

---

---

---

---

---

---

---



---

---

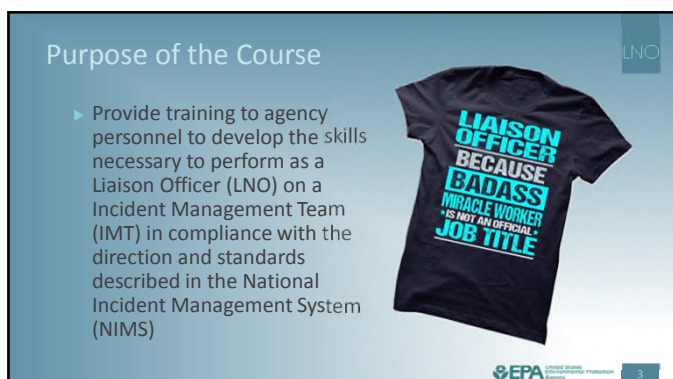
---

---

---

---

---



---

---

---

---

---

---

---

## Instructor Introduction

LNO

- ▶ Steve Touw, U.S. EPA Region 2 (Lead Instructor)
  - [Touw.Steve@epa.gov](mailto:Touw.Steve@epa.gov)
- ▶ Ann Whelan, U.S. EPA Region 5 (Lead Instructor)
  - [Whelan.Ann@epa.gov](mailto:Whelan.Ann@epa.gov)
- ▶ Eric Steinhaus, U.S. EPA Region 8 (Instructor)
  - [Steinhaus.Eric@epa.gov](mailto:Steinhaus.Eric@epa.gov)
- ▶ Gary Miller, U.S. EPA Region 6, (Instructor)
  - [Miller.Gary@epa.gov](mailto:Miller.Gary@epa.gov)



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?)



 **United States  
Environmental Protection  
Agency**

7

---

---

---

---

---

---

---

## Course Design

LNO

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

 **United States  
Environmental Protection  
Agency**

8

---

---

---

---

---

---

---

## Course Outline – 8 Units

LNO

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



 **United States  
Environmental Protection  
Agency**

9

---

---

---

---

---

---

---

## Course Objectives

LNO

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

---

---

---

---

---

---

---

## 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

---

---

---

---

---

---

---

## 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

---

---

---

---

---

---

---

## Course Certificate

LNO

- ▶ Attendance is mandatory (sign 211 form daily)
- ▶ Minimum 70 percent score on final exam is required
- ▶ Must participate satisfactorily in final exercise



 **United States  
Environmental Protection  
Agency**

13

---

---

---

---

---

---

---

## Resources

LNO

- ▶ NIMS Integration Team Representative
  - Carl Pellegrino, U.S. EPA Region 2 ([Pellegrino.Carl@epa.gov](mailto: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/>

 **United States  
Environmental Protection  
Agency**

14

---

---

---

---

---

---

---

Let's Play Jeopardy



 **United States  
Environmental Protection  
Agency**

15

---

---

---

---

---

---

---

LNO

# Liaison Officer

Unit 1 – Liaison Officer Concept and Staffing





---

---

---

---

---

---


---


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





---

---

---

---

---

---


---

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



---

---

---

---

---

---

---

## 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



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



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



21

---

---

---

---

---

---

---

## Training

LNO

- ▶ 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 **NCP, NRF, ACPs**, other response 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

---

---

---

---

---

---

---

## 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 (cont.)

LNO

With AREPs (continued):

- ▶ 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 (cont.)

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 (cont.)

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 (cont.)

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 (cont.)

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



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)



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.



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



 United States  
Environmental Protection  
Agency

34

---

---

---

---

---

---

---

## Interaction with the IMT (continued)

LNO

- ▶ Coordinates flow of information between AREPs and IMT
- ▶ Troubleshoots problems with other agencies and stakeholders
- ▶ Monitors for developing situations that IMT needs to know

 United States  
Environmental Protection  
Agency

35

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency

36

---

---

---

---

---


---

---

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

37

---

---

---

---

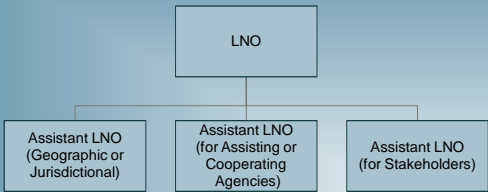
---

---

---


Liaison Office Structure

LNO



```
graph TD; LNO[LNO] --- ALNO1[Assistant LNO  
(Geographic or Jurisdictional)]; LNO --- ALNO2[Assistant LNO  
(for Assisting or Cooperating Agencies)]; LNO --- ALNO3[Assistant LNO  
(for Stakeholders)];
```

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

38

---

---

---

---

---


---

---

Potential Assistant LNO Functions

LNO

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

39

---

---

---

---

---

---

---

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.
- ▶ **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 2<sup>nd</sup> LNO and team of LNO staff may be needed
- ▶ Description, responsibilities and qualifications for the 2<sup>nd</sup> LNO are exactly the same as the LNO



---

---

---

---

---

---

---

---

Unit 1 Module Summary

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

LNO

- ▶ 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

---

---

---

---

---

---


---


---

LNO

# Liaison Officer

Unit 2 – Liaison Officer Major Tasks





---

---

---

---

---

---


---

LNO

# 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)



---

---

---

---

---

---


---


LNO

# 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





---

---

---

---

---

---

---

### Establish a Liaison Office (continued)


LNO


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



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

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



48

---

---

---

---

---

---

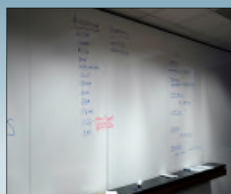
---



## Work Location

LNO

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



 **United States  
Environmental Protection  
Agency**

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



 **United States  
Environmental Protection  
Agency**

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
  - Dept. of Defense (DoD)
  - EPA
  - States



 **United States  
Environmental Protection  
Agency**

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



 **United States  
Environmental Protection  
Agency**

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

 **United States  
Environmental Protection  
Agency**

53

---

---

---

---

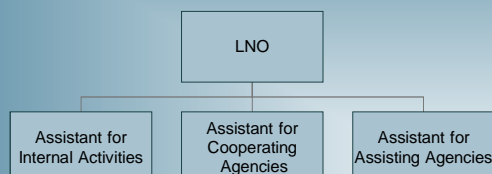
---

---

---

## Possible LNO Organization

LNO



 **United States  
Environmental Protection  
Agency**

54

---

---

---

---

---

---

---

## Assistants in Unified Command

LNO

- ▶ Consider Assistant LNOs from other agencies in the UC



 United States  
Environmental Protection  
Agency

55

---

---

---

---

---

---

---

## Exercise #2 – Workload Indicators

LNO

- ▶ List LNO workload indicators that may require establishing assistant positions



 United States  
Environmental Protection  
Agency

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
  - 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

 United States  
Environmental Protection  
Agency

57

---

---

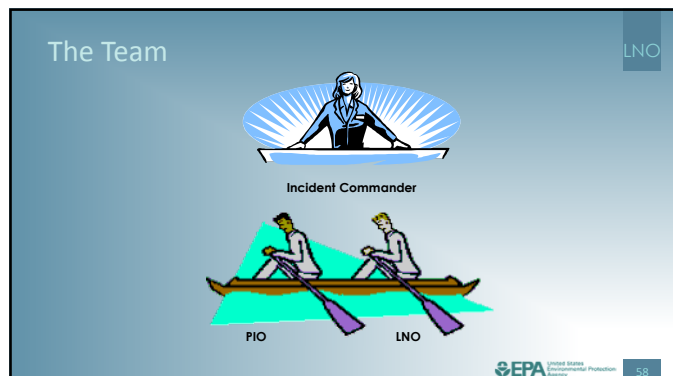
---

---

---

---

---



---

---

---

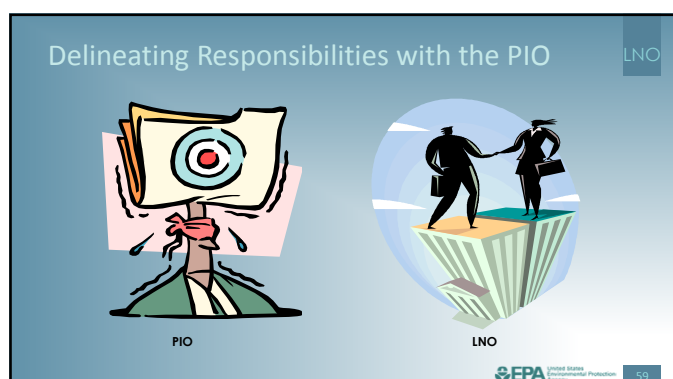
---

---

---

---

---



---

---

---

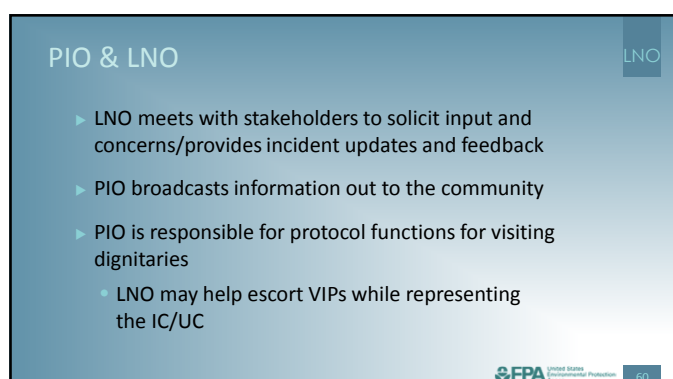
---

---

---

---

---



---

---

---

---

---

---

---

---

Anticipate Change!



