policy being unique to Alaska, the passage of the Oil Pollution Act of 1990 (OPA) also created another unique Alaska-specific concept: the RCACs. Alaska has two such organizations: Cook Inlet RCAC (CIRCAC) and PWSRCAC. They are highly active in their respective parts of the state. RCACs are involved with area and regional planning; industry contingency plan review; funding and conducting various projects; monitoring and commenting on industry practices; and monitoring and participating in spill response exercises and training events.

In addition to RCACs roles and responsibilities mandated by OPA, RCACs may have specific contracts in place that could support the UC and response operations. RCACs also have long-standing relationships established from extensive oil spill drills and exercise involvement that could be leveraged during actual incidents.

1311.1.1 RCACs and a spill response incident

The AWA and PWS ACPs describe the specific response duties of RCACs, including (1) observing response activities, (2) verifying these activities, (3) informing local stakeholders, and (4) advising response decision-makers. Similar to an RSC, the RCACs can provide local knowledge and perspective on local concerns to the UC that can prove valuable for operational decisions. The RCACs should be invited to participate in the RSC when it is established for an incident, when appropriate.

Working with the RCACs should not be a substitute for the RSC process. While the RCACs will participate and serve a role, they may not be representative of every entity or affected stakeholder. Other affected stakeholders must represent themselves as part of the RSC process.

FREQUENTLY ASKED QUESTIONS

How is the RSC connected to UC and the rest of the Incident Command structure?

The LOFR is the connection between the RSC and the UC. To maintain the flow of information, ensuring the information is received by the proper ICS position and questions are adequately answered. RSC members should direct their communications through the LOFR, except during RSC meetings with the UC.

What is the purpose of RSC meetings with UC, and how often should they occur?

The RSC/UC meeting is intended to allow stakeholders and the UC to communicate and share information directly. The intent is to allow both parties to understand the concerns and urgency involved in responding to and being affected by a discharge of oil or the release of a hazardous substance. The LOFR will schedule meetings with the RSC and the UC at the request of either party.

How are RSC meetings, including meetings with UC held?

Meetings may be in-person, virtual, or hybrid. In some cases, the meetings may be held by teleconference.

Where does the RSC meet?

RSC members may meet virtually or be assigned a location, as coordinated by the LOFR, depending on the location of the incident or IMT and the RSC members' desires. When practical and requested, the LOFR should offer a virtual participation option.

What is the difference between an Agency Representative and RSC Member?

An Agency Representative is an individual designated to assist or cooperate with local government, state, tribal government, or Federal Government agencies and has the authority to make decisions affecting that agency's participation in incident management activities following appropriate consultation with that agency's leadership. These Agency Representatives have established contact with the LOFR or Assistant LOFR. Agency representatives are involved and freely communicate with the LOFR/Assistant LOFR, unrestricted by a meeting schedule or channeled through an intermediary, like a RSC Chair.

RSC Members come from a variety of organizations and groups or represent themselves.

Organizations/groups and individuals directly affected by a spill or release of oil or hazardous materials but not actively involved in the IMT may be a member of the RSC. Their communication is structured to flow through the RSC Chair to the LOFR. The RSC Chair may establish a means for communication outside of scheduled meetings or request that the meetings be the primary communication venue.

How is the RSC different from a Multi-Agency Coordinating Group (MAC)?

The RSC is a unique concept for oil discharge and hazardous substance responses in Alaska. The concept may be unfamiliar to responders trained in the ICS, especially if they come from outside of Alaska, and to RSC members. It is similar to, but different from, a Multi-Agency Coordination (MAC) Group. MACs are often used to manage agency stakeholders' resources where multiple agencies have individual and/or overlapping authorities and resources. MACs focus on stakeholders that bring resources to the response, whereas the RSC is an engagement tool for affected stakeholders. The RSC organization can be described as similar to a MAC in that it includes non-agency stakeholders and other interested parties. The RSC differs in that it focuses on capturing stakeholder concerns, local knowledge, availability of potential resources, and creating interaction and exchange among those directly affected with the

IMT, whereas a MAC focuses on allocating resources. Agencies/organizations functioning as part of the overall ICS response structure would not typically be included in the RSC. An RSC is different from a MAC Group in that the RSC does not play a direct role in setting incident priorities or allocating resources, and instead advises the UC and provides recommendations or comments on incident priorities and objectives, and the incident action plan. It is possible to have a MAC and an RSC in the same response. While National Incident Management System (NIMS) ICS handbooks and other agency guidance stress the importance of stakeholder engagement during a response in general terms, this job aid details the specific process of affected stakeholder engagement.

