

Liaison Officer



ICS Institute • August 12-16, 2019 • Philadelphia, PA





LNO

*In consideration of your fellow students
and the instructors, please silence all
cell phones*

Liaison Officer Introduction

*City, State
Month Day, 20XX*




1

LNO

Liaison Officer

Unit 0 – Course Introduction






2

LNO

Purpose of the Course

- ▶ Provide training to agency personnel to develop the skills necessary to perform as a Liaison Officer (LNO) on a Incident Management Team (IMT) in compliance with the direction and standards described in the National Incident Management System (NIMS)




3

Instructor Introduction

LNO

- ▶ Name / job title / Region / Special Team
- ▶ Years of LNO-related experience?
- ▶ Recent or major incident involvement?



4

Administration

LNO

- ▶ Student Registration Card
- ▶ Student Evaluation Form
- ▶ Course Agenda
- ▶ Student Manual – available for download
- ▶ Student Handouts
- ▶ Cell Phones



5

Facility Information

LNO

- ▶ Parking
- ▶ Classroom
- ▶ Restrooms
- ▶ Water fountains, snacks, refreshments
- ▶ Lunch
- ▶ Emergency telephone numbers
- ▶ Alarms and emergency exits



6

Student Introductions

LNO

- ▶ State your name
- ▶ Briefly explain what do you normally do (title)
- ▶ Tell us where you are from (Agency, City)
- ▶ Describe previous Incident Command System (ICS) experience, if any (for example, were you a participant in the Shuttle Response, Katrina/Rita, BP Spill Response, Enbridge, or other?)



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Course Design

LNO

- ▶ 3 days
- ▶ 8 units
- ▶ Multiple Exercises
- ▶ Handouts and other references
- ▶ Final Exam: 40 questions (70% required to pass)
- ▶ Course evaluation

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8

Course Outline – 8 Units

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1. LNO Concept and Staffing
2. LNO Major Tasks
3. Assisting and Cooperating Agencies
4. Stakeholders
5. Preparing for Deployment
6. Special Situations
7. A Day-in-the-Life
8. Demobilization



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Course Objectives

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1. Describe the LNO position, duties and responsibilities
2. Differentiate between assisting and cooperating agencies, and Stakeholders
3. Describe the duties, responsibilities, and authority Agency Representatives (AREPs) must have to perform their duties
4. Define information flow between LNO and agency representatives

10

Course Objectives (Continued)

LNO

5. Describe information the LNO must obtain from assisting and cooperating agency representatives to take to the Incident Planning meeting
6. Identify considerations and tools for establishing a work location and staffing the Liaison office at an incident, including Assistant LNO (ALNO) responsibilities
7. Identify the means and types of communications that are used to keep agency and incident personnel informed

11

Course Objectives (Continued)

LNO

8. Given a variety of incident scenarios, identify situations that would require immediate attention, and describe what actions would be taken
9. Describe the LNO's responsibilities in the incident demobilization process
10. Become familiar with non-standard ICS LNO duties that may be encountered during a large multi-agency incident

12

Course Certificate

LNO

- ▶ Attendance is mandatory (sign 211 form daily)
- ▶ Minimum 70% score on final exam is required
- ▶ Satisfactory participation in the final exercise



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13

Resources

LNO

- ▶ NIMS Integration Team Representative
 - Carl Pellegrino, U.S. EPA Region 2 (Pellegrino.Carl@epa.gov)
- ▶ Resource Sheet provided
- ▶ The Training Exchange Website, <https://trainex.org/>
- ▶ ERTV Virtual University, <https://ertpvu.org/>
- ▶ EPA On-Scene Coordinator (OSC) Response Website
 - <https://response.epa.gov/>

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14

Let's Play Jeopardy



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15

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Liaison Officer

Unit 1 – Liaison Officer Concept and Staffing



16


LNO

Unit 1 Objectives

At the conclusion of this unit, you should be able to:

- ▶ Describe the duties of the LNO within the ICS system
- ▶ Describe the relationship between the LNO and the other IMT members
- ▶ Describe the relationship between the LNO and AREPS
- ▶ Describe the use of ALNOs





17

LNO

Job Description

The LNO:

- ▶ Is a member of the Command Staff
- ▶ Is designated by the Incident Commander (IC)/Unified Commander (UC)
- ▶ May be a federal, state, local or responsible party individual
- ▶ Reports to the IC/UC
- ▶ Is responsible for the information flow between the IC/UC and other agencies/stakeholder groups


18

Primary Objectives

LNO

The LNO's primary objectives include:

- ▶ Contributing to the efficiency of the response by ensuring the best use of available assisting agency resources and cooperating agency support, and...
- ▶ Contributing to the attainment of stakeholder objectives by effectively coordinating with stakeholders and understanding their concerns

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19

EPA Training, Certification & Qualification Order

LNO

- ▶ May 2010 - EPA Order establishes Training Requirements; Core Competencies; Professional Experience
- ▶ Must be certified by agency to serve on an Interagency IMT
- ▶ Certification not required to serve as a Key Leadership Position (KLP) in an EPA-run IMT

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20

Core Competencies

LNO

- ▶ Excellent interpersonal skills
- ▶ Written & Verbal communication skills
- ▶ Lead assigned personnel
- ▶ Communicate effectively
- ▶ Assume position responsibilities
- ▶ Ensure completion of assigned actions
- ▶ Ability to work 12-14 hours/day under physical and emotional stress

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21

Training

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- ▶ ICS training through 400 level
- ▶ LNO (this course!)
- ▶ Federal Emergency Management Agency (FEMA) IS-700 NIMS, an Introduction
- ▶ FEMA IS-800 National Response Framework
- ▶ Regional IMT functional exercises

Professional Experience

LNO

- ▶ 3 years of applicable professional experience in outreach, writing, speaking, and response plans
- ▶ 3 years of applicable professional experience with the National Contingency Plan (NCP), National Response Framework (NRF), Area Contingency Plans, & other plans
- ▶ Experience with stakeholders, other agencies
- ▶ Previous relationship with participating agencies, or interagency coordination experience
- ▶ Working knowledge of EPA policies, including Environmental Justice (EJ)

Qualification Maintenance

LNO

- ▶ Documentation of participation in exercises (e.g. Regional IMT), events or actual incidents
- ▶ General recertification standard is 5 years
- ▶ Must document experience and training specific to the position
- ▶ "Documentation of NIMS Position Qualification Maintenance" form
- ▶ Failure to document will require re-qualification

When to use a LNO

LNO

Establish a LNO/Liaison staff whenever:

- ▶ The response entails participation by assisting and/or cooperating agencies
- ▶ Response activities elicit stakeholder group, EJ and community interests or concerns
- ▶ Nationally significant incident that involves numerous Agency Representatives (AREPs)

LNO Responsibilities

LNO

With AREPs:

- ▶ Identifying and linking up with AREPs
- ▶ Ensuring that the needs of assisting and cooperating agencies are met
- ▶ Ensuring that assisting and cooperating agencies understand the needs of the IC/UC

LNO Responsibilities (Continued)

LNO

With AREPs:

- ▶ Providing AREPs with information and updates on incident status and response operations
- ▶ Providing information and updates to the IC/UC regarding assisting agency resources and cooperating agency support activities

LNO Responsibilities (Continued)

LNO

With the Public Information Officer (PIO):

- ▶ Working closely with the PIO to ensure a clear delineation of responsibility for coordinating with stakeholders

LNO Responsibilities (Continued)

LNO

With Stakeholder groups:

- ▶ Determining and providing information to the IC/UC on stakeholder groups (including EJ groups) and their interest in the response
- ▶ Providing a forum for stakeholder groups to provide input into the response process

LNO Responsibilities (Continued)

LNO

At the Incident Command Post (ICP):

- ▶ Providing incident personnel with contact information for cooperating and support agencies, stakeholders and other organizations
- ▶ Monitoring incident operations to identify current or potential inter-organizational problems

LNO Responsibilities (Continued)

LNO

At the ICP (continued):

- ▶ Establishing a “liaison office” staffed by ALNOs and other persons as needed
- ▶ Attending all meetings and briefings as identified in the Incident Management Handbook (IMH) and as requested by the IC/UC
- ▶ Meeting all common responsibilities as stated in the IMH
- ▶ Preparing and briefing replacement LNO

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31

The LNO in Area Command

LNO

- ▶ AREP's may be more senior personnel than at IC level
- ▶ Monitor and support the IC's LNO(s) efforts to establish strong ties to assisting/cooperating agencies & stakeholders
- ▶ Coordinate with Situation Unit Leader (SITL) to share info on what is occurring in each IMT
- ▶ Identify issues that need to be briefed to Area Command (AC)

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32

The LNO in Area Command

LNO

- ▶ Aim for no surprises
- ▶ Look at the big picture
- ▶ Make sure you are heard by the right people
- ▶ Be curious – things are happening that you should know

NOTE: Under AC, the duties and responsibilities of the IMT LNO assigned to a subordinate incident remain the same.