LNO

61

---

---

---

---

---


---

---

Maintain Awareness of Incident Expansion/Contraction Potential

- ▶ 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

LNO

62

---

---

---

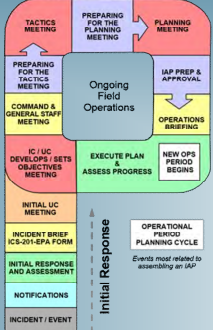
---

---


---

---

OPERATIONAL PERIOD PLANNING CYCLE



LNO

63

The Planning Cycle

---

---

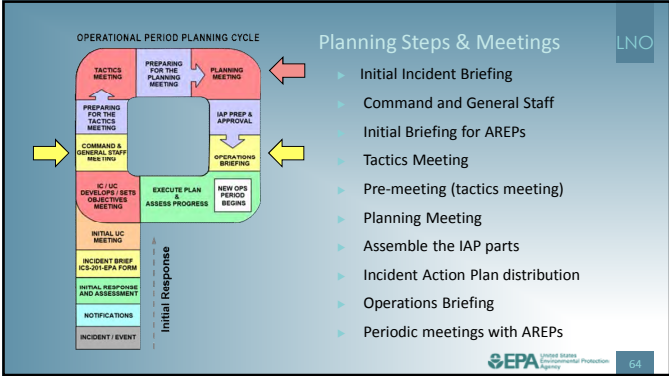
---

---

---

---

---



---

---

---

---

---

---


---

---

Attend Command & General Staff Meetings

LNO

- ▶ 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

65

---

---

---

---

---

---


---

---

Attend Planning Meetings

LNO

- ▶ The LNO attends all Planning Meetings and will:
  - Update Command and General Staff on assisting/ cooperating agency participation and issues.
  - Provide input regarding assisting/cooperating agency considerations for the next operational period objectives, strategies, and tactics.
  - 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.

66

---

---

---

---

---

---

---

---

## Attend Operations Briefings

LNO

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

---

---

---

---

---

---

---

## Special Meetings

LNO

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

---

---

---

---

---

---

---

## 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, you are now 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 (ISC 214)

70

---

---

---

---

---

---

---

Liaison Officer

Unit 3 – Assisting and Cooperating Agencies



71

---

---

---

---

---

---

---

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

72

---

---

---

---

---

---

---



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

---

---

---

---

---

---

---

---

Other Agencies: Three Types

- ▶ Assisting Agency
- ▶ Cooperating Agency
- ▶ NGO




---

---

---

---

---

---

---

---

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




---

---

---

---

---

---


---

---

### Cooperating Agency

**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



LNO

76

---

---

---

---


---

---

---

### Non-Governmental Organizations

- ▶ 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



LNO

77

---

---

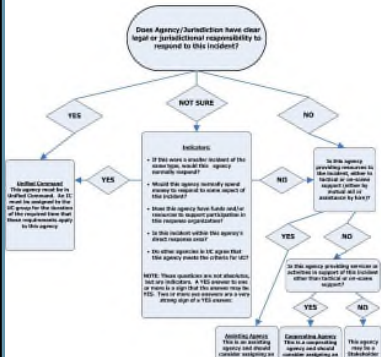
---

---

---

---

---



**Decision Process to Determine an Agency's Role on an Incident**

LNO

78

---

---

---

---

---

---

---

## Agency Representative (AREP)

LNO

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



 United States  
Environmental Protection  
Agency

79

---

---

---

---

---

---

---

---

## IMH Definition of AREP

LNO

"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."

 United States  
Environmental Protection  
Agency

80

---

---

---

---

---

---

---

---

## 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.*"

 United States  
Environmental Protection  
Agency

81

---

---

---

---

---

---

---

---

## 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

---

---

---

---

---

---

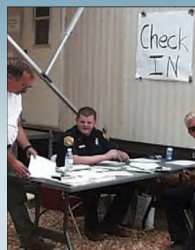
---

---

## AREP Duties

LNO

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



---

---

---

---

---

---

---

---

## AREP Duties (continued)

LNO

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

---

---

---

---

---

---

---

---

### 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



85

---

---

---

---

---

---

---

### 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



86

---

---

---

---

---

---

---

### Major Tasks (continued)

LNO

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



87

---

---

---

---

---

---

---

### 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

---

---

---

---

---

---

---

### 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?

---

---

---

---

---

---

---

### 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

---

---

---

---

---

---

---

### 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

 United States  
Environmental Protection  
Agency

91

---

---

---

---

---

---

---

### Establish Meeting Schedules with AREPs

LNO

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

 United States  
Environmental Protection  
Agency

92

---

---

---

---

---

---

---

### 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

 United States  
Environmental Protection  
Agency

93

---

---

---

---

---

---

---

### Initial Brief (continued)

LNO

- ▶ The LNO should also gather information regarding:
  - Resources available from assisting agencies
  - Special agency needs, requirements, constraints
  - Timeframe in which resources will be available
  - Logistical requirements for assisting resources
  - Limitations/restrictions of assisting agency resources
  - Support activities being conducted or available from cooperating agencies and any limitations
  - 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

---

---

---

---

---

---

---

---

### “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

---

---

---

---

---

---

---

---



## 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

---

---

---

---

---

---

---

## 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

---

---

---

---

---

---

---

## 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

---

---

---

---

---

---

---

### Additional Meetings/Briefs

LNO

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

 **United States  
Environmental Protection  
Agency** 100

---

---

---

---

---

---

---

### Ensure Agencies Receive Acknowledgment and Credit

LNO

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

 **United States  
Environmental Protection  
Agency** 101

---

---

---

---

---

---

---

### Exercise #3 – Agency Representative Roster

LNO

- ▶ List the information you would need about the AREP



 **United States  
Environmental Protection  
Agency** 102

---

---

---

---

---

---

---

### 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

 United States  
Environmental Protection  
Agency 103

---

---

---

---

---

---

---

### National Response Team (NRT) Use of Volunteers Documents

LNO

- ▶ Guidance applies to Oil Spills
- ▶ Affiliated volunteer/Unaffiliated volunteer
- ▶ May be addressed “locally” in applicable ACP or Regional Contingency Plan (RCP)

 United States  
Environmental Protection  
Agency 104

---

---

---

---

---

---

---

### Use of Volunteers/Concept of Operations (Small scale volunteer efforts)

LNO

- ▶ LNO briefs IC/UC on interest, availability & capability of volunteer/organizations (Liability insurance/workman's comp)
- ▶ Consider assigning an assistant LNO for coordinating with state/local volunteer management agencies
- ▶ Volunteer Coordinator position should be considered for assignment in Resources Unit

 United States  
Environmental Protection  
Agency 105

---

---

---

---

---

---

---

### Use of Volunteers/Concept of Operations (Small scale volunteer efforts)

LNO

- ▶ LNO (or Volunteer Coordinator) prepares Decision Memo for IC/UC covering: instructions of use of volunteer resources/equipment, include payment (i.e. – PFRA)
- ▶ Affiliated volunteers – can be assigned directly to Operations
- ▶ Unaffiliated volunteers – LNO should seek assistance of a local volunteer management organization

 United States  
Environmental Protection  
Agency 106

---

---

---

---

---

---

---

### Use of Volunteers/Concept of Operations (Large scale volunteer efforts)

LNO

- ▶ Volunteer Unit in Planning (if a many volunteer coordination orgs)
- ▶ LNO coordination with Volunteer Unit
- ▶ LNO – focused on outreach and initial interest of orgs.
- ▶ Volunteer Unit – focused on internal assignment

 United States  
Environmental Protection  
Agency 107

---

---

---

---

---

---

---

### Crisis Communications Plan

LNO

- ▶ Crisis Communications Plan
- ▶ Established under EPA Order 2071
- ▶ Addresses public information during significant events

 United States  
Environmental Protection  
Agency 108

---

---

---

---

---

---

---

### Crisis Communications Plan (continued)

LNO

- ▶ Plan can be activated by any of the following:
  - AA/OPA
  - RA
  - NIC
  - OEM Director

 United States  
Environmental Protection  
Agency 109

---

---

---

---

---

---

---

### Crisis Communications Plan (continued)

LNO

- ▶ Covers roles of senior Agency officials:
  - HQ
  - Region & REOC,
  - IC and PIO,
  - ESF-15 rep (DHS)

 United States  
Environmental Protection  
Agency 110

---

---

---

---

---

---

---

### Area for LNO coordination with PIO

LNO

- ▶ Community Engagement/Community Involvement Coordinators CICs)
- ▶ Environmental Justice
- ▶ State and Tribal, Trust Territory Coordination

 United States  
Environmental Protection  
Agency 111

---

---

---

---

---

---

---

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



112

---

---

---

---

---

---

---

Law Enforcement Incidents

LNO

- ▶ Incidents involving law enforcement (LE) 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 Joint Operation Center (JOC)/Joint Information Center (JIC)



113

---

---

---

---

---

---

---

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?



