United States Coast Guard

Incident Command System

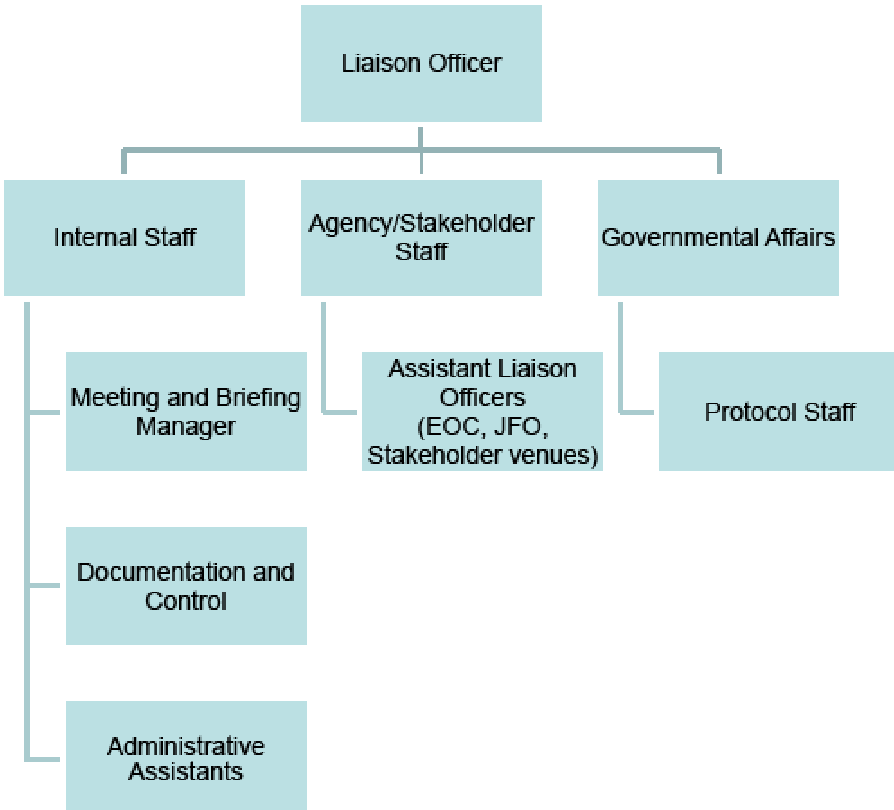
Liaison Officer

- LOFR -

Job Aid

July 2015

This is an example Liaison Staff organization which could be larger or smaller depending on incident needs



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1.0 Overview

1.1 User

The user of this job aid will be anyone assigned as Liaison Officer (LOFR) within the National Incident Management System (NIMS) Incident Command System (ICS).

The job of liaison during an emergency response is a critical one. It can have a large impact on the efficiency of resource use during the response operations, and on the perception of stakeholders regarding the success or appropriateness of the response activities. Both of these factors are critical to overall response success.

Personnel assigned to this position should have a good liaison/governmental affairs background and experience working with people in other organizations. Since this is a key position in the response organization, assignment should be based on experience level versus rank.

1.2 When to Use

This document is intended as a reference Job Aid to assist the LOFR in understanding the complex tasks and processes they may face when the ICS is used. It is not a policy document, nor intended to act as or replace official policy, required training or direction from higher authority. It is rather guidance for response personnel requiring application of judgment.

DISCLAIMER: This Job Aid is intended to provide guidance to Coast Guard personnel and is not intended to, nor does it impose legally-binding requirements on any party outside of the Coast Guard

Questions about this Job Aid should be directed to the Coast Guard Office of Contingency Preparedness and Exercise Policy (CG-CPE).

