

# The Pacific States/British Columbia Oil Spill Task Force

## 2019-2025 Strategic Plan

Effective July 1, 2019





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## STATEMENT OF AUTHORITY

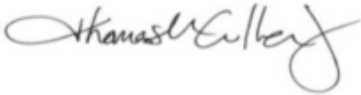
The 2019-2025 Strategic Plan represents a consensus of the Pacific States/British Columbia Oil Spill Task Force Members concerning a common sense of purpose and direction for the next six years. It was adopted and endorsed on May 1, 2019 by the following Members:



Jason Brune, Commissioner  
Alaska Department of Environmental Conservation



Mark Zacharias, Deputy Minister  
British Columbia Ministry of Environment



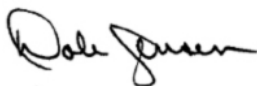
Thomas M. Cullen Jr., Administrator  
Office of Spill Prevention and Response  
California Department of Fish and Wildlife



Keith Kawaoka, Deputy Director for Environmental Health  
Hawaii Department of Health



Lydia Emer, Administrator for Land Quality  
Oregon Department of Environmental Quality



Dale Jensen, Spills Program Manager  
Washington Department of Ecology

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## INTRODUCTION

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

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

The State of Hawaii joined the Oil Spill Task Force in August 2001. The Governors of Hawaii, Alaska, California, Oregon, and Washington joined the Premier of British Columbia in signing a revised Memorandum of Cooperation in 2001, to acknowledge this expanded membership.

Task Force Members meet annually to receive reports on projects completed according to their current Strategic Plan, to adopt annual work plans, and to interact with stakeholders in member jurisdictions. The Members' representatives to the Task Force Coordinating Committee meet monthly to review progress on implementation of the annual work plans. The continuing focus of the Task Force is to foster regulatory compatibility, share information and resources, and coordinate development and implementation of new policies and programs.

In January 2019, the Task Force Executives and Coordinating Committee members met to develop the 2019-2025 Strategic Plan. Our work involved revisiting and realigning the four core elements of a strategic plan:

1. **Vision** -- what do we want the world to look like?
2. **Mission** – what is our purpose towards this vision?
3. **Values** – what core values do Task Force members bring to the organization?
4. **Goals** – where will we focus our work in the next six years?

The following pages are the core elements of our 2019-2025 strategic plan, and form the foundation for our biennial work plans. These work plans will contain strategies, targets and measurable outcomes to ensure progress towards our goals.

A list of the 2019 Task Force Members, Coordinating Committee Members and Executive Coordinator Team members is provided in **Appendix I**. Roles and responsibilities of Task Force staff are listed in **Appendix II**. Our biennial work plans and other information about the Task Force can be found on our website: [www.oilspilltaskforce.org](http://www.oilspilltaskforce.org).

## VISION STATEMENT

No Spilled Oil

## MISSION STATEMENT

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

## GOALS

### 1. **Adapt to changes in oil movement and risks**

We will evaluate and communicate the risks associated with the changes in transport of crude and petroleum products by rail, vessel and pipeline across the West Coast. We will create tools and resources to share data on volumes of materials moving across the region. We will track oil spills and their causes to help inform our prevention and response efforts.

### 2. **Advance readiness and capacity to respond to oil spills**

We will review and update our agreements for sharing equipment and staff resources across the Task Force jurisdictions. We will continue to share information on new and emerging technology and oil spill research. We will focus on prevention of both small and large spills through outreach and information-sharing.

### 3. **Deepen our partnerships to expand our knowledge and make better decisions**

We will strive to engage with our colleagues, stakeholders and partners across our areas of common interest and concern. We will ask for and create opportunities for collaboration and knowledge-sharing.

### 4. **Build and enhance visibility and relevancy of the Task Force**

We will share updates on the progress of our work through various outreach avenues. We will recognize and celebrate the good work being carried out by others in the oil spill community. We will express our collective voice on emerging issues that resonate with our members.

### 5. **Nurture our organizational health**

We will support the well-being of the Task Force staff and workgroups through regular on-going communication, realistic and achievable biennial workplans, and periodic assessments of our work.

## CORE VALUES

The Task Force's values are built from the individuals within it. The Executive Members, Coordinating Committee Members and Executive Coordinator bring their culture and sensibilities to the organization. The core values define a foundation of commitment that will carry throughout our work. As a group, the Task Force members identify the following four core values the anchor of each of our goals:

- Collaboration
- Leadership
- Service
- Building and sharing knowledge

## IMPLEMENTATION

Our 2019-2025 Strategic Plan is a living document and may be revised or updated at any time. Biennial work plans are built from the goals and objectives defined in our Strategic Plan, and we will continue to structure our future work plans following the Task Force's vision and intention as described in this document. To help determine our biennial work plan tasks and to ensure we have the capacity to complete them, we have identified criteria which the Task Force will use going forward when developing future work plans (see **Appendix III**).