114

---

---

---

---

---

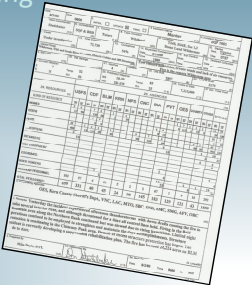
---

---

Incident Situation Reporting

LNO

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



---

---

---

---

---

---

---

Internal and External Documents

LNO

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

---

---

---

---

---

---

---

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

---

---

---

---

---

---

---

Exercise #4 – Communication Methods

LNO

- ▶ In your groups, list all the methods you can think of to establish communication connections between the LNO and the AREP.
- ▶ Both on and off the incident

---

---

---

---

---

---

---

Communication Methods

LNO

On-Incident	Off-Incident
Face-to-face	Phone/Radio/pager
Bulletin Board	IAP
Phone/Radio/Pager	Fax
Incident Action Plan	email/Blackberry
AREP meetings	meals
ICS 213 (via runner)	face-to-face
“Office Hours”	EOC
Meals	key agency offices

---

---

---

---

---

---

---

Unit 3 Module Summary

At the conclusion of this unit, you are 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

---

---

---

---

---

---

---



### Unit 3 Module Summary (continued)

At the conclusion of this unit, you are now 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 SITREP/209

LNO

---

---

---

---

---

---

---

## Liaison Officer

Unit 4 – Stakeholders



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

LNO

---

---

---

---


---

---

---

### Stakeholders

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



124

---

---

---

---


---

---

---

### Goals

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

125

---

---

---

---


---

---

---

### Major Tasks

- ▶ 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

126

---

---

---

---

---

---

---

## 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
  - feedback through scheduled meetings and briefings



 United States  
Environmental Protection  
Agency 127

---

---

---

---

---

---

---

## 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!

 United States  
Environmental Protection  
Agency 128

---

---

---

---

---

---

---

## Exercise #5 – Job Functions

LNO

- ▶ LNO and PIO Job functions with regard to Stakeholders

 United States  
Environmental Protection  
Agency 129

---

---

---

---

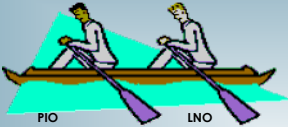
---

---

---


Differences

LNO



PIO

LNO

130

---

---

---

---

---

---

---

LNO

PIO

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

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

131

---

---

---

---

---

---


---

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

132

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 133

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 134

---

---

---

---

---

---

---

## Examples of Stakeholders

LNO

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

 United States  
Environmental Protection  
Agency 135

---

---

---

---

---

---

---

## 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???”

 United States  
Environmental Protection  
Agency 136

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 137

---

---

---

---

---

---

---

## Identify Stakeholders

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

 United States  
Environmental Protection  
Agency 138

---

---

---

---

---

---

---

## Identify Stakeholders

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>



139

---

---

---

---

---

---

---

## Contingency Plans

LNO

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



140

---

---

---

---

---

---

---

## Identify Stakeholders

LNO

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



141

---

---

---

---

---

---

---

## Identify Stakeholders

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

 United States  
Environmental Protection  
Agency 142

---

---

---

---

---

---

---

## Exercise #6 – The Stakeholders

LNO

- ▶ 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

 United States  
Environmental Protection  
Agency 143

---

---

---

---

---

---

---

## Mapping Incident One – Super Storm Sandy

LNO

- ▶ Super Storm Sandy was .....
- ▶ Inset introduction to the incident and identify Stakeholder

 United States  
Environmental Protection  
Agency 144

---

---

---

---

---

---

---




Mapping Incident One – Super Storm Sandy  
– Start Mapping!!!

LNO

▶ You have 20 minutes to complete the task

Start ▶

 United States  
Environmental Protection  
Agency 145

---

---

---

---

---


---

---

Mapping Incident One – Super Storm Sandy

LNO

▶ Group report out

 United States  
Environmental Protection  
Agency 146

---

---

---

---

---

---


---

Mapping Incident Two – Gold King Mine

LNO

▶ Gold King Mine was .....

▶ Inset introduction to the incident and identify Stakeholder

 United States  
Environmental Protection  
Agency 147

---

---

---

---

---

---

---

Mapping Incident Two – Gold King Mine  
– Start Mapping!!!

LNO

▶ You have 20 minutes to complete the task

Start ▶

 **United States  
Environmental Protection  
Agency** 148

---

---

---

---

---

---

---

Mapping Incident Two – Gold King Mine

LNO

▶ Group report out

 **United States  
Environmental Protection  
Agency** 149

---

---

---

---

---

---


---

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

 **United States  
Environmental Protection  
Agency** 150

---

---

---

---

---

---

---

### 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

 United States  
Environmental Protection  
Agency

151

---

---

---

---

---

---

---

### Developing Stakeholder Strategies

LNO

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

 United States  
Environmental Protection  
Agency

152

---

---

---

---

---

---

---

### 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

 United States  
Environmental Protection  
Agency

153

---

---

---

---

---

---

---

### 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

 United States  
Environmental Protection  
Agency 154

---

---

---

---

---

---

---

### Addressing Stakeholder Issues – How Can Mutual Gains be Obtained?

LNO

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

 United States  
Environmental Protection  
Agency 155

---

---

---

---

---

---

---

### 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

 United States  
Environmental Protection  
Agency 156

---

---

---

---

---

---

---

## 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

---

---

---

---

---

---

---

## 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



---

---

---

---

---

---

---

## 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



---

---

---

---

---

---

---

## 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



 **United States  
Environmental Protection  
Agency** 160

---

---

---

---

---

---

---

## Liaison Officer Communications

LNO

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

 **United States  
Environmental Protection  
Agency** 161

---

---

---

---

---

---

---

## 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

 **United States  
Environmental Protection  
Agency** 162

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 163

---

---

---

---

---

---

---

## Forums

LNO

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

 United States  
Environmental Protection  
Agency 164

---

---

---

---

---

---

---

Exercise to suggest where certain entities should be inserted into the organization

LNO

 United States  
Environmental Protection  
Agency 165

---

---

---

---

---

---

---

## Forums

LNO

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

 United States  
Environmental Protection  
Agency 166

---

---

---

---

---

---

---

## Volunteers

LNO

- ▶ Volunteer Policy
- ▶ Volunteer Organization
- ▶ Some appropriate uses of volunteers
  - Administrative work for wildlife
  - Driving caught wildlife
  - Collection drives
  - Ideas?

 United States  
Environmental Protection  
Agency 167

---

---

---

---

---

---

---

## Volunteers

LNO

- ▶ Volunteer Policy

 United States  
Environmental Protection  
Agency 168

---

---

---

---

---

---

---



## Corporation for National and Community Service (CNCS) Role

LNO

- ▶ Administration looked to CNCS as leads for non-profit coordination.
  - language for Non-profit Sector Recovery in the Mabus report on gulf coast recovery
  - Conducted webinars for non-profits
- ▶ CNCS/EPA/USCG MOU



## CNCS Role (continued)

LNO

### Purpose:

- ▶ To identify major responsibilities and authorities in supporting unaffiliated volunteer management program at incident site, when requested by the On-Scene Coordinator (OSC) ...
  - USCG/EPA
- ▶ To identify appropriate training, exercise expectations for CNCS
  - Incident notification; identify assistance needed
  - Support appropriate CNCS deployment costs, through Oil Spill Liability Trust Fund (OSLTF), Interagency Agreement or Mission Assignment
  - Provide space, support on site



## Provisions CNCS

LNO

- ▶ Conduct coordination/management of unaffiliated volunteers as requested
- ▶ Outreach to established voluntary organizations
- ▶ Develop and disseminate volunteer information through UC channels
- ▶ Ensure appropriate coverage for assigned staff/members
- ▶ Develop specific response plan/budget, upon notice
- ▶ Participate in identified training, exercise activity
- ▶ Develop Standard Operating Procedure (SOP) for response operations



## Other Provisions

LNO

- ▶ USCG/EPA to initiate requests to CNCS for support; CNCS assets always under direction of OSC.
- ▶ Neither USCG, EPA nor CNCS provide liability/worker comp coverage for volunteers – w/o incident-specific determination.



