

LIAISON OFFICER 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 Liaison Officers (LOFR) facilitating the 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 the LOFR of the RSC specifically.

This job aid also complements a parallel job aid that provides guidance for RSC members: STAKEHOLDER 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 represented 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 Coordinators 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
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
DEC	Alaska Department of Environmental Conservation
EPA	U.S. Environmental Protection Agency
FOSC	Federal On-Scene Coordinator
FRP	Facility Response Plan
ICP	Incident Command Post
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
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
PII	Personal Identifiable Information
PIO	Public Information Officer
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
RP/PRP	Responsible Party/Potential Responsible Party
RSC	Regional Stakeholder Committee
SITL	Situation Unit Leader
SOSC	State On-Scene Coordinator
TOSC	Tribal On-Scene Coordinator
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

EPA IMH, Chapter 7 "Command Staff"

USCG IMH

USCG LOFR Job Aid

USCG PIO Job Aid

1010 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 that 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 UC.

Alaska Area Contingency Plans (ACPs) identify the RSC and refer to this job aid along with the accompanying job aid for the RSC 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.

1011 WHAT IS THE LOFR'S ROLE IN THE RSC PROCESS

The LOFR will be critical to the RSC process. If the UC initiates the RSC process, the LOFR will likely need to manage assigned LOFR duties in addition to the RSC process. Due to the complexity or scope of the incident, the LOFR may require one or more Assistant LOFRs in the Incident Command Post (ICP) or field to maintain a manageable span of control. The RSC process is, by design, more of an exchange and engagement with affected stakeholders and will likely require more effort and involvement. The RSC may prove advantageous since multiple stakeholders can be engaged via the RSC model at a given time, and conversations about local knowledge, concerns, and potential resources can aid the response. Specific LOFR job roles are further described below.

As with other responses, the LOFR is the designated representative of the Incident Commander and/or UC in the RSC process and the main point of contact for RSC members. Typical job duties such as escorting visitors, coordinating with public entities, serving as primary support for agencies involved in the response, and engaging with stakeholders with a vested interest continue even when an RSC process is initiated. Often the Public Information Officer (PIO) helps the LOFR and takes responsibility for interfacing with the media and public for information and preparing information about the incident and response for the public. The LOFR and PIO typically coordinate duties and responsibilities to determine who will handle overlapping functions. U.S. Environmental Protection Agency (EPA), U.S. Coast Guard (USCG), and Alaska Department of Environmental Conservation (DEC) provide guidance to their LOFRs and PIOs, including various stakeholder engagement methods and information sharing. This RSC process is one possible way that engagement and information sharing occur. Additional LOFR duties as related to the RSC may include the following:

- Maintains 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.
- Serves as a primary incident point of contact for RSC Members.
- Ensures the RSC members understand terminology and abbreviations.
- Ensures the UC knows RSC concerns, recommendations, objectives, and issues.
- Engages with organizations and helps identify how they want to participate with the Incident Management Team (IMT).
- Identifies 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.
- Sets the date and time of the first RSC meeting with the UC; and the first meeting agenda.
- Facilitates RSC members in the selection of a Chair or Spokesperson.
- Ensures adequate meeting location and logistics – including physical meeting room and virtual meeting space.

- Identifies the needs of RSC members to participate in RSC meetings, including what will be available and provided by the IMT and/or Responsible Party (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 Incident Command System (ICS) 214 Unit Log (if necessary).
- Compiles information packet (See Section 1115).

1012 ROLE OF 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 and in an RSC, providing Indigenous Knowledge and traditional knowledge and representing the concerns of their citizens, members, and shareholders.

1012.1 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 a 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.

[Note to LOFR: In communications with federally recognized tribes, emphasize that their participation in the RSC does not diminish their status as a domestic sovereign nation]

1012.2 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.

1012.3 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.

1013 ROLE OF REGIONAL CITIZENS' ADVISORY COUNCILS

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 Regional Citizens' Advisory Councils (RCACs) (see AWA ACP for Cook Inlet and the PWS ACP for Prince William Sound).

1013.1 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 Prince William Sound Regional Citizens' Advisory Council (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.

Initiating contact with the RCACs (if they are active in the incident location) will be important as the RCACs already have working relationships with local stakeholders they represent and may be a potential resource and interested party during an incident.