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33

Interaction with the IMT



LNO

- ▶ Important Team Member
- ▶ Participates in all Planning Meetings
- ▶ The "Go To" team member for information on other agencies
- ▶ Frequent interaction with IC, Operations Section Chief (OPS), Planning Section Chief (PSC), and PIO

Interaction with the IMT (Continued)

LNO

- ▶ Coordinates flow of information between AREPs and IMT
- ▶ Troubleshoots problems with other agencies and stakeholders
- ▶ Maintains awareness of potential incident expansion and monitors for developing situations that IMT needs to know
- ▶ Represent and advise IC/UC

Staff Size

LNO

- ▶ The LNO, with the IC/UC, should determine appropriate staffing:
 - During significant incidents, LNO responsibilities can overwhelm one person
 - The number of assisting and cooperating agencies, stakeholder groups, and the need for staffing other venues, will affect staffing needs

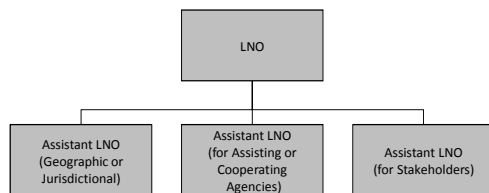
Liaison Office Structure

LNO

- ▶ The office structure is based on ICS span of control principles
- ▶ Office should be customized to reflect the liaison needs of the response

Liaison Office Structure

LNO



The Assistant LNO is a representative of the UC and is not a representative of any specific organization.

Potential Assistant LNO Functions

LNO

- ▶ Volunteer Coordination
 - Corporation for National and Community Service (CNCS) Memorandum of Understanding (MOU)
 - National Response Team (NRT) Use of Volunteers Guidelines, pages 12-16

Potential Assistant LNO Functions

LNO

► International Coordinating Officer (US/Canada Plans)

105.2 International Coordinating Officer (ICO) (U.S.). The ICO is the primary coordinating official between the U.S. Federal On-Scene Coordinator (OSC) and the Regional Joint Response Team (RJRT) and is the advisor to the OSC on RJRT matters. The ICO, assigned to the Unified Command, communicates effectively within the Incident Command structure of one country to transmit concerns and recommendations to the Incident Commander/Unified Command of the other country and between the RJRT and the OSC.

105.3 Liaison Officer (LNO) (U.S.). The LNO is the liaison between the U.S. Federal On-Scene Coordinator (OSC) and the Regional Joint Response Team (RJRT) and is the advisor to the OSC on RJRT matters. The LNO, assigned to the Unified Command, facilitates the flow of information between the RJRT and the OSC.

- May be an Assistant LNO
- May be a Technical Specialist to the IC
- Needs to be coordinated with the IC/UC

24-Hour Schedule

LNO

- If a 24-hour schedule is established, a 2nd LNO and team of LNO staff may be needed
- Description, responsibilities and qualifications for the 2nd LNO are exactly the same as the LNO



Unit 1 Module Summary

LNO

At the conclusion of this unit, are you now able to:

- Describe the duties of the LNO within the ICS system
- Describe the relationship between the LNO and the other IMT members
- Describe the relationship between the LNO and AREPS
- Describe the use of ALNOs



Liaison Officer

Unit 2 – Liaison Officer Major Tasks

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Unit 2 Objectives

At the conclusion of this unit, you should be able to:


- ▶ Establish, Locate, Manage a Liaison Office
- ▶ Represent and Advise the IC/UC
- ▶ Delineate Responsibilities with PIO
- ▶ Maintain Awareness of Incident Expansion/Contraction/Duration Potential
- ▶ How the LNO fits into the planning process
- ▶ Maintain Unit Log (ICS 214)

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Establish a Liaison Office

Steps for establishing a Liaison Office:

1. Get incident briefing from the IC/UC and review the IAP
2. Find out if other agencies and stakeholders are, or should be, involved
3. Determine the number of staff needed to carry out the liaison function

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Establish a Liaison Office (Continued)

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4. Select a location
5. Obtain personnel, space, equipment and supplies
6. Develop an organizational structure and assign duties to Liaison Office staff
7. Develop and implement strategies and tactics to carry out liaison responsibilities



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46

Manage the Liaison Office

LNO

1. Get highly qualified personnel to fill the key positions in the Liaison Office
2. Ensure that all Liaison Office staff fulfill their responsibilities
3. Set the goals, objectives, strategies and tactics for dealing with assisting and cooperating agencies and stakeholders
4. Turn in Liaison staff daily work hours to Finance Section

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47

Work Location

LNO

- ▶ Visible and accessible
- ▶ Adequate to hold entire liaison staff and AREPs
- ▶ In close proximity to Command Staff
- ▶ Equipped with adequate communications capabilities



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48

Work Location

LNO

- ▶ Advise incident communications where you are located
- ▶ Use bulletin boards if possible
- ▶ Put up signs



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49

Workspace Requirements

LNO

- ▶ Identify work space requirements based on:
 - Size and type of incident
 - Number of potential assistants
 - Number of potential AREPs
 - AREP work space and briefing area
 - Adequate communications capability
 - Weather, creature comforts
 - Coordinate with Logistics Section



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50

Avoid LNO Title Confusion

LNO

- ▶ Only one IMT LNO per incident
- ▶ Other liaison positions may be encountered from other Agencies which may use the liaison title in permanent positions and may have different duties
 - USCG
 - Department of Defense (DoD)
 - EPA
 - States



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51

Other Duties Found in the IMH

LNO

- ▶ Meeting or briefing local groups or other organizations (e.g. LEPCs, Multi-agency Coordination entities)
- ▶ Coordinate Very Important Person(s) (VIP) visits with PIO
- ▶ Meeting with representatives of VIPs
- ▶ Coordinating with Stakeholders including EJ



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52

Assistant LNO

LNO

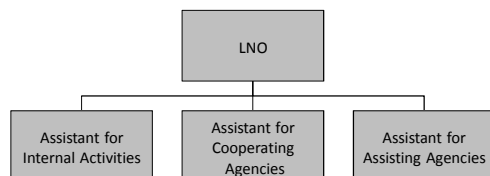
- ▶ Based on the size and complexity of incident
- ▶ Should be drawn from the same or other assisting agencies/entities
- ▶ Do not have to be qualified as an LNO

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53

Possible LNO Organization

LNO



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54

Assistants in Unified Command

LNO

- Consider Assistant LNOs from other agencies in the UC



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Exercise – Workload Indicators

LNO

- List LNO workload indicators that may require establishing assistant positions



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56

Represent & Advise the IC/UC

LNO

- To represent/advise the IC/UC on all liaison matters associated with the response, the LNO:
 - Meets with the IC/UC as needed
 - Attends Planning and Command/General Staff meetings
 - Keeps the IC/UC informed of liaison activities, especially those involving stakeholders/input forums

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57

Represent & Advise the IC/UC (Continued)

LNO

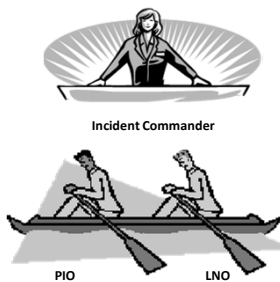
- ▶ To represent/advise the IC/UC on all liaison matters associated with the response, the LNO:
 - Keeps IC/UC informed of stakeholder perception
 - Invites IC/UC to attend stakeholder meetings/shares materials distributed to stakeholders
 - Represents the IC/UC when meeting with stakeholders

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58

The Team

LNO



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59

Delineating Responsibilities with the PIO

LNO



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60

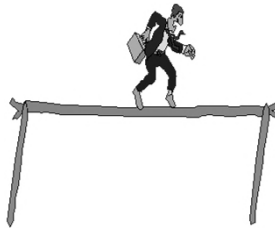
LNO & PIO

LNO

- ▶ LNO meets with stakeholders to solicit input and concerns/provides incident updates and feedback
- ▶ PIO broadcasts information out to the community
- ▶ PIO is responsible for protocol functions for visiting dignitaries
- ▶ LNO escorts VIPs while representing the IC/UC

Anticipate Change!