---

---

---

---

---

---

---

## State Resources

LNO

- ▶ State Service Commissions
- ▶ State Voluntary Organizations Active in Disaster
- ▶ FEMA Regional Voluntary Agency Liaisons
- ▶ State Emergency Management Agencies
- ▶ State Departments of Environmental Quality
- ▶ CNCS



---

---

---

---

---

---

---

## Volunteers

LNO

- ▶ Volunteer Organization



174

---

---

---

---

---

---

---

## How Will It Work

LNO

- ▶ Event occurs
- ▶ CNCS notified to develop volunteer management process; in discussion with NRT, determines initial posture [no volunteers; pre-affiliated; non-affiliated intake, etc.]; response plan and budget.
- ▶ CNCS connects/coordinates with volunteer network in state/locality



---

---

---

---

---

---

---

## How Will It Work

LNO

- ▶ As requested, CNCS team goes on site; establishes Volunteer Reception Center (VRC):
  - intake to place volunteers with existing orgs;
  - identify/provide needed volunteer organization and management support
  - develop messaging around volunteer involvement.
  - use volunteers to meet response needs, within parameters of NRT operation.



---

---

---

---

---

---

---

## Volunteers What Do We Have To Do?

LNO

- ▶ Identify State Contacts and structure.
- ▶ Identify roles volunteers might fill.
- ▶ Are there special needs in our kind of response?
- ▶ Coordinate with State, Local and Tribal connections.
- ▶ Write it into the Plan (Let others know).



---

---

---

---

---


---

---

Volunteers

LNO

▶ Some ideas for volunteer roles

178

Role of Volunteers at DWH

LNO

Mass Care

Case Management

Donations Coordination

Volunteer Coordination

Base Camp Setup/Operation

First Responder Support

Long Term Recovery

Walk the Beaches

Shelter Operations

Feeding Support

Counseling/Spiritual Care

Evacuation Support

Point of Distribution Support

Warehousing

Construction

Public Information

Outreach

179

Claimants

LNO


▶ 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



180

ICS Institute Training 2017

60

## Evaluate Effectiveness

LNO

- ▶ 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

---

---

---

---

---

---

---

## Evaluate Effectiveness (continued)

LNO

- ▶ Improve current and future dialogue and communication efforts
- ▶ Assess changes in stakeholder concerns, issues, and opinions
- ▶ Identify dialogue and communication efforts to change, modify, or enhance

---

---

---

---

---

---

---

## Evaluate Effectiveness (continued)

LNO

- ▶ 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



---

---

---

---

---

---

---

SUCCESS!

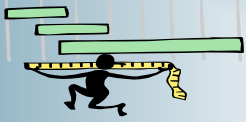
The LNO MUST:


IDENTIFY STAKEHOLDER SATISFACTION

LOW

HIGH

09



184

---

---

---

---

---

---

---

Unit 4 Module Summary

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

▶ Define Stakeholders

▶ Define LNO Goals for Stakeholders

▶ Identify Major Tasks

▶ Evaluate LNO Effectiveness with Stakeholders

185

---

---

---

---

---

---

---

Liaison Officer

Unit 5 – Preparing for Deployment



186

---

---

---

---

---

---

---

## Unit 5 Objective

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

LNO

---

---

---

---

---

---

---

## Getting Ready for Deployment

Pre-Deployment Actions:

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

LNO

---

---

---

---

---

---

---

## Personal Readiness

Plan for a 30-day deployment:

- ▶ Medical –sufficient medications for entirety of deployment
- ▶ Clothing –adequate supply of appropriate attire & footwear
  - Warm/cold/rain gear
  - Sunglasses/sunscreen
- ▶ Financial – get your affairs in order
  - Government travel card/cash
  - Ensure bills will get paid
- ▶ Family/Pet Readiness

LNO

---

---

---

---

---

---

---

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.

---

---

---

---

---

---

---

Exercise #7

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.



---

---

---

---

---

---

---

Suggested Materials for the LNO Kit

LNO

ICS Forms	Notebooks ("Write 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	

---

---

---

---

---

---

---




### Unit 5 Module Summary

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

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

LNO

193

---

---

---

---


---

---


---

### Liaison Officer

Unit 6 – Special Situations



LNO

194

---

---

---

---

---

---


---

### Unit 6 Objective

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

195

---

---

---

---

---

---

---

## What are Special Situations?

LNO

### Routine Situations:

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

 **United States**  
Environmental Protection  
Agency

196

---

---

---

---

---

---

---

---

## 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.



 **United States**  
Environmental Protection  
Agency

197

---

---

---

---

---

---

---

---

## 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.



 **United States**  
Environmental Protection  
Agency

198

---

---

---

---

---

---

---

---

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.



 **United States  
Environmental Protection  
Agency** 199

---

---

---

---

---

---

---

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.



 **United States  
Environmental Protection  
Agency** 200

---

---

---

---

---

---

---

“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.

 **United States  
Environmental Protection  
Agency** 201

---

---

---

---

---

---

---

## 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
- ▶ 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



IMH, Chapter 15

 **United States  
Environmental Protection  
Agency** 202

---

---

---

---

---

---

---

## 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.”

 **United States  
Environmental Protection  
Agency** 203

---

---

---

---

---

---

---

## 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.
  - 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

IMH, Chapter 7

 **United States  
Environmental Protection  
Agency** 204

---

---

---

---

---

---

---

## Environmental Justice & Tribal Considerations

LNO

- ▶ 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.
- ▶ 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 Geographic Assessment Tool

---

---

---

---

---

---

---

## 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.
- ▶ **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
  - 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.
- ▶ However, in early phases, many NRDA activities overlap with the environmental assessment performed for spill response.
- ▶ NRDA reps should coordinate with the LNO; may need to work with UC, Planning, Ops to resolve problems or address areas of overlap.
- ▶ LNO and NRDA reps should maintain communication for obtaining timely response information and injuries to natural resources.

IMH1, page 17-8



208

---

---

---

---

---

---

---

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



209

---

---

---

---

---

---

---

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 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).



210

---

---

---

---

---

---

---

## 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.



211

---

---

---

---

---

---

---

## 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.



212

---

---

---

---

---

---

---

## 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



213

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 214

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 215

---

---

---

---

---

---

---

## 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.

 United States  
Environmental Protection  
Agency 216

---

---

---

---

---

---

---



### 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).

 United States  
Environmental Protection  
Agency 217

---

---

---

---

---

---

---

### 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
- ▶ 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.

 United States  
Environmental Protection  
Agency 218

---

---

---

---

---

---

---

### 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
  - ▶ Oversees 3 major initiatives:
    - AmeriCorps
      - State/National
      - Volunteers in Service to America (VISTA)
      - National Civilian Community Corps
    - Learn and Serve America
    - Senior Corps

 United States  
Environmental Protection  
Agency 219

---

---

---

---

---

---

---

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

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

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.



### 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
- ▶ 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



---

---

---

---

---

---

---

### 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
- ▶ 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);
- develop and promote the proper messaging around volunteer engagement; and
- manage and deploy volunteers to meet response needs within the parameters of the response operation.



---

---

---

---

---

---

---

## Unit 6 Module Summary

LNO

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

- ▶ 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



227

---

---

---

---

---

---

---

## Liaison Officer

Unit 7—A Day-In-The-Life



LNO



---

---

---

---

---

---

---

## 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

---

---

---

---

---

---

---

## 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.

LNO

---

---

---

---

---

---

---

## What, Who, When, Where?

- ▶ WHAT is the nature of the incident?
  - Helps identify the Liaison issues you will be dealing with
- ▶ WHO are key players?
  - Federal, State, local, industry
  - Provides insight on assisting/cooperating agencies & stakeholders
  - Why Command has set particular objectives
  - What Liaison issues or concerns they may have

LNO

---

---

---

---

---

---

---

## What, Who, When, Where?

LNO

- ▶ 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?

 United States  
Environmental Protection  
Agency 232

---

---

---

---

---

---

---

---

## Some more questions:

LNO

- ▶ 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?

 United States  
Environmental Protection  
Agency 233

---

---

---

---

---

---

---

---

## 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 Mtg.
- ▶ 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

 United States  
Environmental Protection  
Agency 234

---

---

---

---

---

---

---

---

## 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.
- ▶ Does Command want a briefing on the process and procedures you typically use?
- ▶ How often does Command want to be updated?
- ▶ What are trigger points/protocols for access?
- ▶ Does the LNO have authority to directly address/resolve issues with assisting/cooperating agencies & stakeholders?