1.3 Scope

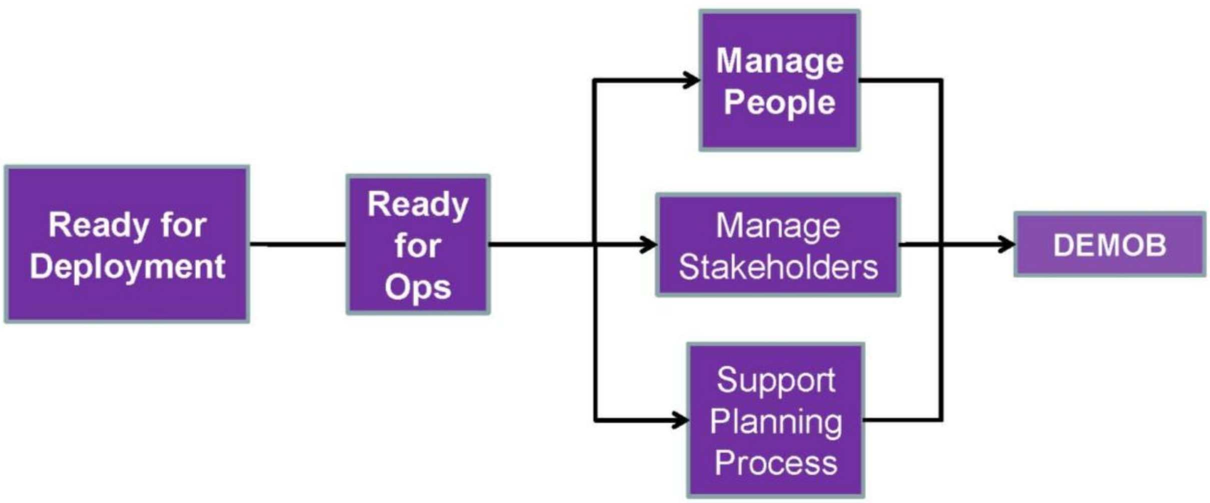
This Job Aid focuses on the role of the Liaison Officer in executing duties under the Incident Command System to ensure the effective coordination with participating organizations and stakeholders involved in the response. This Job Aid is designed to be used in concert with the U.S. Coast Guard's Incident Management Handbook (IMH). This Job Aid assumes that the Liaison Officer has a thorough knowledge of the Incident Command System and the user has fundamental skills in liaison and governmental affairs.

Note: The term “stakeholder” as used in this job aid is inclusive of all outside entities with whom the

Liaison Officer may interact, such as assisting and cooperating agencies, coordination facilities, elected officials, public, special interest groups, land owners and affected parties. This is not meant to alter any NIMS ICS doctrine.

1.4 Major Accomplishments for the LOFR Position

The LOFR is responsible for effectively coordinating with participating organizations (assisting and cooperating agencies) and stakeholders in support of the incident.



- Ready for Deployment
    - Prepare for Assignment in terms of Individual readiness and position readiness
- Ready for Operational Tasking
    - Check-in Properly to incident

  - Obtain Situation Assessment and receive Initial Brief
  - Lead transition from initial response phase (reactive mode) to an on-going operations phase (proactive mode)
  - Activate Planning Section and ensure appropriate staffing of the planning section and its units
- Manage People
  - Supervise and manage the Liaison organization and ensure the personnel assigned effectively support the needs of the response organization
  - Provide appropriate information, delegation, authority, and accountability to the Liaison staff in order to enable them to be successful in executing their functional responsibilities
  - Manage the Liaison Staff Organization, including the assignment of Assistants and forming teams where necessary.
  - Effectively use Assistant Liaison Officers (ALOFR) to manage work activities in the Incident Command Post (ICP) and assign ALOFRs to other locations where direct linkage to the ICP is necessary, such as Emergency Operations Centers (EOCs), Command Centers and or the Joint Field Office (JFO).

- Manage Stakeholders
  - Develop and maintain a Stakeholder Coordination or Outreach Plan or process.
  - Serve as primary incident point of contact for Agency Representatives.
  - Maintain a list of assisting and cooperating agencies and Agency Representatives including name and contact information. Monitor check-in sheets daily to ensure that all Agency Representatives are identified.
  - Establish and coordinate with interagency contacts.
  - Keep assisting and cooperating agencies and other stakeholders supporting the incident aware of incident status.
  - Monitor incident operations to identify current or potential inter-organizational problems.
  - Serve as key contributor to the positive public perception of the response effort.
  - Serve as primary point of contact for all stakeholders who are not represented on the incident management team (IMT) and ensure their concerns, input, objectives, and issues are effectively addressed by the response effort.
  - Review support and/or contingency plans for integration of stakeholder input and involvement.