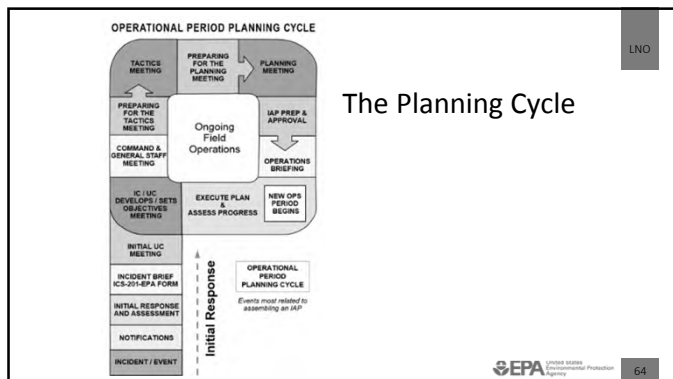
LNO



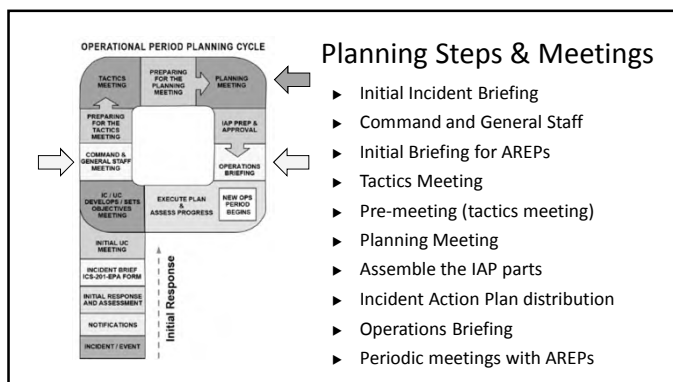
Maintain Awareness of Incident Expansion/Contraction Potential

LNO

- ▶ Response may expand due to increased magnitude/unexpected turn of events
- ▶ Response may be downgraded as incident objectives are met
- ▶ By maintaining awareness of the incident potential, the LNO can inform AREPs, to determine level of support needed



The Planning Cycle



Planning Steps & Meetings

- ▶ Initial Incident Briefing
- ▶ Command and General Staff
- ▶ Initial Briefing for AREPs
- ▶ Tactics Meeting
- ▶ Pre-meeting (tactics meeting)
- ▶ Planning Meeting
- ▶ Assemble the IAP parts
- ▶ Incident Action Plan distribution
- ▶ Operations Briefing
- ▶ Periodic meetings with AREPs

Attend Command & General Staff Meetings

- ▶ The Command Staff meeting provides the opportunity for the LNO to:
 - Obtain current incident objectives/general plan for future operations, to share with AREPs for planning purposes
 - Discuss the role of the LNO to ensure Command Staff understanding
 - Update the Command Staff on assisting/cooperating agency participation and any inter-organizational issues

Attend Planning Meetings

LNO

The LNO attends all Planning Meetings and will:

1. Update Command and General Staff on assisting/cooperating agency participation and issues
2. Provide input regarding assisting/cooperating agency considerations for the next operational period objectives, strategies, and tactics

Attend Planning Meetings (Continued)

LNO

- ▶ The LNO attends all Planning Meetings and will:
 3. After the meeting, brief AREPs to ensure that resources are available to participate as planned in the next operational period. Also ensure that the cooperating agency activities are aligned with the objectives and strategies for the next operational period

Attend Operations Briefings

LNO

- ▶ At the Operations Sections brief, the LNO presents assisting and cooperating agency reports of concern

Special Meetings

LNO

- ▶ Stakeholder Meetings
- ▶ DMOB planning
- ▶ Meetings when conditions change
- ▶ Contingency planning
- ▶ VIP visits from agency
- ▶ Others?

Maintain Unit Log (ICS form 214)

LNO

- ▶ Maintain a detailed log of significant items to include:
 - Key decisions
 - Major meetings
 - Controversial issues and resolutions
 - Actions taken and information passed
- ▶ Should contain sufficient detail to reconstruct events

Unit 2 Module Summary


At the conclusion of this unit, are you now able to:

LNO


- ▶ Establish, Locate, Manage a Liaison Office
- ▶ Represent and Advise the IC/UC
- ▶ Delineate Responsibilities with PIO
- ▶ Maintain Awareness of Incident Expansion / Contraction / Duration / Potential
- ▶ How the LNO fits into the planning process
- ▶ Maintain Unit Log (ISC 214)

Liaison Officer

Unit 3 – Assisting and Cooperating Agencies



LNO




73


Unit 3 Objectives

At the conclusion of this unit, you should be able to:

- ▶ Define Assisting & Cooperating Agencies
- ▶ Define Agency Representatives/ Define AREP roles and duties
- ▶ Compare/contrast differences between Assisting Agencies, Cooperating Agencies, and Non-Governmental Organizations (NGOs)
- ▶ Identify Major Tasks for interacting with Assisting and Cooperating agencies



LNO




74


Unit 3 Objectives (Continued)

At the conclusion of this unit, you should be able to:

- ▶ Describe how to obtain status/information about cooperating and supporting agencies
- ▶ List info to obtain from participating agencies
- ▶ List info to provide to AREPs
- ▶ List info to provide to other IMT members
- ▶ Describe how to identify information needed from AREPs for the Planning Meeting/IAP
- ▶ List information needed for the Situation Report (SITREP) - 209



LNO



75

The "Hats" Video



LNO

SCENARIO: HAZMAT tanker accident/fire on I-95

- Put on your Liaison Officer hat
- Identify the entities you may have to deal with
- Who is in charge, assisting/cooperating or stakeholder?
- Develop strategies for interaction



Other Agencies: Three Types

- ▶ Assisting Agency
- ▶ Cooperating Agency
- ▶ NGO



LNO



77

Assisting Agency

IMH Definition:

An agency directly contributing tactical or service resources to another agency

- ▶ USCG Strike Team
- ▶ State Environmental Department/Agency
- ▶ County Hazmat
- ▶ Local Fire Department



LNO



78

Cooperating Agency

LNO

IMH Definition:

An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort



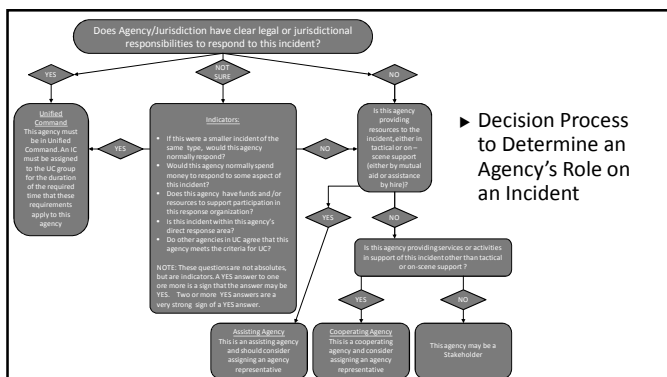
- ▶ Police Department
- ▶ Public Works
- ▶ Telephone/utility companies

Non-Governmental Organizations

LNO

- ▶ Based on interests of its members, individuals, or institution
- ▶ Not created by government, but may work cooperatively with government
- ▶ Serves a public purpose, not a private benefit





Agency Representative (AREP)

LNO

- The LNO is the contact for AREP from assisting and cooperating agencies or jurisdictions, and stakeholders



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82

IMH Definition of AREP

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- "An individual assigned to an incident from an assisting or cooperating agency that has been delegated full authority to make decisions on matters affecting their agency's participation at the incident"

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83

NIMS Definition of AREP

LNO

"A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities *following appropriate consultation with the leadership of that agency*"

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84

AREP Role

LNO

- ▶ Appointed by Agency Administrator
- ▶ Reports to own agency—not in Incident Chain of Command
- ▶ Must have decision making authority
- ▶ Reports to, but not supervised by, the LNO
- ▶ LNO provides the key contact point
- ▶ AREP must know key duties of the LNO
- ▶ May not be familiar with ICS or AREP duties

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85

AREP Duties

LNO

- ▶ Check in, ICS Form 211
- ▶ Agency resource assignments
- ▶ Obtain initial briefing
- ▶ Establish work location
- ▶ Attend Planning Meetings



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86

AREP Duties (Continued)

LNO

- ▶ Resource Use Information
- ▶ Interaction with Command and General Staff
- ▶ Safety and well being of agency personnel
- ▶ Maintain contact with LNO

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87

AREP Duties (Continued)

LNO

- ▶ Special reports and documentation
- ▶ Maintain contact with own agency
- ▶ Resource accountability and documentation
- ▶ Incident debriefing with the LNO
- ▶ Coordination during DMOB

Major Tasks for Interacting with Assisting/Cooperating Agencies

LNO

- ▶ Identify Assisting & Cooperating Agencies
- ▶ Gather Information on Assisting & Cooperating Agencies
- ▶ Establish Meeting Schedules with Agency Representatives

Major Tasks (Continued)

LNO

- ▶ Determine Appropriate AREPs to Attend Planning Meeting
- ▶ Provide AREPs Space & Equipment
- ▶ Ensure Agencies Receive Acknowledgment and Credit

Identify Assisting & Cooperating Agencies

LNO

- ▶ Ascertain agencies already at the incident
- ▶ Determine what other agencies might be available, e.g., local police for security
- ▶ Use knowledge of local personnel and/or contingency plans

 91

Other Sources of Information

LNO

- ▶ Agency personnel on scene
- ▶ PIO/Community Relations
- ▶ Emergency Operations Center (EOC)
- ▶ Joint Field Office (JFO)
- ▶ Nearest Agency Office

*What if there is no AREP assigned?