---

---

---

---

---

---

---

## The LNO in the Planning Process

LNO



---

---

---

---

---

---

---

## Command and General Staff Meeting

LNO

- ▶ Opportunity for all C&GS to:
  - hear command's assessment of the incident
  - discuss how staff will work together to achieve objectives
  - determine specific priorities and assignments for each section
- ▶ Primary opportunity for face time with IC/UC
- ▶ Clarify expectations: What they want & what you can provide

---

---

---

---

---

---

---

## Command & General Staff Meeting

LNO

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

LNO

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

LNO

Liaison Officer 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.
- ▶ 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

LNO

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

LNO

- ▶ 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



---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 244

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 245

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 246

---

---

---

---

---

---

---

### 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

---

---

---

---

---

---

---

### Unit 7 Module Summary

LNO

At the conclusion of this unit, you are now 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.

---

---

---

---

---

---

---

## Liaison Officer

Unit 8 – Demobilization



LNO

---

---

---

---

---

---

---

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

---

---

---

---

---

---

---

---

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”

---

---

---

---

---

---

---

---

Demob Plan

- ▶ 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

---

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 253

---

---

---

---

---

---

---

## LNO Involvement in Demobilization

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.

 United States  
Environmental Protection  
Agency 254

---

---

---

---

---

---

---

## 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

 United States  
Environmental Protection  
Agency 255

---

---

---

---

---

---

---

## LNO Demobilization

LNO

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

 United States  
Environmental Protection  
Agency 256

---

---

---

---

---

---

---

## ICS form 221 – Demob Checkout Form

LNO

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

 United States  
Environmental Protection  
Agency 257

---

---

---

---

---

---

---

## Exercise #12 – 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.

 United States  
Environmental Protection  
Agency 258

---

---

---

---

---

---

---

Unit 8 Module Summary

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

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

LNO

---

---

---

---

---

---

---

Liaison Officer

Final Exercise

LNO

---

---

---

---

---

---

---

Final Exercise #13

You have been assigned as an EPA **AREP** 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 EPA AREP will have to deal with and coordinate with the LNO and IMT at this Anthrax incident. Include all issues of EPA personnel, contractors, and technical specialists that you represent.

LNO

---

---

---

---

---

---


---

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

Play! ▶

 United States  
Environmental Protection  
Agency

262

---

---

---

---

---

---


---

LNO

QUESTIONS

FINAL EXAM

COURSE EVALUATION

 United States  
Environmental Protection  
Agency

263

---

---

---

---

---

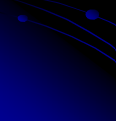
---

---

Who Wants  
to be a  
LNO?

Run the Slideshow to see  
and hear this animation!





---

---

---

---

---

---

---



---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

**WJ7** should the term "Agency Administrator" be clarified here and on the exam

Wright, Jerry, 8/16/2016

Liaison Officers may maintain their qualifications by:

(17) Q9

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

A

participating in drills, exercises, and workshops

C


being detailed to a USCG incident as an Agency Rep

B


working as a Liaison Officer on an EPA assignment


D


all of the above




Next Group









---

---

---

---

---

---

---

---

Which of the following is not a responsibility of the Liaison Officer:

(34) Q11

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

A

attend the Planning Meeting

C


maintain awareness of incident expansion potential

B


represent and advise the Incident Commander


D


approve assisting agency resource requests




Group









---

---

---

---

---

---

---

---

To serve as a Liaison Officer on an interagency IMT, you must:

(13) Q13

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

A

be certified as a Liaison Officer by his/her agency

C


have attended the USEPA IMT Academy

B


have at least 5 years experience as an OSC


D


be recommended by an EPA Incident Commander




Group









---

---

---

---

---

---

---

---

ICS Institute Training 2017

90

The primary difference between assisting and cooperating Agency Representatives (AREP) is:

(69) Q15

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$50,000

AAssisting AREPs are Liaison Officer qualified

Bno differences, both are selected by their agency


CAssisting AREPs must be ICS certified and qualified


DCooperating AREPs are selected "at-large"





Next

Group









---

---

---

---

---

---

---

---

Which of the following is not a responsibility of an Agency Representative:

(73, 74) Q17

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$100,000

Aensure the well-being of agency personnel assigned


Bcomplete all required agency forms, reports, and documents


Cmaintain a list of assisting and cooperating agencies


Dattend a debriefing session with the Liaison Officer




Group









---

---

---

---

---

---

---

---

The Liaison Officer's Kit should contain sufficient critical information and materials to allow operation for:

(146) Q19

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$500,000

Athe entire incident


Buntil supplies can be obtained from Logistics


C14 day assignment


D48 to 72 hours




Group









---

---

---

---

---

---

---

---

ICS Institute Training 2017

91

When Area Command is established, the Liaison Officer assigned to a subordinate incident will:

(21)

Is this your Final Answer?

Yes
No

\$1,000,000
,000,000






\$500,000
\$100,000
\$50,000
\$10,000
\$5,000
\$1,000
\$500
\$200
\$100

A
be reassigned to Area Command Liaison Office

B
transfer all duties to Area Command Liaison Officer

C
continue to carry out your incident responsibilities

D
relocate the liaison office near Area Command HQ

Poll the audience

A

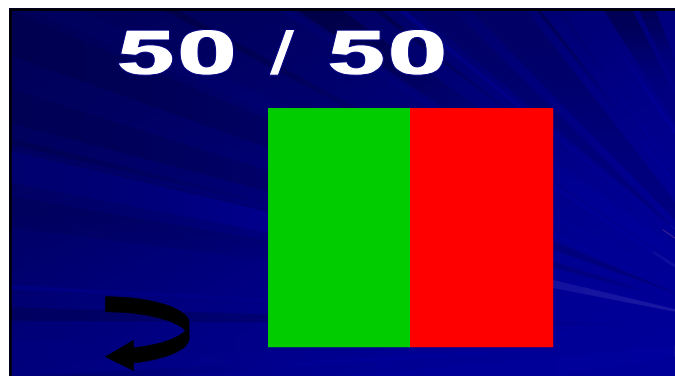
A
B
C
D

?

Phone a friend







---

---

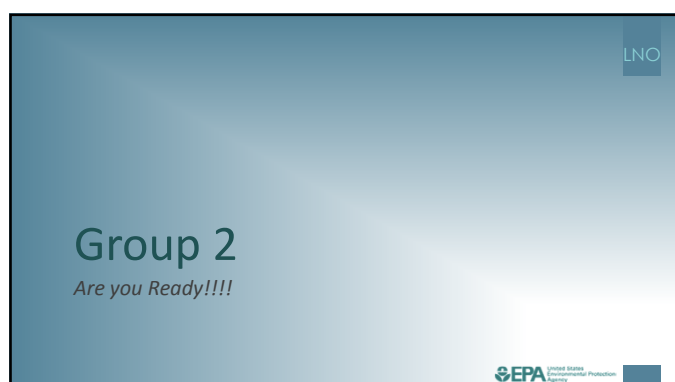
---

---

---

---

---



---

---

---

---

---

---

---



---

---

---

---

---

---

---

When an incident is operating under Unified Command, the Liaison Officer may:

(46) Q4

Is this your Final Answer?

YesNo

\$1,000,000  
\$500,000  
\$100,000  
\$50,000  
\$10,000  
\$5,000  
\$1,000  
\$500  
\$200  
\$100






\$100

Ainclude assistants from other organizations

Cbe filled by one of the Unified Commanders

Bbe reassigned as a Tech. Specialist to Planning Section

Dnot be filled in a Unified Command Incident



---

---

---

---

---

---

---

---

The number of Liaison Officer Assistants is based on:

(44) Q6

Is this your Final Answer?

YesNo

\$1,000,000  
\$500,000  
\$100,000  
\$50,000  
\$10,000  
\$5,000  
\$1,000  
\$500  
\$200  
\$100







\$200

Athe number of Divisions/Groups in Operations

Cthe size and complexity of the incident

Bratio of contractors to local government personnel

Dpopulation of the impact zone



---

---

---

---

---

---

---

---

In representing and advising the IC/UC, the LNO should do all of the following EXCEPT:

(16) Q8

Is this your Final Answer?