  - Develop, review and approve liaison related documents.
  - Ensure all Liaison activities are documented on ICS 214, Unit Log.
  - Complete all required forms and documentation prior to demobilization.
- Support the Planning Process
  - Coordinate response resource needs for incident activities with the OSC.
  - Effectively channel assisting agency resources and cooperating agency support into the operational planning process in order to have positive effects on the response effort.
  - Participate in the Command and General Staff and Planning meetings providing limitations and capability of assisting agency resources.
  - Brief Command on liaison issues and concerns.
  - Review the Incident Action Plan (IAP) to ensure liaison oriented objectives, messages, issues and information are included as appropriate.

The responsibilities of the LOFR and the PIO often become intertwined because each position deals with entities outside of the response organization, i.e., public entities. In order to eliminate confusion and overlap, the LOFR and PIO should discuss and decide on the delineation of certain responsibilities. An example of such delineation would be the following:

- LOFR is responsible to deal with any public entity, namely assisting and cooperating agencies, stakeholder groups, and government officials who have a vested interest and will be expected to provide input into the response process and will expect situation reports from the Incident/Unified Command.
- LOFR is responsible for protocol functions, i.e., the logistics of honors, etc. for visiting dignitaries. The LOFR will coordinate escorts for visiting dignitaries to represent the Incident Commander/Unified Command (IC/UC).
- PIO is responsible to deal with the media and general public where the objective is mainly to provide information to them.

1.5 References

Below is a list of references that may be required while using this job aid:

- Incident Management Handbook (IMH) COMDTPUB P3120.17 is the key reference for executing Incident Command System processes.

The IMH is available on the Coast Guard ICS web pages at **http://homeport.uscg.mil/ics/**.

- USCG Liaison Officer (LOFR) Performance Qualification Standard (PQS)

1.6 Materials and ICS Forms

Ensure you have appropriate Liaison materials during an incident. See 8.2 LOFR Deployment Kit for a list of items to bring. ICS Forms can be found on the Coast Guard ICS web pages at **http://homeport.uscg.mil/ics/**. Generally, the LOFR will either work with or have responsibility for information on the following forms:

- IAP Cover Sheet
- ICS 201 Incident Briefing
- ICS 202 Incident Objectives
- ICS 202A Command Direction
- ICS 202B Critical Information Requirements
- ICS 203 Organization Assignment List
- ICS 204 Assignment List
- ICS 204A Assignment List Attachment
- ICS 205 Communications Plan
- ICS 205A Communications List
- ICS 206 Medical Plan
- ICS 207 Incident Organization Chart
- ICS 208 Site Safety and Health Plan
- ICS 209 Incident Status Summary

- ICS 210 Status Change Card
- ICS 211 Check-In List
- ICS 213 General Message
- ICS 213RR-CG Resource Request Message
- ICS 214 Unit Log
- ICS 214A Chronology of Events Log
- ICS 215 Operational Planning Worksheet
- ICS 215A Incident Safety Plan Analysis
- ICS 220 Air Operations Summary
- ICS 221 Demobilization Check-Out
- ICS 219 Resource Status T-Cards
- ICS 225 Incident Personnel Performance Evaluation
- ICS 230 Daily Meeting Schedule
- ICS 232 Resources at Risk
- ICS 233 Open Actions Tracker
- ICS 234 Work Analysis Matrix
- ICS 235 Facility Needs Assessment Worksheet
- ICS 236 Tentative Release List
- ICS 237 Incident Mishap Report
- ICS 238 Demobilization Tracking Table

Checklists

Pre-Assignment Actions Checklist

□	Ensure personal readiness for assignment (See detail on page 22)
□	Ensure LOFR certification is current (See detail on page 23)
□	Assemble LOFR Deployment Kit (See detail on page 23 and 8.2 LOFR Deployment Kit)