 92

Gather Information on Assisting & Cooperating Agencies

LNO

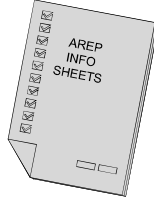
- ▶ Make contact/develop roster of agency info:
 - Name of agency and AREP
 - Location of AREP
 - Direct contact info (cellphone, email, radio)
 - Agency home office and phone number
 - Additional helpful information might include:
 - ✓ Agency capabilities, authorities or expertise
 - ✓ Name of alternate AREPs and contact numbers

 93

Discussion Question – Agency Representative Roster

LNO

- List the information you would need about the AREP



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94

Provide Agency Representatives Space & Equipment

LNO

- Assisting AREPs normally work in the ICP, so the LNO has immediate access to them
- Cooperating AREPs may or may not be located/stay at the ICP
- Coordinate with Logistics to get AREPs adequate space and equipment

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95

Establish Meeting Schedules with AREPs

LNO

- Initial Brief
- “Prior-to-Planning Meeting” Meeting
- Post Planning Meeting
- Demobilization Brief
- Additional Meetings/Briefs

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96

Initial Brief

LNO

- ▶ At an initial meeting with AREPs, supply pertinent information, including:
 - Incident status
 - IC/UC direction
 - Logistical support available
 - Expected duration of the incident

Initial Brief (Continued)

LNO

- ▶ The LNO should also gather information regarding:
 1. Resources available from assisting agencies
 2. Special agency needs, requirements, constraints
 3. Timeframe in which resources will be available
 4. Logistical requirements for assisting resources

Initial Brief (Continued)

LNO

- ▶ The LNO should also gather information regarding:
 5. Limitations/restrictions of assisting agency resources
 6. Support activities being conducted or available from cooperating agencies and any limitations
 7. Significant problems or issues

Determine Who Attends Planning Meeting

LNO

- ▶ Not all AREPs need to attend
- ▶ Can authorize “key” AREPs to attend:
 - Assisting agencies contributing a significant number of resources
 - Cooperating agencies whose actions are critical to response objectives and tactics
 - Should only comment on their agency resources, personnel or safety issues

100

“Prior-to-Planning Meeting” Meeting

LNO

- ▶ Gather pertinent facts and information, including updates on:
 - Assisting agency resource availability and condition
 - Cooperating agency activities
 - Issues and/or problems the agencies may be experiencing

101

Post Planning Meeting

LNO

- ▶ Pass the following information to AREPs:
 - Logistical information (food, medical, shelter) for agency resources
 - Support services available for agency equipment
 - General indication of agency resource assignments for next operational period

102

Post Planning Meeting (Continued)

LNO

- ▶ Incident status update, if applicable
- ▶ Review details of the plan for areas particularly important to agencies
- ▶ Review agency resource tactical assignments/how AREPs can contact agency resources

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Demobilization Brief

LNO

- ▶ The LNO should be involved in demobilization planning, representing the agencies' needs and desires for removal of agency resources from the incident
- ▶ Once demobilization procedures and priorities have been established, the LNO informs agencies on the demobilization plan

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Additional Meetings/Briefs

LNO

- ▶ Be prepared to hold spontaneous meetings/briefs as changes in the incident occur
- ▶ Allows AREPs to plan accordingly

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Ensure Agencies Receive Acknowledgment and Credit

LNO

- ▶ Informally - During meetings, Press Releases, Briefings
- ▶ Formally - Letters of Appreciation, Awards

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AREP Information for the LNO and IMT

LNO

- ▶ Required to safely, effectively and efficiently use agency resources
- ▶ LNO coordinates the information flow
- ▶ AREP may work closely with either the IC or LNO depending on structure of IMT

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Information to provide to AREPs

LNO

- ▶ Special instructions from the IC
- ▶ Information obtained at initial briefings
- ▶ The IAP
- ▶ Assignments of agency resources
- ▶ Your contact information
- ▶ IMT roster and contact information
- ▶ Future needs of agency resources

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Law Enforcement Incidents

LNO

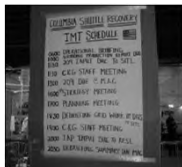
- ▶ Incidents involving law enforcement agencies may involve a modified Command Staff
- ▶ LNO may receive LE-sensitive information in briefings
- ▶ With input from IC/UC, determine which A&C Agencies receive the information
- ▶ Information sharing through JOC/JIC



Information Sharing among the IMT

LNO

- ▶ Personnel capability and restrictions
- ▶ Equipment type and kind - limitations
- ▶ Crew replacement - "timed out"
- ▶ Agency restrictions – local government
- ▶ Critical incident stress impact
- ▶ Master list of cooperating agencies
- ▶ Other?



110

Incident Situation Reporting

LNO

- ▶ POLREPS / SITREPS
- ▶ ICS 209 / Incident Status Summary
- ▶ OTHER



111

Internal and External Documents

LNO

- ▶ Used for:
 - Headquarters briefs
 - Agency briefs
 - Media
 - Public

 112

Communications Methods

LNO

- ▶ On a large incident the AREP may be transient:
 - ICP
 - Visiting agency resources
 - Lodging
 - Home office
- ▶ LNO may have similar changes in location

 113

Communication Methods

LNO

On-Incident

Face-to-face
Bulletin Board
Phone/Radio/Pager
Incident Action Plan
AREP meetings
ICS 213 (via runner)
"Office Hours"
Meals

Off-Incident

Phone/Radio/Pager
IAP
Fax
Email/Blackberry
Meals
Face-to-face
EOC
Key Agency Offices

 114

EXERCISE - Based on the "Hats" video, identify the following:

LNO

- ▶ Who is REALLY in charge?
- ▶ How would you staff the Liaison Office?
- ▶ Who are Assisting and Cooperating Agencies?
- ▶ Who are Stakeholders?
- ▶ What information would you collect?
- ▶ How would you communicate with the other agencies and stakeholders?
- ▶ What issues might you be asked to address?



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Unit 3 Module Summary

At the conclusion of this unit, are you now able to:

LNO

- ▶ Define Assisting & Cooperating Agencies
- ▶ Define Agency Representatives/Define AREP roles and duties
- ▶ Compare/contrast differences between Assisting Agencies, Cooperating Agencies, and NGOs
- ▶ Identify Major Tasks for interacting with Assisting and Cooperating agencies

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116

Unit 3 Module Summary (Continued)

At the conclusion of this unit, are you now able to:

LNO

- ▶ Describe how to obtain status/information about cooperating and supporting agencies
- ▶ List info to obtain from participating agencies
- ▶ List info to provide to AREPs
- ▶ List Info to provide to other IMT members
- ▶ Describe how to identify information needed from AREPs for the Planning Meeting/IAP
- ▶ List information needed for the SITREP/209

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117

LNO

Liaison Officer

Unit 4 – Stakeholders




 118

LNO

Unit 4 Objectives

At the conclusion of this unit, you should be able to:


- ▶ Define Stakeholders
- ▶ Define Stakeholder goals
- ▶ Define LNO Goals for Stakeholders
- ▶ Identify Major Tasks
- ▶ Evaluate LNO Effectiveness with Stakeholders

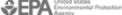
 119

LNO

Stakeholders

“Any person, group, or organization affected by and having a vested interest in the incident and/or the response operation”



 120

Goals

LNO

- ▶ Provide effective service and support to stakeholders
- ▶ Constant coordination with:
 - IC, PIO
 - PSC
 - OPS
 - Logistics Section Chief (LSC)
- ▶ Gather, Exchange, and Disseminate Information (GEDI)

Major Tasks

LNO

- ▶ Coordinate with IC/UC
- ▶ Coordinate with other components of the IMT
- ▶ Identify and Analyze Stakeholders
- ▶ Understand and address Stakeholder issues and concerns
- ▶ Categorize Stakeholders
- ▶ Gather, Exchange and Disseminate Information
- ▶ Develop stakeholder liaison strategies
- ▶ Evaluate effectiveness

Stakeholders

LNO

- ▶ Stakeholder contacts and issues must be closely coordinated between the IC, LNO and PIO
- ▶ The LNO:
 - solicits input and concerns
 - provides incident updates
 - Gathers and provides feedback through scheduled meetings and briefings



Communication with IC/UC

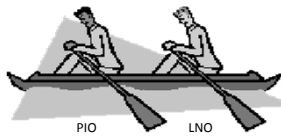
LNO

- ▶ IC/UC MUST KNOW! - the final authority determining how various stakeholders will be handled
- ▶ Some ICs make a majority of the Stakeholder connections themselves
- ▶ MUST be willing to consider stakeholder concerns into their decision-making process prior to the LNO convening a forum for this purpose!