LOFRs may need to brief the UC and others regarding the RCACs, the interests they represent, and the potential resources they could provide to the UC during an incident.

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.

1013.2 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.

Before forming an RSC, RCACs are a resource to support the RSC process, and may even be called upon to assume the role of the RSC until one is formally seated by Unified Command. RCACs have well-established relationships with potentially affected stakeholders that could become members of an RSC. The RCACs provide access to a broad range of members on their respective boards, including Alaska Native entities, the Alaska State Chamber of Commerce, the Oil Spill Region Environmental Coalition or other environmental advocacy groups, aquaculture corporations, commercial fishing organizations, and community members and representatives.

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. The direct line of communication between RSC and the UC is critical.

1014 WHEN TO STAND UP A RSC

Per agency policy, stakeholder engagement occurs before and in the absence of an RSC. In responses without an RSC, stakeholders can request meetings and information from the LOFR, and regular stakeholder engagement activities will proceed as usual. Input and representation of stakeholder concerns do not require an RSC.

The LOFR, in conjunction with the UC, will need to discuss if an RSC is warranted or would be of benefit. Three types of responses are most likely to trigger the need for an RSC:

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.
 - Example: Local knowledge concerning impacted lands is sought.
 - Example: Affected communities have assets, such as empty hotels in the off-season, access to heavy equipment, or potentially staging areas.
3. Remote responses where 'typical' avenues for response resources or knowledge on the affected environment are limited.
 - Example: Many 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 locals.
 - Example: A remote location that is not well mapped, lacking 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 site.

1014.1 Timeframe of RSC Activation

Stakeholder engagement begins immediately with the initial notifications of impacted tribes, communities, and stakeholders. This engagement occurs simultaneously with the activation and organization of an RSC.

The following is an example timeline of an RSC activation. In this example, the reactionary phase extends through Day 3. 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.

- **Day 1** - (reactionary phase of response). UC and LOFR are engaged in initial response duties. Initial notifications and outreach are conducted to impacted 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 RSC, what to expect, and how to prepare. Initial briefing materials, such as incident summaries, maps, and Joint Information Center (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.

1015 WHO SERVES ON AN RSC

Through the LOFR, the UC invites communities, organizations, landowners, and other stakeholders directly affected by the incident that have a vested interest in serving on an RSC. The invited stakeholders are determined based on the location of the incident, the location(s) of response operations, and areas affected or threatened to be affected by the discharge/release. This means membership may change as the event grows or contracts. LOFR may use any organized stakeholder group to identify additional affected stakeholders. The UC directs the LOFR to coordinate with the identified stakeholders. The LOFR refers potential RSC members to the RSC Stakeholder Job Aid [pending completion in 2024] and answers any remaining stakeholder questions.

The LOFR will ask invited stakeholders to identify a primary point of contact and appoint a single representative to serve as an RSC Member.

1016 RSC PARTICIPANT ROLES

1016.1 RSC Chair or Spokesperson

- Should have a working knowledge of the ICS, sufficient experience conducting meetings, and sufficient time to devote to chairing the group.
- Should become familiar with the format and content of appropriate contingency plans for the response so they understand typical response resources and how responses are managed.
 - 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.
- 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.
- Compiles available response resources (personnel and equipment) from RSC members.
- Assign an RSC Member to serve as a scribe to assist with documentation, if necessary

- Maintains an ICS 214 Unit Log, tracks meetings, calls, etc.
- Serves as the primary point of contact for LOFR.

1016.2 RSC Members

- Communicate with constituents, organizational members, and other individuals their entity/organization may represent to collect their concerns, questions, and potential resources. (This task may be coordinated via other entity/organizational staff, with information routed to the RSC Member).
- Compiles for sharing with the UC:
 - List of organizational concerns, questions, and requests for 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.
 - Example mutual aid agreements, costs, contracting mechanisms, etc., required to provide the response assets.
- If requested by RSC Chair, a member may maintain an ICS 214 Unit Log.

1017 INFORMATION SHARING AND REPRESENTATION

The RSC is a venue for the RSC Members to receive and deliver information to the IMT. RSC Members are expected to represent the concerns of their organization/entity 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. In this case, the LOFR should strive to group these individuals by category, if possible, to keep the size of the RSC more manageable while providing access and participation to individual members of stakeholder categories.

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.