The Task Force Executive Members, Coordinating Committee Members and Executive Coordinator all partake in the development and execution of our plans.

## EVALUATION/MONITORING

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

## PLANNING CYCLE

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

## ADDITIONAL INFORMATION

The Task Force website is designed to communicate on-going news and updates about our current work and activities. Information about member jurisdictions and Task Force staff is available, along with our plans, documents, reports and other resources. Visit us: [www.oilspilltaskforce.org](http://www.oilspilltaskforce.org)

## Appendix II

### Task Force Staff (As of July 1, 2019)

#### TASK FORCE EXECUTIVES

Jason Brune, Commissioner, Alaska Department of Environmental Conservation

Thomas M. Cullen Jr., Administrator, Office of Spill Prevention and Response, California Department of Fish and Wildlife

Lydia Emer, Deputy Director, Oregon Department of Environmental Quality

Dale Jensen, Spills Program Manager, Washington Department of Ecology,

Keith Kawaoka, Deputy Director for Environmental Health, Hawaii Department of Health

Mark Zacharias, Deputy Minister, British Columbia Ministry of Environment and Climate Change Strategies

#### COORDINATING COMMITTEE MEMBERS

Liz Galvez, Hawaii Department of Health

Denise Koch, Alaska Department of Environmental Conservation

Linda Pilkey-Jarvis, Washington Department of Ecology

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

Ryan Todd, Office of Spill Prevention and Response, California Department of Fish and Wildlife

Mike Zollitsch, Oregon Department of Environmental Quality

#### EXECUTIVE COORDINATOR TEAM

Sarah Brace, Executive Coordinator

Hilary Wilkinson, Project Support



## Appendix III

### Task Force Staff Roles and Responsibilities

The Task Force is staffed voluntarily by the six Executive Members and six Coordinating Committee members (plus their alternates). Coordinating the work of the Task Force is the responsibility of the Executive Coordinator. The roles and responsibilities of the Task Force staff are defined in the following table.

	Roles	Responsibilities
Executive Members	Champion and support the Task Force vision and mission	<ul style="list-style-type: none"> <li>• Ensure alignment of Task Force work to vision and mission</li> <li>• Ensure the alignment of strategic initiatives to the biennial work plan</li> </ul>
	Obtain financial and staffing support for Task Force work	<ul style="list-style-type: none"> <li>• Assign staff to the Coordinating Committee</li> <li>• Identify resources for, provide feedback and actively support Coordinating Committee members</li> </ul>
	Engage with Task Force members; help solve problems and weigh in	<ul style="list-style-type: none"> <li>• Actively participate in meetings</li> <li>• Engage in decision-making processes</li> <li>• Participate in work plan prioritization</li> <li>• Sponsor one or more work plan tasks per work plan</li> <li>• Appropriate existing or new resources for Task Force projects</li> <li>• Maintain knowledge of current and emerging conditions</li> <li>• Participate in strategic planning process every six years</li> </ul>
	Communicate internally and externally about the Task Force	<ul style="list-style-type: none"> <li>• Advocate internally and externally for Task Force and our vision and mission</li> <li>• Champion Task Force work to incorporate into agency activities</li> <li>• Support coordinated Task Force voice to the federal government on state/provincial policy issues</li> </ul>
	Collaborate with Task Force jurisdictions and external partners	<ul style="list-style-type: none"> <li>• Work to improve relations and collaboration with partners (e.g. federal agencies, industry, Tribes and First Nations, Non-governmental organizations, public)</li> </ul>
	Support administration and operations of the Task Force	<ul style="list-style-type: none"> <li>• Participate in hiring and supporting the Executive Coordinator (EC)</li> <li>• Provide regular feedback and evaluation to the EC and staff</li> <li>• Support regular EC training/coaching</li> <li>• Ensure Task Force budget supports maintenance of operations</li> <li>• Review and authorize agency contributions to biennial budgets</li> </ul>
Coordinating Committee Members	Champion and support the Task Force vision and mission	<ul style="list-style-type: none"> <li>• Ensure alignment of Task Force work to vision and mission</li> <li>• Ensure the alignment of strategic initiatives to the biennial work plan</li> </ul>
	Participate in Task Force activities	<ul style="list-style-type: none"> <li>• Attend calls and meetings</li> <li>• Prepare ahead for calls and meetings</li> <li>• Manage Task Force contracts</li> <li>• Keep Executives informed and prepared</li> </ul>