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Differences

LNO



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LNO

- ▶ MEETS WITH STAKEHOLDERS TO SOLICIT THEIR INPUT AND CONCERNS
- ▶ PROVIDES INCIDENT UPDATES
- ▶ HOLDS MEETINGS OF SELECTED INDIVIDUALS
- ▶ PROVIDES FEEDBACK THROUGH MEETINGS AT BRIEFINGS

PIO

- ▶ Disseminates information to the community including through community relations specialists or media
- ▶ Updates disseminated information
- ▶ Holds Public meetings
- ▶ Provides community feedback to IC, LNO

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Forums

LNO

General public

- ▶ Communication with the general public is done by the PIO; not by the LNO
- ▶ The LNO may follow up on themes or longer term groups that are identified at a public forum

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LNO Goals

LNO

- ▶ Solicit stakeholder issues, concerns, & ideas
- ▶ Involve stakeholders in the organization in appropriate spots
- ▶ Create forums for stakeholders
- ▶ Inform stakeholders
- ▶ Minimize impact of response operations on stakeholders

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Strategies for the Management of Stakeholder Concerns

LNO

- ▶ Groups for the LNO to target:
 - Should be part of (missing from) response organization
 - Previously involved/interested in the issue
 - Likely to perceive themselves as affected
 - ✓ Likely to be angry if not asked/involved
 - Likely to be affected by event

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Examples of Stakeholders

LNO

- ▶ International Interests
- ▶ Tribal Governments
- ▶ Public Health Groups
- ▶ Environmental Groups such as "Friends of the River"
- ▶ "Science Committee" members
- ▶ University Professors

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130

Identify and Analyze

LNO

- ▶ Sources to ID Stakeholders:
 - IC/UC
 - Other Members of the Response Organization (PIO or the JIC)
 - Locals/LEPC/Area Committee members
 - Applicable Contingency Plans
 - Regional Offices
 - Local Telephone Directory
 - WEB searches
 - Walk-ins
- ▶ Keep asking "Who else should be included???"

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131

Identify Stakeholders

LNO

- ▶ Listen for these issues
 - IC/UC may offer suggestions from people they are hearing from
 - The same may be true from other parts of the IMT
 - ✓ Environmental Unit
 - ✓ Field Observers/SITL
 - PIO and JIC may have questions or connections that are best addressed by the LNO

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132

Identify Stakeholders (Continued)

LNO

- ▶ Ensure all appropriate local (County, City, Tribal, etc.) are included at the appropriate organizational position
 - Fire & Police
 - Public Health
 - Environment
 - Unified Command
 - Operations
 - JIC
 - "Science Team"
 - Other

Identify Stakeholders (Continued)

LNO

- ▶ Contingency Plans. Where do I find them?
 - LEPC plans
 - Area Contingency Plan
 - ✓ Sub Area Plan
 - ✓ Geographical Response Plan (GRP)
 - Regional Contingency Plan
 - ✓ <https://www.nrt.org/Site/Regionmap.aspx>

Contingency Plans

LNO

- ▶ What information is found there
- ▶ How to approach
- ▶ Examples
 - R3 fact sheets
 - R9 GRP
 - Others?

Identify Stakeholders

LNO

- ▶ General Search
 - Ask the Region
 - ✓ Regional EOC
 - ✓ Out-stationed OSC
 - Web search example
 - Phone book

136

Identify Stakeholders (Continued)

LNO

- ▶ Identifying Stakeholders is an ongoing task and is not accomplished or finished at the beginning of the incident
- ▶ Many stakeholders know they are not first responders or responders at all. They wait and look for appropriate opportunities to engage
- ▶ If we don't provide them, frustration mounts
- ▶ Outreach is useful
- ▶ Welcoming contacts from the outside is useful

137

Why Analyze?

LNO

- ▶ To gain information on stakeholders' concerns and perceptions at the time of the incident
- ▶ Outcome assists the LNO in determining how to effectively interact with stakeholders

138

Analysis Should Describe:

LNO

- ▶ Nature of members in the stakeholder group
- ▶ Whom they trust and go to for information
- ▶ What are the prevailing attitudes, knowledge, perceptions
- ▶ What concerns and worries motivate their interest
- ▶ What role do they see for themselves

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139

Developing Stakeholder Strategies

LNO

- ▶ Purpose
- ▶ Desired Outcomes
- ▶ Timeline
- ▶ Best entity to convene
- ▶ Invitees
- ▶ Best forum

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140

Categorize and Prioritize Stakeholders

LNO

- ▶ The number of stakeholders that have potential involvement can vary from just a few to a very large number
- ▶ Using information from the stakeholder analysis, determine how to effectively and efficiently deal with identified stakeholders

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141

Addressing Stakeholder Issues – How Can Mutual Gains Be Obtained?

LNO

- ▶ Acknowledge legitimacy of others' concerns
- ▶ Accept responsibility
 - For organization
 - For communication
- ▶ Demonstrate trust/credibility
 - Follow through on promises
 - If not, be transparent about why

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Addressing Stakeholder Issues – How Can Mutual Gains Be Obtained?

LNO

- ▶ Develop information jointly
- ▶ Share information, easily and often
- ▶ Establish an open communication process

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Principles and Practices

LNO

- ▶ Stakeholder issues and concerns
 - Mutual Gains
 - Skills and Qualities of the parties in question
 - How can MUTUAL GAINS be obtained?
 - Origin of issues and concerns

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Issues and Concerns

LNO

- ▶ **ORIGIN:**
 - Perceived current/future adverse effects caused by the command organization
 - Disagreement in objectives or tactics
 - Lack of trust and credibility

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Issues and Concerns

LNO

- ▶ **What's involved in addressing Stakeholder Concerns?**
 - Listen to public comments
 - Interact with the community
 - Provide a continuous flow of information



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Addressing Stakeholder Concerns!!!

LNO

- ▶ Decide which stakeholders to communicate with most
- ▶ Provide an Interactive Forum
- ▶ Provide Incident Information Updates
- ▶ Provide Specific Information either as requested or proactively



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Strategies

LNO

- ▶ Address different stakeholder groups in separate forums
- ▶ Think about the appropriateness before grouping all stakeholders together in a “public meeting” to gain their input



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Liaison Officer Communications

LNO

- ▶ Information
- ▶ Gather
- ▶ Exchange
- ▶ Disseminate

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Strategies

LNO

- ▶ Some interested stakeholders may be satisfied with periodic updates
- ▶ For these stakeholders:
 - Establish a schedule to transmit incident updates from PIO/JIC, and
 - Evaluate the effectiveness of this communication method to determine if changes are necessary

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Strategies (Continued)

LNO

- ▶ Some stakeholders need specific information to satisfy their concerns
- ▶ May be achieved thru education, no need for involvement in decision-making
- ▶ Prudent steps include:
 - Develop fact sheets (PIO)
 - Transmit information without face-to-face contact or public forums
- ▶ Evaluate effectiveness; change if necessary



151

Forums

LNO

- ▶ Core Stakeholders
 - One on One meetings
 - Scheduled meeting
 - Chaired or facilitated workgroups
 - Unscheduled meeting
 - Focus Groups



152

Forums

LNO

- ▶ Interested parties
 - Interviews
 - Focus Groups
 - Target Community Meetings
 - Availability/Information Sessions (PIO)
 - One on one meetings



153

Claimants

- ▶ Those directly affected
 - Contaminated land
 - Loss of use
 - Loss of property
 - Loss of business
- ▶ Responsible Party (RP) may set up process
- ▶ Government can set one up (maybe) if RP doesn't
 - For oils spills, the OSLTF (USCG) can come and do this



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LNO

Evaluate Effectiveness

- ▶ Periodically evaluate the effectiveness of the dialogue and communication with stakeholders. The goal is to:
 - Identify dialogue and communication efforts to change, modify or enhance
 - Improve current and future dialogue and communication efforts
 - Assess changes in stakeholder concerns, issues and opinions

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LNO

Evaluate Effectiveness

- ▶ Identify stakeholder perception regarding how they are being treated. This feedback might:
 - Alter the interaction method the LNO chooses
 - Allow the LNO to better meet stakeholder needs
 - Increase the chances of a favorable outcome



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LNO

LNO

SUCCESS!