YesNo

\$1,000,000  
\$500,000  
\$100,000  
\$50,000  
\$10,000  
\$5,000  
\$1,000  
\$500  
\$200  
\$100







\$500

AKeep the IC/UC informed of liaison activities, especially those involving stakeholders

CKeep the IC/UC informed of interagency and stakeholder perception

BIdentify continuing needs for operational resources and those that are, or will be, excess to the incident

DInvite IC/UC to attend stakeholder meetings & share materials provided to stakeholders



---

---

---

---

---

---

---

---

ICS Institute Training 2017

94

When an EPA IMT is assigned to a long-term incident with 24 hour operational periods, the Liaison Officer:

(31) Q10

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$1000

A will work same shift as the Incident Commander

B is expected to develop a liaison operating schedule


C will have a Deputy to cover night shifts


D is not covered during night shifts





Next

Group









---

---

---

---

---

---

---

---

Assistants assigned to the Liaison Officer are:

(44) Q12

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$5000

A fully qualified to fill the Liaison Officer position


B selected in advance by EPA management


C hand picked by the command staff


D from EPA or an assisting agency or jurisdiction




Group









---

---

---

---

---

---

---

---

To attend a Planning Meeting, an Agency Representative must:

(84) Q14

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$10,000

A coordinate their attendance with the Liaison Officer


B have 50 percent, or more, of the resources on the incident


C have permission of the Planning Section Chief


D Agency Representatives do not attend Planning Meetings




Group









---

---

---

---

---

---

---

---



In the event of a vehicle accident with injured contractor personnel the Liaison Officer should:

(156) Q16

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

A

take no action until directed by the Incident Commander

B


notify the employee's Agency Representative

C





contact the Resource Unit Leader to find a replacement

D

assemble all agency representatives for a briefing



Next Group



---

---

---

---

---

---

---

---

In regard to the Incident Action Plan, the Liaison Officer is responsible for:

(93) Q18

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

A

the IAP is only used by Operations Section personnel

B


providing the Logistics Section with the number of personnel on the incident from cooperating and assisting agencies

C





providing copies of the IAP's to all Agency Representatives

D

Liaison Officer has no responsibilities regarding the IAP



Group



---

---

---

---

---

---

---

---

When assuming the Liaison Officer position, the LNO's responsibilities include:

Q20

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

A

developing a situational analysis

B


obtaining a list of cooperating and assisting agencies

C





determine size and complexity of incident

D

B and C only



Group



---

---

---

---

---

---

---

---

If an IMT is reporting to an Area Command, the Liaison Officer's duties and responsibilities:

(25) Q22

Is this your Final Answer?

Yes No

\$1,000,000 \$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200





\$100

**A** are approved and assigned by the Area Commander

**B** are "co-shared" with the Area Command LNO

**C** remain the same and do not change

**D** are transferred to the Area Command Liaison Office



---

---

---

---

---

---

---

---

Poll the audience

?

A

A B C D

---

---

---

---

---

---

---

---

Phone a friend



---

---

---

---

---

---

---


---

50 / 50

LNO

Group 3

Are you Ready!!!

United States  
Environmental Protection  
Agency

When checking into an incident, the Liaison Officer must:

Q23

Is this your Final Answer?

Yes

No

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

A

prepare to assume the Liaison Officer functions

C


take no action until the IC gives the team the "green light"


B


take no action until the Delegation of Authority is signed


D


contact local suppliers for liaison office equipment

Group









---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

The Agency Representative from a cooperating agency:

(70) Q31

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

\$1000

A

may be considered as a candidate for an Assistant

B







may be unfamiliar with ICS and AREP duties

C

must be fully qualified as a "trainee"

D

meets the five year experience requirement



---

---

---

---

---

---

---

---

When establishing a work location of the Liaison Officer and Agency Representatives, which of the following is not considered:

(38) Q33

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

\$5000

A

be visible and accessible

B







have adequate space

C

equipped with adequate communications capability

D

in close proximity to the Logistics Section



---

---

---

---

---

---

---

---

If an assisting agency does not provide an Agency Representative, the resources from that agency may not be used on the incident:

(80) Q35

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

\$10,000

A







FALSE

B

TRUE

C

D



---

---

---

---

---

---

---

---

ICS Institute Training 2017

100

The Liaison Officer is:

Q37

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$50,000

Aa member of the command staff


Bdesignated by the IC/UC


Cresponsible for the information flow between the IC/UC and other agencies / stakeholder groups


Dall of the above




Next Group









---

---

---

---

---

---

---

---

What are appropriate methods to communicate with Stakeholders:

Q39

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$100,000

AFact Sheets


BFocus groups


COne-on-One meetings


DAll of the above




Group









---

---

---

---

---

---

---

---

An Agency Representative is appointed by:

(70) Q1

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100


\$500,000

Athe Liaison Officer


Bthe jurisdiction in which the incident occurs


Cthe Incident Commander


Dthe Agency Administrator




Group









---

---

---

---

---

---

---

---

ICS Institute Training 2017

101

The Liaison Officer reports to:

(11) Q3


Is this your Final Answer?




Yes
No

\$1,000,000
\$1,000,000
\$500,000
\$100,000
\$50,000
\$10,000
\$5,000
\$1,000
\$500
\$200
\$100

A Removal Manager
B Lead OSC at Regional Response Center

C Incident Commander
D Agency Administrator





Poll the audience

A

A B C D

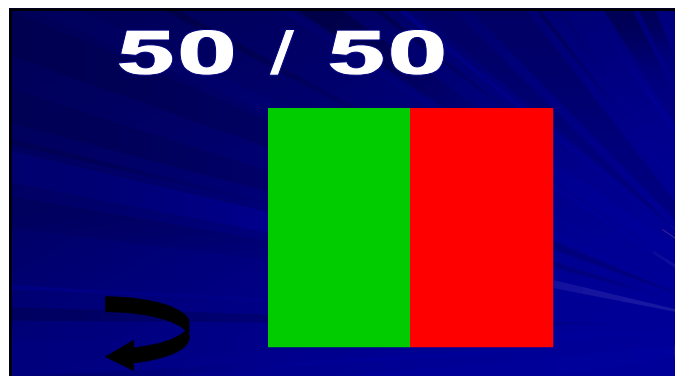
?

Phone a friend

ICS Institute Training 2017

102



---

---

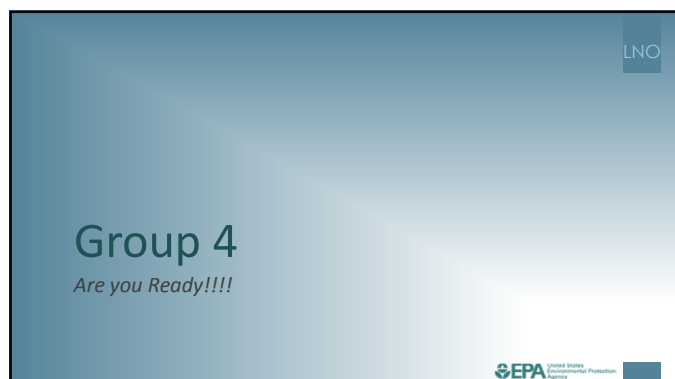
---

---

---

---

---



---

---

---

---

---

---

---



---

---

---

---

---

---

---



During the demobilization process, all of the following are true EXCEPT:

(166) Q26

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200






\$100

AAs Cooperating and Assisting Agency resources are demobilized, the Liaison Officer's job may become less complex.

BThe LNO identifies terms of agreements with assisting/cooperating agencies in regard to release of resources and special needs.

CThe LNO identifies continuing needs for operational resources and those that are or will be excess to the incident, and prepares the list for the Demobilization Unit Leader.

DThe LNO may be involved in interagency post-incident review activities.

LNO Unit 1

---

---

---

---

---

---

---

---

In regard to the Planning Meeting, the guidelines for Agency Representatives can be summed up as:

(84) Q28

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200






\$100

Aan interested observer; does not take part in discussions

Bprovides a list of all issues to Liaison Officer prior to the meeting, and does not attend

Conly comments when discussion relates to their agency resources, personnel, or safety issues

Da full participant in the Planning Meeting, especially the development of the ICS 215 and 215A

LNO Unit 1

---

---

---

---

---

---

---

---

At a major incident involving federal law enforcement agencies, the Liaison Officer must be prepared to:

Q30

Is this your Final Answer?

YesNo

\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200






\$100

Awork at the Joint Operations Center (JOC)

Bbe integrated into a modified Command Staff

Ctransfer all duties to the Department of Homeland Security

Dbe reassigned as the EPA Agency Representative

LNO Unit 1

---

---

---

---

---

---

---

---

ICS Institute Training 2017

104

## The Liaison Officer's ICS 214, Unit Log, should:

(57) Q32

Is this your  
Final Answer?

Yes

No


\$1,000,000
\$500,000
\$100,000
\$50,000
\$10,000
\$5,000
<b>\$1000</b>
\$500
\$200
\$100

◆ **A** provide a detailed account of all incident activities





◆ **B** contain enough detail to reconstruct events

◆ **C** be completed by an Assistant from your agency

◆ **D** be filled out at the conclusion of the incident shifts



LNO  
Unit 1

---

---

---

---

---

---

**Core Competencies of a Liaison Officer include all of the following EXCEPT:**

**(38) Q34**

Is this your Final Answer?