1110.1 Meeting Format:

Meetings may be in-person, virtual, or hybrid via Zoom, Microsoft Teams, teleconference, or another platform, however, hybrid meetings have become commonplace. The LOFR should work to ensure a virtual system is in place and operational at the location selected for the in-person RSC to assemble. A teleconference line might be an option if internet services are not available. The LOFR should coordinate with the UC to support a video conferencing platform.

Note: An RSC Meeting is not a town hall. Participation and attendance is restricted to RSC Members and necessary IMT staff. The RSC Members invited to participate are determined by the UC in advance of the meeting, and invites are sent out accordingly.

1110.1.1 Initial Meeting of RSC – Role of the LOFR

- Set agenda to include:
 - Coordinate RSC members in the appointment of the RSC chair
 - Aid RSC Chair in setting future meeting schedule
- Additional Agenda items may include:
 - RSC connection to the Planning P
 - RSC documentation management
 - How the LOFR will deliver information from the RSC to the UC or appropriate IMT staff (verbal report, written narrative, or ICS form)
 - How LOFR will deliver information coming from the UC in response to information requests from the RSC and general information the UC may wish to share without a request from the RSC (verbal report, written narrative, or ICS form)
 - Incident and Response Summary
 - Review of maps of the incident site and anticipated spill trajectories
 - Overview of ICS documents provided.
 - Resource Requests from IMT that RSC may fulfill.
- In coordination with the RSC Chair, ensure RSC Members have delegated authority from their entity or organization.

1110.1.2 Initial Meeting of RSC – Role of the RSC Members

- Have an official statement or credential verifying (Delegation of Authority) that they are authorized to speak on behalf of their entity or organization.
- 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.

1110.1.3 Initial Meeting of RSC –RSC Chair

- Appointed/elected at the first meeting.
- Be prepared to guide meetings by developing an agenda for future meetings.
- Guide discussion with RCS 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, ensure RSC Members have delegated authority from their entity or organization.

1111 RSC MEETINGS: INTERNAL MEETINGS (NO UC)

Before meetings with the RSC and UC, it is anticipated that the RSC will meet internally (including the LOFR) to review and discuss the incident and response operations.

1111.1 Meeting Schedule: The RSC Chair and LOFR schedule RSC Meetings. Meeting reoccurrence is envisioned as one per day. However, the frequency may be more frequent and will be determined based on the requests of the RSC members and the needs of the response.

1111.2 Meeting Agenda: The RSC Chair, assisted by the LOFR, sets the agenda for these meetings.

1111.3 UC Involvement: None

1113 RSC MEETINGS: MEETINGS WITH UC

1113.1 Meeting Schedule: The RSC Chair and LOFR schedule RSC Meetings in coordination with the UC. Ideally, these meetings occur before the planning meeting (in the Planning P), so RSC input can influence and affect plans. However, the RSC is ultimately *not* making command decisions. Meeting reoccurrence is envisioned as one per day. However, the frequency will be determined based on the complexity and needs of the response.

1113.2 Meeting Agenda: The RSC Chair, assisted by the LOFR, sets the agenda for these meetings.

1113.3 UC Involvement: The UC is invited to these meetings to provide 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 assets potentially available to assist the response will be provided to the UC and appropriate General Staff by the LOFR following the meetings.

RSC Members should have realistic expectations of UC availability. Ideally, all members of the UC and RSC are present. The needs of the response may restrict their availability. However, this should not be interpreted as diminishing the value of information sharing between the UC and Stakeholders.

1114 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.

1115 RESPONSE DOCUMENTATION PROVIDED TO THE RSC

To facilitate a working relationship and draw affected stakeholders into the response planning process, they 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 prepare for the later 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. Documents should not be shared outside those listed on the RSC roster.

The Documentation Packet includes the forms listed below. The LOFR and RSC Chair will determine which ICS Forms should be provided to the RSC. UC will be the final arbiter of any disagreements.

- Situation Reports (Alaska DEC)
- Pollution Reports (EPA or 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 LOFR BEST PRACTICES & FREQUENTLY ASKED QUESTIONS

1210 HOW IS THE RSC CONNECTED TO THE UC AND OVERALL 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 position and questions are adequately answered, RSC members should direct their communications through the LOFR, except during RSC meetings with the UC.