The MAC process focuses more on scarce response resources and the allocation of these assets. MAC members determine where these resources go and how they are used. The RSC process is more about identifying and addressing stakeholder concerns and identifying local resources that could aid the response. Unlike a MAC, RSC members do not allocate resources or make tactical decisions; they weigh in on these decisions considering their local knowledge. Ideally, this input is gathered prior to the Planning meeting before the next operational period plans are finalized. The RSC is also composed of non-agency stakeholders and other parties directly affected by a given event, whereas a MAC tends to be more agency or organization focused.

What is the history of the RSC? Why was it developed for responses in Alaska?

The RSC concept grew from an ARCO/BP exercise in 1999 when a MAC group was used to engage with stakeholders affected by the hypothetical response scenario. A lesson learned from the exercise was that the MAC did not serve Alaska stakeholders or the UC well since the MAC process is designed to allocate scarce resources and have MAC members (generally agencies) make decisions on where and how these resources are used. As a result, ARCO/BP recommended that another process be instituted that specifically addressed affected stakeholder concerns, allowed for local knowledge to be conveyed, and potentially for local response or other useful resources to be identified. ARCO /BP initially introduced this concept as a Regional MAC, or R-MAC for short. However, the R-MAC title only added confusion about the function of the group, and there were concerns from the RCACs at the time about overlapping roles and their OPA tasking. Ultimately, this concept of fostering a direct working relationship between affected stakeholders and the UC and providing affected stakeholders with more information than the general public would become known as the RSC. The RSC construct is not captured in standardized NIMS ICS and is unique to Alaska.

The RSC process has been used during response training exercises, particularly in the PWS region, with the annual large-scale shipping company exercises.

What does Qualified Staff mean?

In the IMT, qualified staff refers to personnel who are familiar with the ICS and IMT organization and function. It is preferred that they have completed ICS 100, 200, 700 and 800 (all free online courses), but this is not a requirement. Qualified staff are knowledgeable in the topics pertinent to the section or unit they are assigned to, such as the Operations Section/HazMat Branch or Planning Section/Environmental Unit. They are expected to be fully available to the response during the shift they are assigned – whether serving in-person or virtual, and during their assignment to the response their sole duty will be their response role.

In the field, qualified staff have a more varied definition. Staff need to have the necessary qualifications to perform the duties assigned. This may be associated with health and safety, such as a hazardous

waste operations certification, or specific skills such as a vessel operator. Verification of these qualifications will be determined by their employer and provided to the Logistics Section, upon request. Personnel assigned a position in the Response Organization, whether in the field or in the IMT are expected to be available throughout the shifts assigned. Typically, they are available to work several days in a row and if the position is shared with another individual, it is via an established schedule that is shared with the Section Chief of their assigned section. Typically, they will not be available to perform their regular duties while assigned to the Response Organization.

What's a contingency plan?

A contingency plan (also known as a c-plan) is a document that guides a response and explains policy and concepts used in response management. In Alaska there are three basic levels of contingency plans:

- The “Regional” plan is the broadest plan covering organizational jurisdictions and roles as well as policy related to non-mechanical response (dispersants and in-situ burning). This plan covers the state of Alaska as a whole and is managed by the ARRT. The ARRT is chaired by the USCG, EPA, and Alaska DEC. Other members include the U.S. Department of Agriculture/U.S. Forest Service, National Oceanic & Atmospheric Administration, U.S. Department of Defense, U.S. Department of Energy, U.S. Department of Health & Human Services, Federal Emergency Management Agency, U.S. Department of the Interior, U.S. Department of Justice, Occupational Safety & Health Administration, U.S. Department of Labor, U.S. Department of State, U.S. Department of Transportation/Federal Aviation Administration, and the Federal General Services Administration.
- “Area” plans are more specific to a given area and are what guide the Federal and State On-Scene Coordinators (OSCs) who are part of the UC along with the RP. In Alaska, there are four different Area plans: The Southeast, PWS, Arctic and Western, and Inland. These plans are geographically split up by USCG Captain of the Port zones. These plans are more operational in nature and provide local logistical information, details on locally available response equipment, local weather and seasonal averages, details on sensitive area sites for a given area, etc. RSC members would benefit from being familiar with these plans.
- Industry and operator contingency plans provide the highest level of detail and are something that RSC members will want to review as the response advances. These plans are required by the state of Alaska and/or USCG/EPA and may have a public comment period associated with their renewal. They describe what response resources are owned or are available to a given operator via contractual arrangements, provide hypothetical response scenarios an operator might be required to respond to, and other response equipment details. RSC members would benefit from being familiar with these plans.

Where are the c-plans found?

The newest Regional and Area plans can be found on Alaska DEC's website here:

<https://dec.alaska.gov/spar/ppr/contingency-plans/response-plans/>

State of Alaska required industry plans that have undergone public review can be found on Alaska DEC's website via the search engine at: <https://dec.alaska.gov/spar/ppr/contingency-plans/industry/>

Federally required Vessel and Facility Response Plans are not available for public review.

The LOFR can also help find and provide copies of these plans upon request.

DEFINITIONS

Agency Representatives: An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agency's participation in the incident.

Agency Representatives report to the Liaison Officer or the Incident Commander in the absence of a Liaison Officer.

Assisting Agency: An agency assisting on an incident directly contributes tactical resources to the agency or jurisdiction responsible for the incident. Thus, fire, police, or public works equipment sent to a U.S. Department of Agriculture incident would be considered assisting agency resources.

Cooperating Agency: An agency supporting the incident or supplying assistance other than tactical resources would be considered a cooperating agency. Examples include the American Red Cross, utility companies, etc. In some law enforcement incidents, a fire agency may not send fire equipment but may supply an Agency Representative for coordination. In this case, the fire agency would be considered a cooperating agency.

Multi-agency Coordination (MAC) Group: A MAC Group is designed to facilitate all levels of government and all disciplines to work together more efficiently and effectively and provide guidance to the Unified Command (UC) via a Liaison Officer (LOFR). They represent local concerns and local knowledge of their organization and/or constituents and can support in identifying resources available to assist in the response. The MAC Group is an organizational body to present a single point of this information for the UC, particularly when multiple agencies and organizations have a vested concern in the response and its outcomes.

A MAC Group is often comprised of elected officials, senior decision-makers, or their appointed representatives; public safety officials; and subject-matter experts. Elected officials from local and tribal governments also represent the concerns of their constituents and can assist in keeping their constituents informed on the incident and response. Agency officials on the MAC Group are often authorized to commit agency resources and funds.