Yes
No


\$1,000,000
\$500,000
\$100,000
\$50,000
\$10,000
<b>\$5000</b>
\$5000
\$1000
\$500
\$200
\$100

**A** Excellent interpersonal skills

**B** Excellent written and verbal communication skills

**C** Ability to use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a rapidly changing, high risk environment

**D** Agency certification as a Project Officer or Contract Officer / Representative



1

2

3

4

---

---

---

---

---

---

**Regarding personnel selected as Assistant Liaison Officers, which of the following statements is NOT correct:**

**(44) Q36**

**Is this your Final Answer?**

**Yes** **No**


\$1,000,000
\$500,000
\$100,000
\$50,000
<b>\$10,000</b>
\$5,000
\$1,000
\$500
\$200
\$100

**A** they must be fully qualified in the LNO position





**C** they may come from the same or different agency

**B** good candidates may work in the local area

**D** they have some expertise relating to their assignment



LNO  
Unit 1

---

---

---

---

---

---

Examples of Stakeholders include:

(136) Q38

Is this your Final Answer?


YesNo





A Tribal Governments

B Environmental groups

C Public Health groups

D All of the above

LNO Unit 1



\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

\$50,000

---

---

---

---

---

---

---

---

The Liaison Officer's primary focus at a nationally significant incident is:

Q40

Is this your Final Answer?


YesNo





A transferring authority to the Unified Commanders

B obtaining work space for assisting agencies

C dealing with agency representatives

D assisting in setting up the Joint Operations Center

LNO Unit 1



\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

\$100,000

---

---

---

---

---

---

---

---

An Agency Representative reports to the Liaison Officer but works directly for:

(70) Q2

Is this your Final Answer?


YesNo





A the Planning Section Chief

B the Public Information Officer

C the Incident Commander

D the agency that he or she represents

LNO Unit 1



\$1,000,000

\$500,000

\$100,000

\$50,000

\$10,000

\$5,000

\$1,000

\$500

\$200

\$100

\$500,000

---

---

---

---

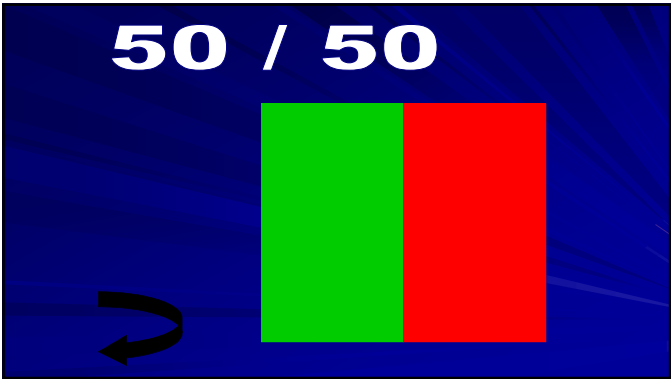
---

---

---

---











---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---









---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---







---

---

---

---

---

---

---



---

---

---

---

---

---

---



---

---

---

---

---

---

---



---

---

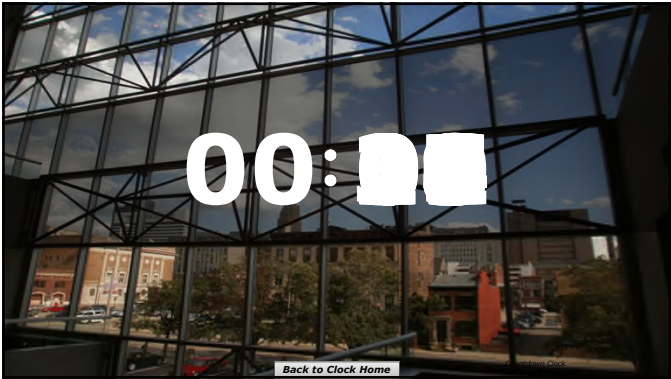
---

---

---

---

---



---

---

---

---

---

---

---



---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

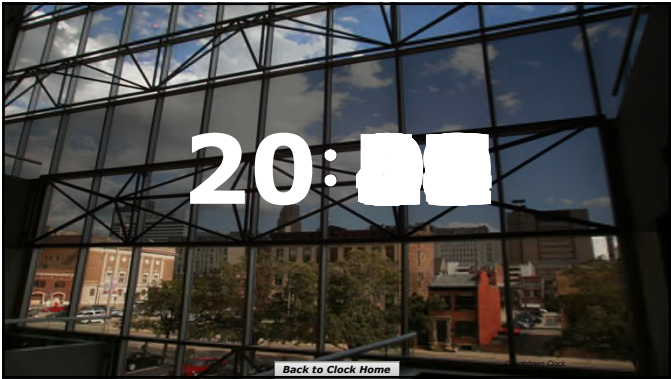
---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---





---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---





---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

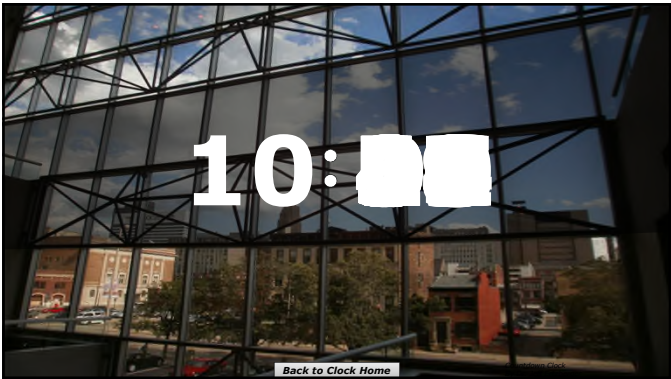
---

---

---

---

---









---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

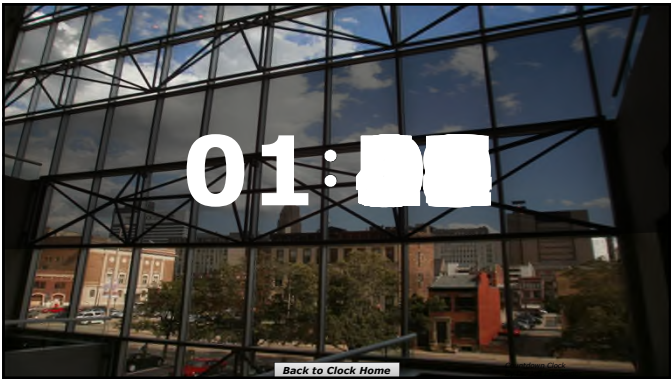
---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---



---

---

---

---

---

---

---



---

---

---

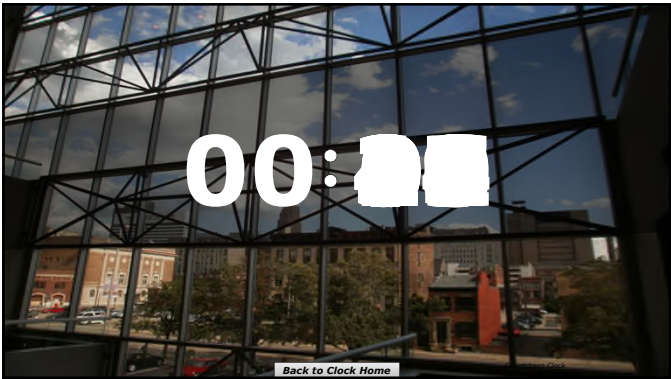
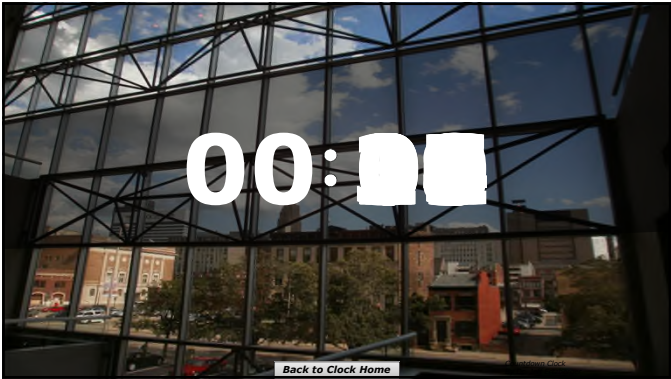
---