- The LNO **MUST:**

IDENTIFY STAKEHOLDER SATISFACTION

LOW HIGH

0 9

157

LNO

Exercise – The Stakeholders (Incident 1)

- During this exercise you will be asked to map the Stakeholders of two incidents
 - Your group will have 20 minutes to each complete the first map and then report out to the class
 - Using lessons learned from the first report out, your group will then prepare the map for the second incident and report out

158

LNO

Exercise – The Stakeholders (Incident 2)

- During this exercise you will be asked to map the Stakeholders of the second incident
 - Using lessons learned from the first report out, your group will then prepare the map for the second incident and report out
 - Your group will have 20 minutes to each complete this second map and then report out to the class

159

Unit 4 Module Summary

At the conclusion of this unit, are you now able to:

- ▶ Define Stakeholders
- ▶ Define LNO Goals for Stakeholders
- ▶ Identify Major Tasks
- ▶ Evaluate LNO Effectiveness with Stakeholders

Liaison Officer

Unit 5 – Preparing for Deployment



Unit 5 Objectives

At the conclusion of this unit, you should be able to:

- ▶ Ensure personal readiness for assignment
- ▶ List critical information needed in an LNO kit
- ▶ List critical materials needed in an LNO kit

Getting Ready for Deployment

LNO

Pre-Deployment Actions:

- ▶ Ensure Personal Readiness for Assignment
- ▶ Assemble LNO Deployment Kit

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Personal Readiness

LNO

Plan for a 30-day deployment:

Medical—sufficient medications for entirety of deployment	Clothing—adequate supply of appropriate attire & footwear	Financial—get your affairs in order	Family/Pet Readiness
	<ul style="list-style-type: none"> • Warm/cold/rain gear • Sunglasses/sunscreen 	<ul style="list-style-type: none"> • Government travel card/cash • Ensure bills will get paid 	

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LNO Deployment Kit

LNO

- ▶ Ensure your LNO Deployment Kit is ready to go BEFORE you get the call to deploy
 - Manuals, forms and guides are current versions (electronic and paper)
 - Electronic equipment is functional and charged
 - Supplies are restocked from last deployment

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Exercise – LNO Go Kit

LNO

- ▶ What critical information and materials do you need to operate for 48-72 hours?
- ▶ In Groups, list items you think would be beneficial in the LNO's go kit



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Suggested Materials for the LNO Kit

LNO

Items	Items
ICS Forms	Notebooks ("Rite in the Rain"), clipboard
LNO Contact List, Agency directories, communications plans	Stapler/staples; post-it notes, paper clips, binder clips
Incident Management Handbook (IMH)	Pens/highlighters
LNO Job Aid	Personal first-aid kit
Local/Area/Regional Contingency Plans	Power snack food
Maps/directions	
Cell phone/charger	
Laptop/tablet/chargers	
Mifi Device (Internet Access)	
External hard drive/thumb drives	

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Unit 5 Module Summary

LNO

At the conclusion of this unit, are you now able to:

- ▶ Ensure personal readiness for deployment
- ▶ List critical information needed in an LNO kit
- ▶ List critical materials needed in an LNO kit

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Liaison Officer

Unit 6 – Special Situations



LNO



169

Unit 6 Objectives

At the conclusion of this unit, you should be able to:

- ▶ Determine the proper steps to follow in the event of special situations
- ▶ Be familiar with agency/national guidance on various special situations

LNO



170

What are Special Situations?

Routine Situations:

- ▶ Accidents or injuries
- ▶ Problems back home
- ▶ VIP visits
- ▶ Problems involving other agency personnel or stakeholders
 - Notify the appropriate AREP
- ▶ Others?

LNO


171

Discussion Question:

LNO

- An AREP from a local fire department reports that members of her Urban Search and Rescue (USAR) crew have been on this incident for five days and need to go home. Their employee union contract does not allow them to be away from their normal work site for more than five days.



Discussion Question:

LNO

A supervisor from an assisting agency stops you and wants to know where he can find his AREP. He has not seen him in two days and wants to know when they are going to be released from the incident.



Discussion Question:

LNO

A farmer arrives at the ICP looking for someone in charge. He tells you that a bulldozer has taken down 300 feet of his new fence, and his cattle are scattered near the oil spill. He wants to know who is going to fix the fence and round up his cattle, and when are you going to get off of his land.



Discussion Question:

LNO

A State Trooper contacts the LE AREP and informs her that a TAGA Bus has been involved in an accident with a civilian vehicle. There are injuries but the details are incomplete.



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“Big Picture” Special Situations

LNO

- ▶ Law Enforcement Incidents
- ▶ Environmental Justice & Tribal Considerations/Coordination
- ▶ US/Canada Border Plans & Coordination
- ▶ Natural Resource Damage Assessment Activities (NRDA)
- ▶ Volunteer Coordination
- ▶ LNO Guidance can be found in the IMH and other guidance documents

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Law Enforcement Incidents

LNO

- ▶ Incidents involving law enforcement agencies may involve a modified Command Staff
 - Intelligence/Investigations function may be added
 - Incident-related intelligence may be provided by Assisting Agency representatives



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Law Enforcement Incidents (Continued)

LNO

- ▶ LNO may receive LE-sensitive information in briefings
- ▶ With input from IC/UC, determine which A&C Agencies receive the information
- ▶ Information sharing through JOC/JIC



Environmental Justice & Tribal Considerations

LNO

- ▶ November 2, 2006 EPA Memorandum: Incorporating Environmental Justice Considerations into EPA Disaster Preparedness and Response Procedures
 - Lessons learned during Hurricane Katrina Response
 - In response to NEJAC Report
- ▶ NEJAC recommended that the Agency “incorporate an environmental justice function and staffing support in the Incident Command System structure”

Environmental Justice & Tribal Considerations

LNO

- ▶ Revised IMH clearly indicates:
 - The LNO will assure EJ issues are addressed in a timely manner and briefed to the IC as necessary.
 - The IC will assure that adequate resources are devoted to the LNO staff to assure the EJ and tribal issues receive appropriate attention.

Environmental Justice & Tribal Considerations

LNO

(Continued)

- ▶ Revised IMH clearly indicates:
 - The LNO must coordinate frequently w/the PIO regarding EJ issues and activities
 - ✓ Includes outreach by PIO & LNO to vulnerable populations, in collaboration with regional EJ and Tribal Offices

Environmental Justice & Tribal Considerations

LNO

(Continued)

- ▶ LNO is responsible for raising concerns of affected communities to the Regional Incident Coordination Team (RICT), through the IC/RIC, and that Agency decisions are effectively communicated to ICS staff and communities during the incident response

Environmental Justice & Tribal Considerations

LNO

(Continued)

- ▶ The RICT will coordinate support for the LNO from regional EJ and Tribal Offices, during preparedness & response. Support may include:
 - Providing contact/relevant information for community-based and tribal organizations and their leaders
 - GIS Tools, such as the "EJ Screen"

US/Canada Border Plans



LNO

Definitions in the CANUSCENT Annex

- ▶ **105.2 International Coordinating Officer (ICO)** (U.S.). The ICO is the primary coordinating official between the U.S. Federal OSC and the Regional Joint Response Team (RJRT) and is the advisor to the OSC on RJRT matters. The ICO, assigned to the Unified Command, communicates effectively within the Incident Command structure of one country to transmit concerns and recommendations to the IC/UC of the other country and between the RJRT and the OSC.

US/Canada Border Plans (Continued)



LNO

Definitions in the CANUSCENT Annex

- ▶ **105.3 Liaison Officer (LNO)** (U.S.). The LNO is the liaison between the U.S. Federal On-Scene Coordinator (OSC) and the Regional Joint Response Team (RJRT) and is the advisor to the OSC on RJRT matters. The LNO, assigned to the Unified Command, facilitates the flow of information between the RJRT and the OSC.

US/Canada Border Plans – The ICO

LNO

- ▶ International Coordinating Officer (ICO) - Potential Placement and Roles:
 - If significant, high-level international coordination issues:
 - ✓ IC may have more authorities/responsibilities than LNO
 - ✓ May be assigned as Tech Spec in Command Staff

US/Canada Border Plans – The ICO (Continued)

LNO

- ▶ International Coordinating Officer (ICO) - Potential Placement and Roles:
 - If incidental coordination, ALNO designation may be suitable:
 - ✓ If the event isn't bi-national
 - ✓ Working w/CBP to move resources across the border
 - ✓ Keeping Canadian governments/stakeholders informed

Natural Resource Damage Assessment

LNO

- | | |
|--|--|
| ▶ Following an oil spill, NRDA activities generally don't occur within the structure, processes and control of the ICS. | ▶ NRDA reps should coordinate with the LNO; may need to work with UC, Planning, Ops to resolve problems or address areas of overlap. |
| ▶ However, in early phases, many NRDA activities overlap with the environmental assessment performed for spill response. | ▶ LNO and NRDA reps should maintain communication for obtaining timely response information and injuries to natural resources. |

Volunteer Coordination

LNO

- ▶ NRT Use of Volunteers Guidelines for Oil Spills (2012)
 - Developed following 2007 Cosco Busan oil spill
 - Identifies Roles of the LNO/ALNO's
 - "Unaffiliated" vs. "Affiliated" Volunteers
- ▶ USCG/EPA MOU with the CNCS



Affiliated Volunteer

LNO

- ▶ An individual who comes...to assist with response activities:
 - Has a pre-existing formal or informal arrangement with a governmental agency, NGO or Community Based Organization (CBO)
 - Has been trained for a specific role or function in incident response

Affiliated Volunteer (Continued)

LNO

- ▶ Affiliated volunteers may also have benefited from pre-deployment rostering, credentialing, and health screening
- ▶ An affiliated volunteer's organization may have established ties to the local response structure - i.e. Volunteer Organizations Active in Disasters (VOADs)