Ready for Operational Tasking Checklists

Pre-Deployment Actions

□	Receive assignment (See detail on page 24)
□	Verify reporting location, date and time (See detail on page 24)
□	Finalize personal readiness for assignment (See detail on page 24)
□	Receive travel orders and order number (See detail on page 25)
□	Make travel arrangements (See detail on page 25)
□	Verify/Update personal deployment kit (See detail on page 2524 and 8.1 Personal Deployment Kit)
□	Verify/Update LOFR deployment kit (See detail on page 25 and 8.2 LOFR Deployment Kit)

Check-In to Incident - Initial Actions

□	Check-in (see detail on page 27)
□	Travel orders - Finance (see detail on page 28)
□	Berthing assignment and Meal Schedule- Logistics (see detail on page 28)
□	Review & sign Site Safety & Health Plan (see detail on page 29)

Situation Assessment

□	What kind of incident? (see detail on page 31)
□	Who are key players? (see detail on page 31)
□	When incident occurred? (see detail on page 31)
□	Where is incident location/AOR? (see detail on page 31)
□	Incident organization? (see detail on page 32)
□	Resources on-scene? (see detail on page 32)
□	Initial Safety Assessment? (see detail on page 33)
□	Next meeting or briefing? (see detail on page 33)

Initial Brief

☐	Your role (see detail on page 33)
☐	Size and complexity of incident (see detail on page 33)
☐	Initial Safety Assessment (see detail on page 33)
☐	IC/UC expectations (see detail on page 34)
☐	Limitations and constraints (see detail on page 34)

Activate Liaison Organization

☐	Establish work location (see detail on page 38)
☐	Organize and brief subordinates (see detail on page 41)
☐	Acquire work materials (see detail on page 40)
☐	Order Staff (see detail on page 41)
☐	Liaison Staff Organization (see detail on page 36)

Support the ICS Process Checklists

Command and General Staff Meeting

□	Incident Situation (see detail on page 51)
□	IC/UC opening remarks (see detail on page 52)
□	Receive IC/UC direction (see detail on page 52)
□	Provide Liaison Status Brief (see detail on page 54)
□	Provide feedback to IC/UC on focus/direction (see detail on page 54)
□	Discuss interagency issues (see detail on page 54)
□	Discuss Liaison Issues/Needs (see detail on page 54)

Preparing for the Planning Meeting

□	Conduct Liaison staff meeting (see detail on page 48)
□	Obtain briefings from Asst LOFRs. (see detail on page 57)
□	Meet with other IMT personnel concerning Liaison issues (see detail on page 57)
□	Prepare Liaison Status Briefing (see detail on page on page 54)

Planning Meeting

□	Validate Operational Plan for next operational period (see detail on page 58)
□	Provide Liaison Status Brief (see detail on page 58)
□	Provide support for the proposed Incident Action Plan (see detail on page 59)

Post-Planning Meeting Actions

□	IAP information to PSC:
□	ICS 203 Organization – review (see detail on page 60)
□	ICS 205a Communications List – Review (see detail on pages 60)
□	Review Additional Plans for Liaison concerns
□	Critical Information reporting (see detail on page 34)
□	Obtain briefings from Asst LOFRs. (see detail on page)

Operations Briefing

□	LOFR provides Liaison Status Briefing (see detail on page 60)

Execute Plan and Assess Progress

□	Obtain briefings from Asst LOFRs. (see detail on page 61)
□	Assess Liaison related activities (see detail on page 61)
□	Review ICS 233 for open actions. (see detail on page 61)

Manage Personnel Checklist
Personnel Evaluation Criteria

□	Crew morale? High Med Low
□	Are assignments completed on time?
□	Are injuries exceeding normal operating environment?
□	Is team effectively interacting?
□	Number of unresolved issues passed to Command?
□	Any aggression or frustration by team members?
□	Possible solutions to problems/issues?