---

---

---







---

---

---

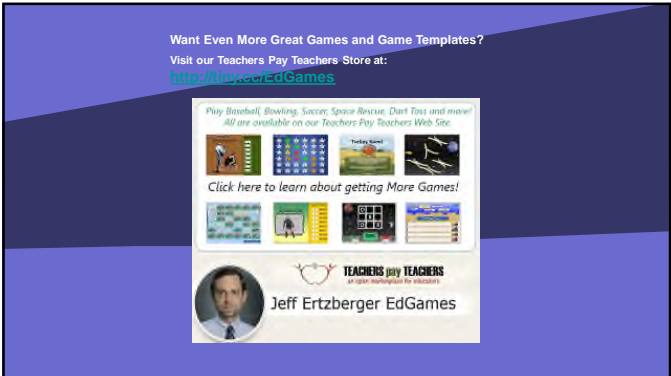
---

---

---

---

---



---

---

---

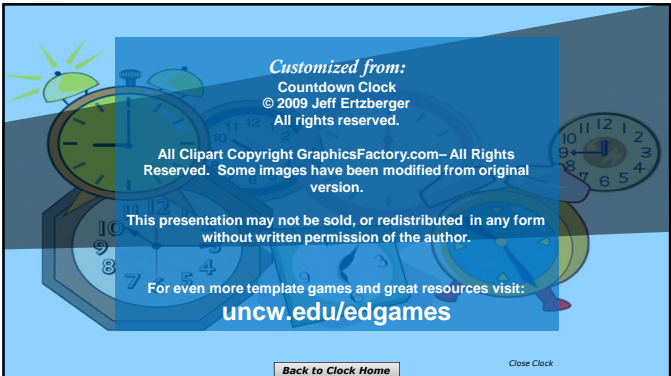
---

---

---

---

---



---

---

---

---

---

---

---

---





---

---

---

---

---

---

---

COMMAND STAFF	GENERAL STAFF	PRINCIPLES OF ICS I	PRINCIPLES OF ICS II	COMMON TERMINOLOGY
<a href="#">\$100</a>	<a href="#">\$100</a>	<a href="#">\$100</a>	<a href="#">\$100</a>	<a href="#">\$100</a>
<a href="#">\$200</a>	<a href="#">\$200</a>	<a href="#">\$200</a>	<a href="#">\$200</a>	<a href="#">\$200</a>
<a href="#">\$300</a>	<a href="#">\$300</a>	<a href="#">\$300</a>	<a href="#">\$300</a>	<a href="#">\$300</a>
<a href="#">\$400</a>	<a href="#">\$400</a>	<a href="#">\$400</a>	<a href="#">\$400</a>	<a href="#">\$400</a>
<a href="#">\$500</a>	<a href="#">\$500</a>	<a href="#">\$500</a>	<a href="#">\$500</a>	<a href="#">\$500</a>

---

---

---

---

---

---

---

This position is a subordinate of the command staff positions. These positions do not have decision making authority.

---

---

---

---

---

---

---

What is an Assistant



---

---

---

---

---

---

---

This position meets with the  
media and releases incident  
information



---

---

---

---

---

---

---

What is the Public  
Information Officer?



---

---

---

---

---

---

---

This position is responsible  
for coordinating with  
representatives from  
cooperating and assisting  
agencies.



---

---

---

---

---

---

---

What is the Liaison Officer



---

---

---

---

---

---

---

This position is the only  
position in ICS that has the  
authority to overrule the  
Incident Commander.



---

---

---

---

---

---

---

What is the Safety Officer



---

---

---

---

---

---

---

The first person to arrive  
on a scene of an incident  
is this



---

---

---

---

---

---

---

Who is the Incident  
Commander



---

---

---

---

---

---

---

This section is responsible  
for the service and support  
needs of responders

---

---

---

---

---

---

---

What is the Logistic  
Section



---

---

---

---

---

---

---

This section deals with  
tactics related to the  
incident. They are referred  
to as the 'doers'

---

---

---

---

---

---

---

What is the Operation  
Section



---

---

---

---

---

---

---

**DAILY  
DOUBLE**

---

---

---

---

---

---

---

What is your wager?

---

---

---

---

---

---

---

This section is usually  
activated first and is the  
most frequently activated  
section

---

---

---

---

---

---

---

What is the Operations  
Section



---

---

---

---

---

---

---

This section is responsible  
for all incident costs and  
considerations

---

---

---

---

---

---

---

What is the Finance /  
Administration Section



---

---

---

---

---

---

---

This Section is responsible for  
the collection, evaluation, and  
dissemination of tactical  
information related to the  
incident, and for preparation of  
incident action plans.



---

---

---

---

---

---

---

What is the Planning  
Section



---

---

---

---

---

---

---



The supervisory ratio from  
three to seven individuals,  
with five to one being  
established as optimum

---

---

---

---

---

---

---

What is Span of Control

---

---

---

---

---

---

---

Divisions are to  
geographical areas as  
Groups are to these

---

---

---

---

---

---

---

What are functions



---

---

---

---

---

---

---

Locations set up at an incident  
where resources can be  
placed while awaiting a  
tactical assignment



---

---

---

---

---

---

---

What is a Staging Area



---

---

---

---

---

---

---

Statements of intent related to the overall incident and answer the question, “What needs to be done?”

---

---

---

---

---

---

---

What are Incident Objectives



---

---

---

---

---

---

---

Life safety, incident stability, and protect property and environment

---

---

---

---

---

---

---

What are the three common  
goals of the  
Incident Command System



---

---

---

---

---

---

---

The concept by which each  
person within an organization  
reports to one and only one  
designated person. This  
minimizes micromanagement.



---

---

---

---

---

---

---

What is Unity of Command



---

---

---

---

---

---

---

When a more qualified individual arrives at an incident this may happen with the incident command

---

---

---

---

---

---

---

What is Transfer of Command



---

---

---

---

---

---

---

A series of incident command positions in order of authority or the “hierarchy” of the ICS structure

---

---

---

---

---

---

---

What is Chain of Command



---

---

---

---

---

---

---

The location at which the  
primary command  
functions are executed



---

---

---

---

---

---

---

What is the Incident  
Command Post



---

---

---

---

---

---

---



---

---

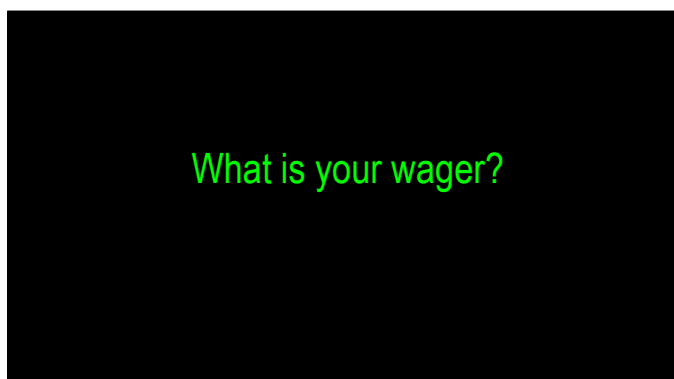
---

---

---

---

---



---

---

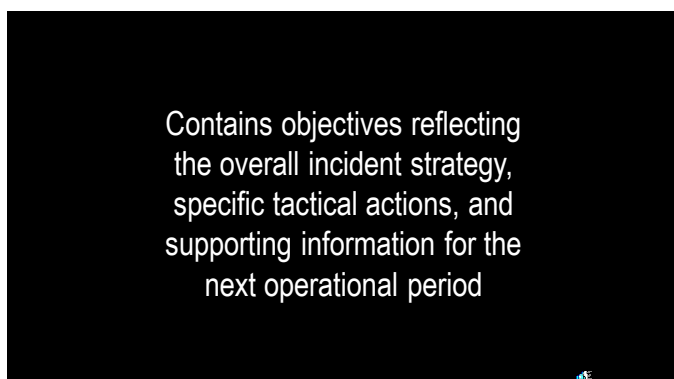
---

---

---

---

---



---

---

---

---

---

---

---

What is the Incident Action Plan



---

---

---

---

---

---

---

The position title for a  
Branch



---

---

---

---

---

---

---

What is a Director



---

---

---

---

---

---

---



Leader is to Unit as  
\_\_\_\_\_ is to Group...

---

---

---

---

---

---

---

What is a Supervisor



---

---

---

---

---

---

---

Single Resources of the  
same kind and type. They  
have a 'Leader.'

---

---

---

---

---

---

---

What is a Strike Team



---

---

---

---

---

---

---

Although ICS does not use  
acronyms, the acronym  
“CFLOP” stands for



---

---

---

---

---

---

---

What is Command,  
Finance, Logistics,  
Operations, and Planning  
Functions



---

---

---

---

---

---

---

A team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies

---

---

---

---

---

---

---

What is Unified Command



---

---

---

---

---

---

---

**FINAL  
JEOPARDY!**

---

---

---

---

---

---

---

What is your wager?

---

---

---

---

---

---

---

A standardized management concept specifically designed to allow its users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents.

---

---

---

---

---

---

---

What is the Incident Command System

[Return](#)

---

---

---

---

---

---

---