	Roles	Responsibilities
		<ul style="list-style-type: none"> <li>• Participate on all products/ processes</li> <li>• Review and comment on products</li> <li>• Meet with Executives at critical moments for decisions</li> <li>• Participate in planning Annual Meetings, roundtables and other forums</li> <li>• Participate in strategic planning processes every six years</li> </ul>
	Share information internally on Task Force activities and products	<ul style="list-style-type: none"> <li>• Share information internally within member organizations</li> </ul>
	Collaborate with other Task Force members	<ul style="list-style-type: none"> <li>• Engage and collaborate with other state and provincial agencies, as needed</li> <li>• Coordinate roles in incidents</li> </ul>
	Bring broad knowledge of oil spill issues	<ul style="list-style-type: none"> <li>• Advocate for your agency</li> <li>• Compile/gather data to share with the Task Force</li> <li>• Track legislation and rule development at state/provincial and federal level</li> </ul>
	Be a champion for Task Force products and goals	<ul style="list-style-type: none"> <li>• Stay aware of the big picture</li> <li>• Be responsive to external requests for information</li> <li>• Engage with our federal, tribal/First Nation and other external partners and organizations</li> </ul>
Executive Coordinator	Organize our work	<ul style="list-style-type: none"> <li>• Organize and lead strategic planning processes every six years</li> <li>• Coordinate and draft biennial work plans</li> <li>• Organize, plan and facilitate Task Force meetings, work group meetings and other work plan-related meetings</li> </ul>
	Manage products and deliverables	<ul style="list-style-type: none"> <li>• Track annual work plan tasks and actions regularly</li> <li>• Share drafts of products with Task Force Executives and Coordinating Committee for input and review</li> <li>• Ensure that deliverables are high-quality products and are completed on time</li> <li>• Support work groups, as needed</li> <li>• Delegate work plan activities to Coordinating Committee members</li> </ul>
	Manage budget	<ul style="list-style-type: none"> <li>• Coordinate and lead the biennial budget process (in conjunction with work plan development)</li> <li>• Track expenditures monthly</li> <li>• Identify gaps in resources and funding</li> <li>• Contract for additional work plan activities through supplemental budget amendments</li> </ul>
	Communicate internally to Task Force	<ul style="list-style-type: none"> <li>• Provide monthly activity reports to Task Force members</li> <li>• Share monthly updates on work plan task status during monthly Coordinating Committee meetings</li> <li>• Provide updates on new and emerging issues, policy, programmatic changes, and other pertinent information</li> <li>• Ask for help from Coordinating Committee and Task Force Executives</li> </ul>
	Coordinate and execute external communications	<ul style="list-style-type: none"> <li>• Engage with stakeholders, partners and the public</li> </ul>

	Roles	Responsibilities
		<ul style="list-style-type: none"> <li>• Maintain a high quality well-organized and relevant Task Force website</li> <li>• Coordinate and facilitate annual meetings</li> <li>• Collaborate with Clean Pacific organizers on Task Force role</li> <li>• Lead the writing and production of Annual Reports</li> <li>• Participate in regular stakeholder meeting to share progress on task Force activities (e.g. HSC, API SAG, AWO, other)</li> <li>• Share the history and story of the Task Force – keep up on the successes/achievements</li> <li>• Share news clippings weekly</li> <li>• Understand the positions on issues in each state/province and be able to communicate about them</li> <li>• Participate in meetings and report back to the Task Force members</li> </ul>
	Maintain Task Force ongoing administration and operations	<ul style="list-style-type: none"> <li>• Manage office services and subscriptions (phone, internet, Adobe, etc.)</li> <li>• Maintain office equipment</li> <li>• Manage meeting logistics and travel</li> <li>• Hire, coordinate, and manage contracts with vendors, as needed</li> <li>• Maintain contact lists</li> </ul>

## Appendix III

### Task Force - Work Plan Screening Criteria

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

1. Does the project foster, enhance or advance meet the mission of the Task Force?
2. Does the project foster, enhance or advance one of the five Task Force Goals?
3. Does the project address an immediate need?
4. Does the project have value to multiple jurisdictions?
5. Will the project result in a valuable deliverable, outcome or tool?
6. What is the estimated time to complete the project?
7. Are there resources available to carry the work out?
  - Member agency staff time?
  - Executive Coordinator time? If not, can the project be contracted out?
  - Fiscal resources?
  - Are there leverage opportunities for outside resources?
  - Should the project be contracted out?
8. Is the project highly relevant to the oil spill community or stakeholders?
9. Will the project have measurable outcomes?
  - Is it achievable?
  - Is it feasible?
  - Does it have a high likelihood of success?
10. Does the project or initiative establish the Task Force as a leader?
11. Will the project keep Task Force Members engaged?
12. Is this the level at which the Task Force should be operating or is there a better entity or “home” for the project?
13. Is this duplicative to work being done elsewhere?