Demobilization Checklist

□	Provide input to Demob Plan (see detail on page 66)
□	Brief Replacement, as necessary (see detail on page 66)
□	Replenish supplies (see detail on page 67)
□	Provide documentation to Documentation Unit □ ICS 213RR(s) □ ICS 214(s) □ ICS 225(s) on staff □ Stakeholder Coordination Plan □ Decision Memos and/or other documentation
□	Turn in equipment, as appropriate
□	Complete ICS 221

2.0 Ready for Deployment

2.1 Pre-Assignment Actions

2.1.1. Ensure personal readiness for assignment:

If you deploy without being personally ready, it will affect your ability to respond and cause a burden on the incident management team. Since responses and deployment lengths can vary from incident to incident, you should plan for a 30-day deployment. Personal readiness includes:

- Medical/dental readiness
  - For military this means you are in the "green" in CG Business Intelligence (CGBI).
  - For civilians and auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed. (e.g. have a plan to ensure you have enough medications for the entire period of the deployment)
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – You need to be financially ready to deploy. This means ensuring your financial situation is in order.
  - Government travel credit card (GTCC) – you should check your GTCC limit. If you expect

to be deployed more than 30 days, your limit should be increased (example from $2,500 to $10,000).
  - Ensuring bills will be paid while deployed.
  - Ensure you have a TPAX account.
- Family Readiness
  - Ensure you have a Dependent Care/Pet Care plan for when deployed. Please check www.militaryonesource.com for assistance.

2.1.2 Ensure LOFR training and certification is current

As per COMDTINST(s) and PQS.

- ICS training (e.g. ICS-300, ICS-402 LOFR position specific training).
- Incident specific training
- HAZWOPER (if needed)

2.1.3. Assemble LOFR Deployment Kit

- Ensure all items found in 8.2 LOFR Deployment Kit are ready to go BEFORE you get the call to deploy

3.0 Ready for Operational Tasking

3.1 Pre-Deployment Actions

3.1.1. Receive assignment

- You may receive your assignment via message, phone call, supervisor, or on orders

3.1.2. Verify reporting location

- You should verify reporting location, date and time, order number, as well as Incident Command Post (ICP) contact numbers for assistance with check-in

3.1.3. Finalize personal readiness for assignment

- Review the pre-assignment checklist to ensure readiness for assignment which includes personal, dependent, and financial readiness
- Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.
- Review LOFR IMT Interactions (see 8.3 Functional Interactions)

3.1.4. Receive Travel Orders and order number

- As per Federal Travel Regulations (FTR), a written order issued by a competent authority is required for reimbursement of travel expenses; however the FTR states that an urgent or unusual situation may require that travel begin before a written order can be given. Please refer to the FTR to ensure all conditions are met when traveling under oral orders.
- The travel order number (TONO) and order number are different. The order number will be used at check-in to verify the position that you will be filling.
- Order Number is generally in the following example format: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics)

3.1.5. Make travel arrangements

- Obtain counseling on entitlements and responsibilities from a travel authorizing official and review the FTR as necessary
- Request cash advances as required.
- Make travel arrangements using approved CG travel method.

3.1.6. Verify/update Personal Deployment Kit

A personal Deployment Kit (see 8.1 Personal Deployment Kit) contains your personal items needed for the deployment and includes items like:

- Medications
- Uniforms and/or appropriate clothing
- Special PPE or special weather clothing required
- Verify if any special PPE will be provided by the incident

3.1.7. Verify/update LOFR Deployment kit

- See 8.2 LOFR Deployment Kit
- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.

3.1.8. Obtain information about incident and Area of Responsibility

If possible, obtain information about the incident you are responding to. This includes:

- ICS 201 or IAP
- Stakeholders (assisting and cooperating agencies, organizations, etc.)
- Contingency Plans
- Stakeholder Plan (if completed)

3.2 Check-In to the Incident - Initial Actions

The following tasks should be accomplished as soon as possible after arriving on-scene.

3.2.1. Check-in:

Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS 211.

> *If you are in the first group of personnel assigned and <u>there is no check-in function set up</u>, contact the RESOURCE UNIT LEADER (RESL) or PLANNING SECTION CHIEF (PSC) and discuss the need for a check-in process.*

- Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:
  - Example: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics).
  - In some cases the incident may be using the 16 digit government Travel Order Number (TONO) assigned to you as the Order Number.
- The incident will want a phone number where you can be reached, your home base, how you got to the incident, as well as any additional qualifications you may have

- Receive assignment, if available. Although you probably know why you are at the incident, Check-in may have a different assignment (e.g. Public Information Officer, Assistant Liaison Officer, etc).
- Incident credentials: On some incidents, credentials (badges) are created for all assigned personnel. If the incident is issuing credentials, you should receive them when you check-in.