Unaffiliated Volunteer

LNO

- ▶ An individual who comes to assist a governmental agency, NGO, or CBO with response activities without pay or other compensatory consideration
 - Not initially affiliated with a response or relief agency, or pre-registered with an accredited disaster council
 - May not have benefited from pre-deployment training, credentialing, and health screening

Note: Unaffiliated volunteers are also sometimes referred to as "convergent," "emergent" or "spontaneous" volunteers within the emergency management community

NRT Guidance: Consideration of Volunteers

LNO

- ▶ “The decision to accept volunteer services – affiliated or unaffiliated – is made by the IC/UC”
- ▶ RP input should be given consideration, but the IC/UC can accept volunteers even if the RP objects
- ▶ If considering use of volunteers on RP property, consult counsel on applicability of federal liability coverage

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NRT Guidance: Role of the LNO

LNO

- ▶ When apparent to IC/UC that volunteer services may be involved, the LNO should be assigned responsibility for needs assessment and initial volunteer coordination
- ▶ LNO should inform IC/UC of interest, availability and capabilities of existing affiliated volunteer organizations and unaffiliated volunteers to contribute to the response
- ▶ LNO may obtain information from AREPs whose agencies can provide or coordinate volunteer services
- ▶ LNO may assign an Assistant LNO to do initial assessment/coordination

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NRT Guidance: Decision Memorandum

LNO

- ▶ The LNO should prepare a Decision Memorandum for IC/UC signature to document decision on use of volunteers
 - Include instructions on how volunteer support resources/equipment will be provided
 - LNO should consult with agency counsel and NPFC to determine which volunteer resources may be paid for by the OSLTF
 - If RP agrees to pay for volunteer support costs, should be documented separately and attached to Decision Memo.
 - Signed memorandum is filed with Documentation Unit

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NRT Guidance: Placement of Volunteers

LNO

- ▶ Affiliated Volunteers may be assigned directly to an appropriate unit in Operations (e.g. Wildlife Unit), Planning (e.g. Situation Unit Field Observer), or other section depending on type of support needed/provided
- ▶ For unaffiliated volunteers:
 - Local/state government organizations should be contacted first for assistance
 - If not available, CNCS, other federal agencies, NGO's or CBO's may be contacted

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NRT Guidance: Finance

LNO

- ▶ LNO/Assistant LNO should work with Finance Section to enlist CNCS or other organization to provide a Volunteer Coordinator for unaffiliated volunteers
- ▶ LNO/ALNO should assist Finance in preparing Statement of Work for Pollution Removal Funding Authorization (PRFA) to obtain services, to be signed by IC/UC
- ▶ LNO/ALNO helps obtain signatures on ICS 213-RR form

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NRT Guidance: Once Use of Unaffiliated Volunteers Approved

LNO

- ▶ Planning for actual volunteer management should shift to the Planning Section
 - Small scale- may establish a Volunteer Coordinator under the Resource Unit
 - Large scale - may require establishment of a Volunteer Unit
- ▶ LNO should maintain responsibility for volunteer organization outreach functions, including their advocacy of certain interests (such as protection of environmental resources)

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NRT Guidance: Unified Area Command

LNO

- ▶ If User Advisory Committee (UAC) is established for a wide-area incident, and volunteers are involved in multiple ICPs, the UAC may:
 - Assign the UAC LNO to coordinate volunteer needs assessment activities across the ICPs, and
 - Establish a Volunteer Coordinator position in the UAC Planning Section

NRT Guidance: Unified Area Command

LNO

(Continued)

- ▶ Volunteer interest, availability and potential tasks may vary across the impacted area
- ▶ UAC LNO may serve as primary liaison with national-level volunteer organizations supporting multiple ICPs

What is CNCS?

LNO

Corporation for National and Community Service

- ▶ A wholly-owned US Government Corporation and executive federal agency
- ▶ Supports service and volunteering at national/state/local levels

What is CNCS? (Continued)

LNO

Corporation for National and Community Service

► Oversees 3 major initiatives:

- AmeriCorps
 - ✓ State/National
 - ✓ Volunteers in Service to America (VISTA)
 - ✓ National Civilian Community Corps
- Learn and Serve America
- Senior Corps



202

CNCS Roles & Responsibilities

LNO

- Provide vital support, especially human capital, to national/state/local voluntary organizations and public agencies that lead response, relief and recovery efforts
- CNCS has specific responsibilities as a support agency within the National Response Framework (NRF)
- Have a record of collaborating with state and local agencies and organizations to support response and recovery efforts



203

CNCS Roles during Deepwater Horizon

LNO

- Administration asked CNCS to lead non-profit coordination
- Senior Corps RSVP programs recruited and engaged volunteers in environmental response efforts such as coastline monitoring and wildlife rehabilitation
- More than 500 Learn and Serve America Summer of Service members assisted in public information and environmental restoration activities in summer 2010
- Conducted webinars for non-profits
- Wrote section on Non-Profit Sector Recovery in the Secretary Mabus Report on gulf coast long-term recovery



204

CNCS/EPA/USCG MOU (2011)

LNO

Purpose: To identify major responsibilities of each party in developing and supporting an unaffiliated volunteer management program following an oil or hazardous substance pollution incident as requested by the USCG/EPA OSC

Corporation for
**NATIONAL &
COMMUNITY
SERVICE** ★★ ★



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Responsibilities of USCG and EPA

LNO

- ▶ Identify appropriate training and exercises for CNCS staff and national service participants
- ▶ Notify CNCS ASAP of assistance needed, including:
 - Thorough description of anticipated volunteer management capabilities necessary to support incident response
 - Minimum incident-specific training requirements for responding CNCS assets

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Responsibilities of USCG and EPA

(Continued)

LNO

- ▶ Support appropriate CNCS deployment and operational costs, through OSLTF, Interagency Agreement or Mission Assignment
- ▶ Provide space and appropriate support on site for CNCS staff and service participants assigned to response

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CNCS Roles under the MOU

LNO

- ▶ Conduct coordination/management of unaffiliated volunteers as requested
- ▶ Outreach to established voluntary organizations
- ▶ Develop and disseminate information to affected populations in coordination with the UC JIC
- ▶ Ensure appropriate liability/accident coverage for assigned staff/members

CNCS Roles under the MOU (Continued)

LNO

- ▶ Develop and submit a specific response plan/budget, based on the incident needs identified by the USCG/EPA OSC
- ▶ Participate in training, exercise, preparedness and planning activities
- ▶ Develop SOP for response operations

Other Provisions

LNO

- ▶ The MOU does not mandate USCG, EPA or CNCS to undertake any specific level of activity
- ▶ USCG/EPA intend to initiate and approve all volunteer management and coordination requests issued to CNCS. When deployed, CNCS assets operate under the ultimate direction of the USCG or EPA OSC
- ▶ Neither USCG, EPA nor CNCS are required to provide liability/worker comp coverage for volunteers – w/o incident-specific determination

How will it work?

LNO

When requested, CNCS will work with the state and local volunteer network to establish a VRC

CNCS plans to staff the VRC with an AmeriCorps or Senior Corps team who will be able to:

- ▶ Establish an intake of volunteers and determine initial posture (need/role for volunteers)
- ▶ Identify volunteer roles (either directly associated with the event or indirectly, e.g., food bank, or shelters)

How will it work? (Continued)

LNO

When requested, CNCS will work with the state and local volunteer network to establish a VRC

CNCS plans to staff the VRC with an AmeriCorps or Senior Corps team who will be able to:

- ▶ Develop and promote the proper messaging around volunteer engagement
- ▶ Manage and deploy volunteers to meet response needs within the parameters of the response operation

Unit 6 Module Summary

At the conclusion of this unit, are you now able to:

LNO

- ▶ Determine the proper steps to follow in the event of special situations
- ▶ Refer to agency/national guidance on the potential role of the LNO in various special situations

Liaison Officer

Unit 7– A Day-In-The-Life



LNO




214

Unit 7 Objectives

At the conclusion of this unit, you should be able to:

- ▶ Describe a typical day based on LNO experiences during real responses
- ▶ Identify the meetings that the LNO attends as part of the planning process, and the types of activities that the LNO may undertake during the operational period

LNO




215

Initial Situational Assessment

- ▶ Acquire background information on the incident prior to starting assignment.
- ▶ Get a handle on the situation; understand the big picture
- ▶ Review the current ICS 201 or IAP for an overview of current operations
- ▶ Prepare to assume the LNO Officer functions immediately

LNO



216

LNO

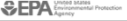
What, Who, When, Where?

What is the nature of the incident?

- What is the size and complexity of the incident?
- Helps identify the Liaison issues you will be dealing with

Who are key players?

- Federal, State, local, industry
- Get a list of assisting/cooperating agencies & stakeholders
- Why Command has set particular objectives
- What Liaison issues or concerns they may have

 **217**

LNO

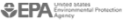
What, Who, When, Where?

When did the incident take place?