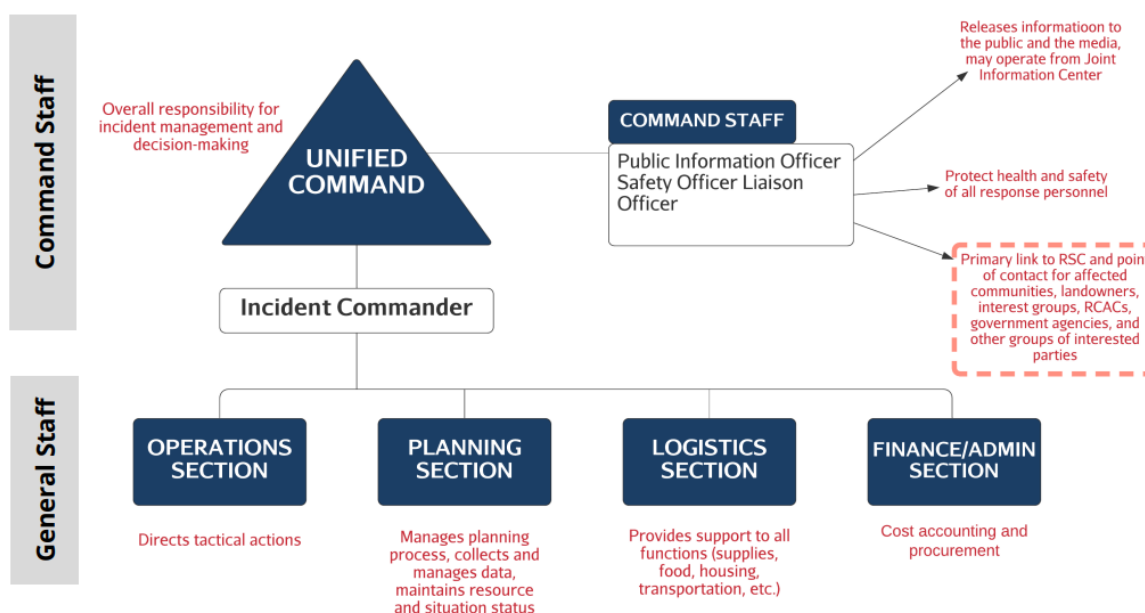
Regional Citizen's Advisory Council (RCAC): The Oil Pollution Act of 1990 (OPA) established two RCACs in Alaska: Prince William Sound RCAC (PWSRCAC) and the Cook Inlet RCAC (CIRCAC). The RCACs are independent, non-profit organizations that monitor and advise on oil industry programs to include areas such as spill prevention and response, crude oil terminal and tanker safety, and environmental impact assessments. The RCACs role in the spill response organization is defined in the Prince William Sound Area Contingency Plan (ACP), and the Arctic and Western Alaska ACP.

Stakeholder: An agency, entity, organization, or individual directly or indirectly affected by a spill or release of oil or hazardous material that is not part of the Response Organization, with whom the Liaison Officer may interact to share information and/or assets with the UC

BASICS OF THE INCIDENT COMMAND SYSTEM (ICS)

Whether large or small, a spill response will be organized using the Incident Command System (ICS). The ICS is a **standardized, scalable structure** used to organize all aspects of an incident response – from strategic (setting priorities and making decisions) to operational (deploying response equipment and personnel to clean up a spill). The ICS provides a common hierarchy within which responders from multiple agencies can work together effectively. The ICS has its own chain of command, terminology, forms, meetings, and planning process. Together, these pieces allow people from different agencies, organizations, or companies to understand who does what and what needs to happen next – while creating consistent documentation of each step along the way.

The National Contingency Plan (NCP) prescribes the use of the Incident Command System across the U.S. as a way to effectively integrate agencies and other organizations that otherwise would operate under their own structures, titles, terminology/acronyms, and norms.



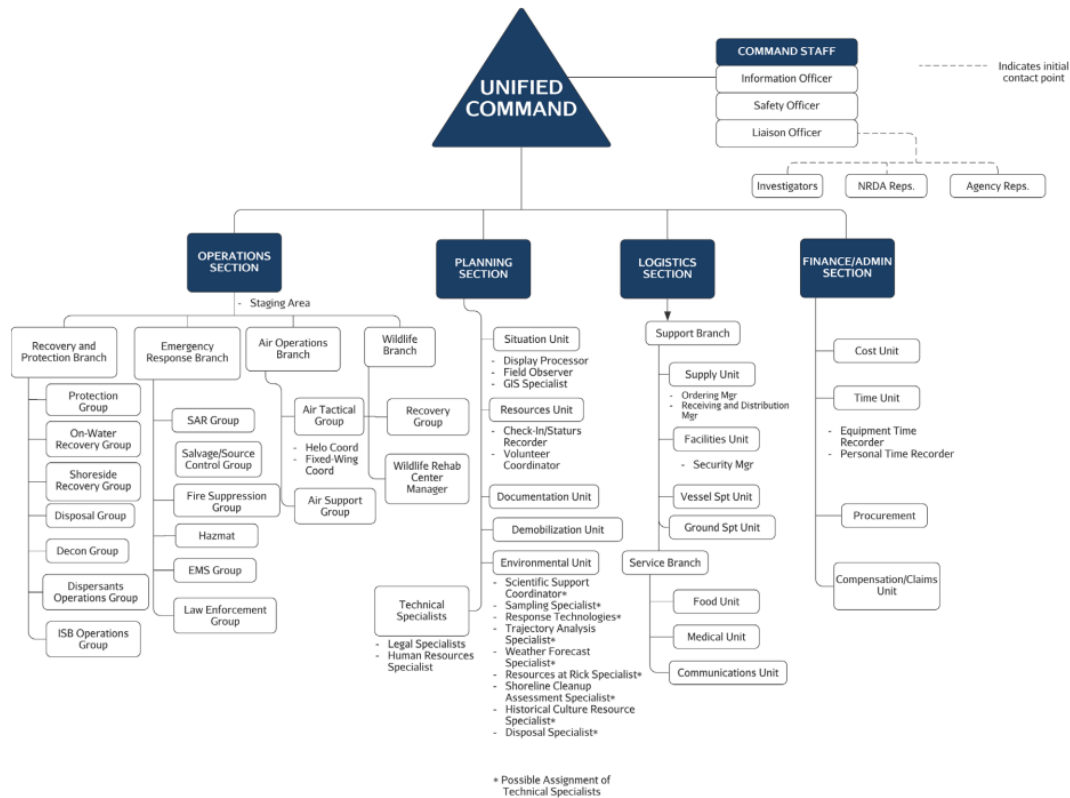
ICS is scalable to different sized incidents. In a small incident, all roles could be filled by just a few people. A large incident could involve hundreds. Regardless, ICS personnel are generally organized in two categories:

- **Command Staff** are direct advisors to Unified Command (UC) and include the Public Information, Safety, and Liaison Officer(s). This is the level at which RSC processes will be taking place with the RSC members having direct access to the UC in meetings or via the LOFR.
- **General Staff** are the positions that report directly to the UC, which are organized in four Sections as shown in Figure 1:
 - Planning
 - Operations
 - Logistics

- Finance/Administration

Sections may be divided into one or more Branches, Divisions, Groups, Units, Task Forces, and Strike Teams.

The figure below from the U.S. Coast Guard Field Operations Guide for Oil Spill Response shows what the ICS for a large oil spill response may look like.



FOR MORE INFORMATION:

Federal Emergency Management Agency ICS trainings

<https://training.fema.gov/nims/>

U.S. Coast Guard Incident Management Handbook

<https://training.fema.gov/emiweb/is/icsresource/assets/ics%20review%20document.pdf>

ROLE OF THE UNIFIED COMMAND

A UC structure is used to oversee a spill when more than one agency has jurisdiction. UC brings multiple responsible agencies together to manage an incident by establishing a common set of incident objectives and strategies. The UC then directs the response through a joint decision-making process.

UC is made up of On-Scene Coordinators (OSC) from affected jurisdictions. Depending on the affected area, these may include:

- **Federal On-Scene Coordinator (FOSC)** – Representative from the U.S. Coast Guard for marine and coastal spills, typically the Captain of the Port for a given Port Zone; the Environmental Protection Agency (EPA) for inland spills; or the Department of Defense for anything related to the military.
- **State On-Scene Coordinator (SOSC)** – Representative of the Alaska Department of Environmental Conservation (ADEC).
- **Responsible Party On-Scene Coordinator (RPOSC)** – Employee of, or contractor hired by the company responsible for the oil spill, known as the "Responsible Party," often abbreviated simply as "RP."
- **Local On-Scene Coordinator (LOSC)** – Representative of the local government(s). There is typically a LOSC only when there is an immediate threat to the health and safety of a local population and/or the incident occurs within their jurisdiction. After an immediate public health threat has passed, the LOSC may transition to the RSC.
- **Tribal On-Scene Coordinator (TOSC)** – Representative of Tribal government(s) affected by a spill. Similar to the LOSC, there may not be a TOSC for every spill.

The authority to assign an OSC to the UC is derived from response plans, laws, and regulations.

Within the UC, there will be a single **Incident Commander (IC)** who directs the control, containment, removal, and disposal of the spill. In most cases, the IC is the RPOSC, unless the RP is unknown, unwilling, or unable to fulfill their responsibilities. In this case, the FOSC or SOSC may assume the role of IC. The LOSC may also assume this role if there is an immediate threat to public safety in their jurisdiction.