3.2.2. Finance Check-in

Travel Orders: Provide a copy of your orders or other travel documents to the FSC or Admin Officer. Orders written on a home unit TONO must be amended to use the funding source for the incident. Take care of this soon so it doesn't hold you up when you are ready to leave!

3.2.3. Logistics Check-in

- Berthing assignment: The incident is responsible for ensuring you have adequate berthing unless you are locally based. If the incident is small, Logistics may ask you to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Even if you have made your own arrangements, Logistics should still be tracking where personnel are berthed.

- Meal schedule: The size, complexity and location of an incident will impact the availability of meals.
  - On most Coast Guard responses, meals are the responsibility of the individual since they are on per diem, BAS or Separate Rations
  - If meals are provided the incident FDUL generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim. The government is prohibited from providing a meal at no cost while paying the responder per diem for food.

3.2.4. Safety - Review and sign the Site Safety & Health Plan

As a member of the command cadre, it is critical that you understand all of the incident hazards and mitigation strategies. Although you may only be impacted by a few of these hazards, knowledge can be the difference between zero accidents and preventable injuries. This may or may not be completed at the time you check-in.

- Each incident should have a Site Safety & Health Plan where the Safety Officer (SOFR) has elaborated on these hazards
- These hazards should be factored into the development of the Medical Plan, Transportation and Traffic Plans, and design of incident facilities.
- Review and sign the Site Safety & Health Plan indicating your awareness and understanding

3.3 Situation Assessment

The purpose of this task is to acquire additional background on the incident prior to starting your assignment. As a member of the IMT leadership, you will share in the success or failure of commands objectives. Part of “starting right” is for each LOFR to take responsibility for getting a handle on the situation so they have a better understanding of the big picture. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you. Review the current ICS 201 and/or IAP for an overview of current operations. Other sources of information: Contingency Plans (ACP, AMSP, etc), Local Emergency Management, Local Police & Fire, and Contractors. The following tasks should be accomplished AFTER checking-in to the incident. You need to find out the Who, What, When, and Where related to the incident:

- **What** is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)? This will give you an idea of the Critical Information Reporting (CIR) requirements and the Liaison issues you will be dealing with.
- **Who** are key players (Federal, State, local, industry)? This may give you some insight into the stakeholders, why Command is setting particular objectives and what Liaison issues or concerns they may have.
- **When** did the incident take place? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc. As the LOFR you need to know if the incident is expanding, steady state, or contracting.
- **Where** did the incident take place? Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the unit/agency AOR and the incident AOR? Generally, there should be a difference.

- **What** is the **incident organization**? You must know who is in your direct chain of command as well as other key players such as the Incident Commander(s), Operations Section Chief (OSC), Planning Section Chief (PSC), Finance Section Chief (FSC), and Logistics Section Chief (LSC).
- What **resources** are on-scene and/or enroute? This is not about memorizing resources. However, the LOFR should have a ballpark idea of what is currently being utilized to support the operations on-scene and the broad categories of resources that will be required. This is especially important for coordinating with stakeholders in the development of Critical Information Requirement (CIRs) requirements. For example:
  - Resources: Vehicles (sedan, buses, trucks, fire, etc), Vessels (law enforcement, deck cargo barges, oil recovery, etc), Helicopters (overflight, passenger carrying, heavy lift, etc), Expertise (environmental, salvage, law enforcement, fire, etc.)
  - Support: Personal Protective Equipment, Radios, Cell phones, Porta-Johns, Admin equipment (e.g. copy machines, printers, fax machines, etc.), Fuel, food, lodging, transportation, Facilities (base, staging areas)

- **When** is the next scheduled meeting (check the ICS 230, which should be posted in various locations around the ICP but always on the Situation Status boards)?