1220 WHAT IS THE PURPOSE OF RSC MEETINGS WITH THE 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.

1230 HOW ARE RSC MEETINGS, INCLUDING MEETINGS WITH THE UC, HELD?

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

1240 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.

1250 WHAT IS THE DIFFERENCE BETWEEN AN AGENCY REPRESENTATIVE AND AN RSC MEMBER?

An Agency Representative is an individual designated to assist or cooperate with local, state, tribal, 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 an RSC Chair.

RSC Members come from a variety of organizations and agencies or represent themselves. Agencies and individuals directly impacted by a spill or release of oil or hazardous materials and are not actively involved in the IMT may be members 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.

1260 HOW IS THE RSC DIFFERENT FROM A MULTI-AGENCY COORDINATING GROUP (MAC)?

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 before 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.

1270 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 National Incident Management System (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. As of the creation of this job aid in 2024, the process has never been instituted for an actual event.

1300 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 the 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 designed to facilitate all levels of government and all disciplines to work together more efficiently and effectively and provides 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 Arctic and Western Alaska (AWA) 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.

ATTACHMENT 1. LOFR RSC CHECKLIST

Procedural Steps	Complete
1. Read Job Aid	
2. Communicate with UC regarding RSC concerns/information, inviting UC to RSC Meetings and scheduling coordinated meetings (i.e., do not conflict) with other UC meetings.	
3. Coordinate UC to RSC Meetings	
4. Schedule and coordinate/deconflict meetings with other UC and Planning P meetings a. Set the date and time of the first RSC meeting with the UC; and the first meeting agenda. b. Invites UC and necessary IMT staff.	
5. Serve as a primary incident point of contact for RSC Members.	
6. Communicate Key Points to RSC Members: a. Terminology, acronyms, and abbreviations b. Contacts (LOFR is the primary contact for all RSC Members)	
7. Ensures the UC knows RSC's concerns, recommendations, objectives, and issues.	
8. Engages with organizations and helps identify how they want to participate with IMT	
9. Identifies 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.	
10. Facilitates RSC members in the selection of a Chair or Spokesperson.	
11. Ensures adequate meeting location and logistics – including physical meeting room and virtual meeting space.	
12. Identifies 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.	
13. Distributes the meeting agenda, meeting agenda template (for future meetings), and blank ICS 214 Unit Log (if necessary).	
14. Compiles information packet(s).	

ATTACHMENT 2. TEMPLATE: INITIAL RSC MEMBER OUTREACH CALL – QUESTIONS AND TOPICS

Based on the Affected Stakeholders list, LOFR contacts the entities and organizations.

1. Who is the best or primary contact for this entity or organization (name, phone & email)
 - a. Is this person likely to serve on the RSC, or will another individual be designated?
 - b. Who is the proposed RSC member? (name, phone & email)
 - c. What is the individual's availability to serve on the RSC?

2. What are the entity's/organization's concerns about the incident and response?

3. What can the entity/organization provide to support the response?
 - a. Equipment, personnel
 - b. Subject matter experts
 - c. Local or traditional knowledge

4. Prepare RSC for process
 - a. Provide JIC-produced information
 - b. Provide link to RSC Member Job Aid
 - c. Zoom/Call-in information for meeting
 - d. For more information, see - <https://www.pwsrccac.org/rsc/>

ATTACHMENT 3: TEMPLATE: INITIAL RSC MEETING AGENDA

This meeting is anticipated to be 60 minutes. The LOFR leads this meeting and maintains the timeframe. Attendees include the Unified Command, RSC Members, and potentially the Situation Unit Leader or other IMT staff invited to provide briefings based on known concerns.

Introduction: Unified Command Staff, LOFR (and Assistant LOFR), RSC Members (10 minutes)

Situation Briefing: Summary of the incident & response (5-10 minutes). ICS 209; consider inviting the Situation Unit Leader (SITL) to provide the briefing.

Unified Command Response to Known Concerns (5 minutes)

RSC Member Q&A: Unified Command listens to questions and concerns. Some responses may require follow-up at a later time. (20 minutes)

Following the RSC Member Q&A, UC will likely separate from the RSC Meeting, leaving the LOFR and RSC to focus on internal organization issues.:

- 1) Select Chair
- 2) Set Meeting Schedule
- 3) Clarify processes on the flow of information to and from the RSC.