- Incident characteristics change over time, such as:
 - Weathering of oil
 - Potential spread of contaminants
 - Vessel/facility/container stability
- Is the incident expanding, steady state or contracting?

Where did the incident occur?


- Do you know the Area of Responsibility (AOR)?
- If YES, likely know relationships, geography, local plans, etc.
- If NO, will need time for familiarization
- Differences between unit/agency AOR and the incident AOR?

 **218**

LNO

More questions...

- ▶ WHAT is the incident organization?
- ▶ WHO are the other Command and General Staff?
- ▶ WHAT resources are on-scene and/or in route?
 - Need to assess what is currently being utilized to support operations; and what additional resources may be required
- ▶ WHEN is the next scheduled meeting?

 **219**

Receive Initial Brief from IC/UC

LNO

- ▶ Opportunity for the LNO to receive additional details about their assignment
- ▶ May not receive this brief from IC/UC before you start working
 - If not, next and most important opportunity is the C&GS meeting

 220

Receive Initial Brief from IC/UC (Continued)

LNO

- ▶ The IC/UC defines your role:
 - Does incident involve multiple jurisdictions and/or agencies
 - How many agencies/stakeholders are expected to be involved
 - What is the size and complexity of the incident
 - Are other agencies providing ALNO's/AREP's

 221

Expectations of the IC/UC

LNO

- ▶ IC's have different levels of expertise and experience
 - May/may not have experience with interagency and stakeholder coordination
 - May be hesitant to delegate responsibility to the LNO

 222

LNO

- 
- United States
-
- Environmental Protection
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- Agency
223

LNO

[illegible]

LNO

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- United States
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- Environmental Protection
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- Agency
225

Command & General Staff Meeting

(Continued)

SITL provides situational status briefing:

- ▶ Does Ops have what they need for this operational period?
- ▶ Any factors that affect LNO responsibilities (i.e. newly identify assisting/cooperating agencies or stakeholders)?

Command & General Staff Meeting

(Continued)

IC/UC Comments, Incident Objectives and Priorities:

- ▶ Has Command made any decisions that may impact your work
- ▶ Any changes that may impact A/C Agencies, Stakeholders
- ▶ Limitations or constraints – funding, working conditions

Command & General Staff Meeting

(Continued)

LNO Status Brief (1-3 minutes)

- ▶ The audience is the Unified Command
 - Occupied with all aspects of the incident
 - Interested in “the big picture”
- ▶ Provide an overview of LNO coordination for entire incident
 - Cooperating/Assisting agencies and stakeholder issues
 - Outreach efforts, VIP visits, etc.

Command & General Staff Meeting

(Continued)

LNO Status Brief (1-3 minutes)

- ▶ Ask Command what LNO can do to assist
- ▶ What issues does Command want to be aware of/LNO has authority to proceed

Between the C&GS and Planning Meetings

Time to get to work!

- ▶ Tactics Meeting – The LNO normally doesn't attend, unless A/C agency issues affect tactical plans
- ▶ Meet with Liaison staff; get briefs from ALNO's in the field
- ▶ Contact A/C Agencies to discuss objectives for upcoming ops period
 - Discuss their ability to support the objectives
 - Solicit any concerns
- ▶ Meet with Ops to share info from ALNO's & A/C Agencies

Preparing for the Planning Meeting

- ▶ Any issues not yet resolved should be presented to the IC/UC prior to the Planning Meeting
- ▶ Approach the IC/UC with recommendations to address problems and issues
- ▶ Obtain latest information from ALNO's & A/C Agencies
- ▶ Prepare Liaison Status Brief; consult with PSC on content

Planning Meeting

LNO

- ▶ Provide Liaison Status Briefing when called on
- ▶ Report on significant Liaison activities; status of taskings assigned by the IC/UC
- ▶ Validate your support for the proposed IAP



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232

After the Planning Meeting

LNO

Get back to work!

- ▶ Ensure A/C agency requirements are incorporated in the IAP
- ▶ Ensure A/C agency information is clearly communicated to field personnel
- ▶ Provide feedback to appropriate IMT members about how the IAP will be received/perceived by A/C agencies & stakeholders

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233

Operations Briefing

LNO

- ▶ Provide Liaison Brief, focused on operational issues
- ▶ Clearly communicate Assisting & Cooperating Agency requirements/procedures/restrictions/etc.
- ▶ Identify stakeholder considerations in operational areas
- ▶ Offer assistance in addressing interagency/stakeholder issues encountered in the field

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234

New Operations Period Begins

LNO

Carry on!

- ▶ Evaluate effectiveness of Liaison organization
- ▶ Continue communication with ALNO's, Agency Reps, stakeholders
- ▶ Communicate with PIO and other IMT members as needed
- ▶ Coordinate demobilization planning with OPS, DMOB and Agency Reps

235

ICS 214 Unit Log

LNO

- ▶ The only form the LNO needs!
- ▶ Document the following information:
 - All personnel working in the Liaison Office
 - Attendance at key meetings and outcomes
 - Interactions with IMT, AREPs and Stakeholders
 - Completion or status of work assignments
 - Should contain sufficient detail to reconstruct events
- ▶ Submit 214 to Documentation Unit
- ▶ Keep a copy for your future reference

236

Unit 7 Module Summary

At the conclusion of this unit, are you now able to:

LNO

- ▶ Describe a typical day based on LNO experiences during real responses
- ▶ Identify the meetings that the LNO attends as part of the planning process, and the types of activities that the LNO may undertake during the operational period

237

Liaison Officer

Unit 8 – Demobilization




LNO


238


Unit 8 Objectives

At the conclusion of this unit, you should be able to:

- ▶ Identify information needed from assisting and cooperating agencies before, and during incident demobilization
- ▶ Describe the LNO's responsibilities throughout the demobilization process




LNO


239

Responsibilities during Demob

- ▶ Demobilization activities occur throughout the incident
- ▶ LNO needs to maintain constant interaction with other IMT members, AREPs and Stakeholders
- ▶ Demob issues may be "Mission Critical"

LNO


240

Demob Plan

LNO

- ▶ Formal incident document
- ▶ Prepared by Planning section with input from other IMT members
- ▶ Contains important information for efficient, organized and safe demobilization
- ▶ Describes duties of all involved

 241

LNO Involvement in Demobilization

LNO

What key processes/documentation must be completed before Assisting/Cooperating Agency responders or resources are allowed to leave the incident?

- ▶ Identify terms of agreements with assisting/cooperating agencies in regard to release of resources/special needs
 - Rest-before-travel guidelines
 - Equipment/vehicle inspection procedures
 - Responder medical screening programs
- ▶ Contact Information

 242

LNO Involvement in Demobilization (Continued)

LNO

- ▶ As Cooperating and Assisting Agency resources are demobilized, the LNO's job may become less complex
- ▶ The LNO may be involved in interagency post-incident review activities
- ▶ May require continued presence at the incident and/or involvement after final demobilization

 243

Preparing for Personal Demobilization

LNO

Transition of a new LNO:

- ▶ Brief replacement LNO
- ▶ Provide Assisting/Cooperating Agency Contact Information
- ▶ Status of Liaison Staff resources (personnel/equipment)
- ▶ Current assignments of note
- ▶ On-going Stakeholder issues/concerns
- ▶ Key relationships with other IMT members

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LNO Demobilization

LNO

- ▶ Forward documentation to Documentation Unit
- ▶ Complete ICS 221 Demobilization Check-out Form
- ▶ Replenish supplies
- ▶ Participate in IMT demobilization meeting

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ICS form 221 – Demob Checkout Form

LNO

- ▶ Used to control actions of released resources
 - Insures orderly checkout
 - Property management
 - Finance Issues
 - Safety

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Exercise – Demobilization Information

LNO

- ▶ Working in groups, list the general information about the resources of assisting agencies you need for a demobilization meeting
- ▶ Report to class

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247

Unit 8 Module Summary

At the conclusion of this unit, are you now able to:

LNO

- ▶ Identify information needed from assisting and cooperating agencies before, and during, incident demobilization
- ▶ Describe the Liaison Officer's responsibilities throughout the demobilization process

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248

Liaison Officer

Final Exercise

LNO

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249

Final Exercise

LNO

You have been assigned as an **LNO** to an incident where Anthrax has been released in the stadium during an NBA playoff game in a large city. The attack was announced as it was being executed to cause the maximum amount of panic.

EPA is in Unified Command with the other agencies. In addition to ICs, all agencies are providing AREPs for their resources.

In your groups, describe the issues that you as the UC LNO will have to deal with and coordinate with the AREPs and IMT at this Anthrax incident.

Final Course Review

LNO

► “Let’s Play Who wants to be a LNO”

- Divide class in to 4 groups
- Each group get a chance to play
- Incorrect answers end turn
- For this game no outside assistance for your group is available
- As a group you have 20 seconds to answer the question. If buzz sounds without an answer your group’s turn is finished



QUESTIONS

FINAL EXAM

COURSE EVALUATION