3.4 Receive Initial Brief

The initial briefing is the opportunity for the LOFR to receive additional details about their incident assignment. Depending on the phase and/or size of the incident, you may or may not get a chance to spend this time with the Incident Commander and/or Deputy IC before you start working. If you are NOT able to attend this brief, your next and most important opportunity is the Command and General Staff meeting.

- Your role
  - How big a role are you playing? Does the incident involve multiple jurisdictions or several agencies? How many agencies and stakeholders are expected to be involved?
  - Do you have the experience for the role you are playing?
- Size and complexity of incident:
  - Is the incident expanding or contracting?

- Will the IC(s) give you the authority to order the resources you need to effectively manage liaison issues for the incident?

- Expectations of the IC: IC’s come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident it is possible and even probable that the IC(s) does not have expertise in providing proactive outreach services to assisting and cooperating agencies and other stakeholders.
  - Do you have expertise in coordination and communications efforts with a myriad of assisting and cooperating agencies, stakeholders, and other interested parties for this type of incident?
  - Does command want a briefing from you on the process and procedures you typically use?
  - How often does command want to be updated? What are their trigger points?
- Limitations and Constraints (e.g. are you the right LOFR for the job?). While this may seem intuitive, you should always ask yourself this question. Even if you lack experience or expertise, can you bring on a Deputy and/or Unit leaders with the appropriate background?
  - Special concerns (e.g. reporting criteria)
  - Resource request process (see 8.7 Example ICS 213RR CG Resource Request Message).

  - Resource ordering process
  - Critical information reporting expectations.
- Do the LOFR and/or Assistant LOFRs have the authority to directly address and resolve issues with assisting and cooperating agencies and stakeholders?

3.5 Activate Liaison Organization

If you are reporting early in the incident you probably don’t have a work location set up yet. Ideally, check-in and situation assessment shouldn’t take you more than about 30 minutes. Add 30 minutes for a brief from your IC and you are now one hour into the incident. It’s time to get to work!

3.5.1 Request Staff

With the exception of simple Type 3 incidents, you should get an initial request in ASAP for the appropriate staffs you feel are needed to support overall incident coordination including possible shift work. You may very well need additional personnel but these are key to getting your world in order. Remember that it is a lot easier to demobilize personnel than to overwork your existing personnel to support your requirements.

- **Possible Liaison Staff Organization** There are many variations as to how to organize Liaison functions in response. See inside front cover for an example organization. This is not the only option – ICS is flexible and you can structure your organization as your needs dictate.
- How many **Assistant Liaison Officers** are needed in the ICP? There are many different factors that determine the number of assistants a Liaison Officer may need. These include the size and complexity of the incident. The key factor is the ability of the Liaison organization to complete all of their functions. The functions of the Liaison Officer may include all of the major accomplishments and tasks noted on page 8. It is ***absolutely crucial*** for the Liaison Officer to remain ***focused*** on the overall Liaison requirements of the incident. It is not possible for a Liaison Officer to do this in a large incident and complete all the functions. For large complex incidents you may want to consider assigning additional personnel for specific tasks such as:
    - **Meeting and Briefing Manager** to supervise the preparation and facilitation of any

meetings and briefings conducted by the liaison organization

- **Governmental Affairs Assistant** (Technical Specialist) to liaise with elected officials
- **Documentation and Control Technical Specialist(s)** to prepare and manage all liaison related documents and electronic media
- **Administrative Assistants** (Technical Specialists) to assist with meeting and briefing preparations, escorting VIPs, and other tasks necessary to support the liaison team
- **Technical Specialist(s)** to provide specific expertise to the liaison organization in order to enhance the services and support provided by the LOFR to the IMT and its customers.

- How many Assistant Liaison Officers are needed outside of the ICP? More than one Assistant Liaison Officer may be needed. The primary responsibility of Assistant Liaison Officers in the field is to channel information back and forth between their assigned location and the ICP. Assistant Liaison Officers should be targeted for locations actively involved in or supporting the response effort. Some examples of these locations include: Emergency Operations Centers (EOC), Joint Field Offices (JFO), agency or corporate Command or Operations Centers, and major stakeholder venues.

- What if several agencies are on-scene and each wants to have their own Liaison Officer? There can only be one Liaison Officer for an incident. The Incident Commander/Unified Command (IC/UC) will decide who fills the Liaison Officer role. Other organizations can provide Assistant Liaison Officers that can fulfill the roles discussed in the previous section. If an organization's designated Liaison Officer is unable to work outside the organization, the incident Liaison Officer can assign this person the role of Assistant Liaison Officer for that organization and the operations they are performing

3.5.2 Establish work location

Where Liaison sets up shop during an incident can have a profound impact on their overall effectiveness. The LOFR's work area in the Incident Command Post (ICP) should provide for the management of the liaison support to the response effort. The space must be designed to be conductive for meeting with representatives, developing meeting and briefing materials and have ample space for staff. The work area needs

to be functional and free of interruptions and distractions that can detract from the LOFR's ability to lead the liaison organization.
Room(s) Set up: The room(s) should include wall space for hanging charts, maps, photos, and poster-sized paper for Liaison personnel to develop and review their written products. An easel should be available with markers. Each poster has significant importance and is used for communicating information to the liaison personnel managing the outreach and information exchange processes. To the extent possible, the Situation Unit Leader must maintain or at least have copies of these wall displays in the planning Section:

- ICS 202 Objectives
- ICS 202A Priorities, Limitations and Constraints
- ICS 202B Critical Information Reporting Requirements
- Maps/Charts
- LOFR Contact List
- ICS 214A Chronology of Events Log or ICS 214 Log
- Liaison Organization Chart

Things to Do Associated with Work Location

- Setup close to Public Information Officer. You have a very close relationship with the PIO.
- Think about how big your organization (the Liaison organization) may get and plan accordingly. Moving once is disruptive but typical during the early stages of the incident. Moving once the organization settles in can be very problematic.
- Factor in flow of information to your design
- Ensure your space is a safe place to work

Things NOT to Do Associated with Work Location

- Setup away from the ICP
- Forget to evaluate your facilities for safety concerns

3.5.3 Acquire work materials and equipment

Ideally, you should have a starting point with supplies that are already in your Deployment Kit. While there are many boxes available, a Pelican Case (model 1650) will get you started with the items identified in the 8.2 LOFR Deployment Kit.

3.6 Organize and brief subordinates

If you have anyone working for you at this point, don’t leave them hanging. Get together and assign position responsibilities if possible (see 4.2 Liaison Staff Meeting). If your staff doesn’t have the ICS skills then tell them what you need done in the few hours while you are waiting for qualified staff.

3.7 Initial Liaison Assessment and Actions

The initial actions of the LOFR are key to the support, assistance, and perceptions of the public and stakeholders. Trust, communication, and a thorough understanding of issues will be vital to successful execution of the LOFR responsibilities.

3.7.1 Conduct an assessment of involved, affected, and peripheral entities

- Confirm status of assisting agency resources
- Review local contingency plans for potential agencies, companies or other entities that you need to establish contact
- Discuss planned actions with the Operations Section Chief (OSC) to determine resource needs, issues, and support requirements that assisting and cooperating agencies might be able to address

- Consult with Command to obtain information on any entities they see as being necessary for you to contact or communicate with
- Develop Liaison Contact Profile Sheets for each entity you are in contact
- Determine what entities might be impacted by the affects of the incident and/or response activities based on the incident Area of responsibility (AOR)

3.7.2 Develop work space and personnel requirements

- Establish LOFR and staff work area in the ICP
- Establish LOFR phone number for the incident
- Analyze personnel needs and order as appropriate. Consider work shift and replacement requirements.
- Deploy personnel to locations outside the ICP as needed to ensure effective communication and situational awareness
- Determine liaison staff space requirements

3.7.4 Develop/Provide Input to the IC/UC Command Direction

- The LOFR may provide input to the IC/UC for the Incident Objectives (see 8.4 Example ICS 202 Incident Objectives)
- The ICS 202A supplements the ICS 202 by documenting the various decisions, priorities and limitations/constraints. The LOFR may provide input to the IC/UC for the Command Direction. For example, the LOFR will have information concerning various agency limitations. See 8.5 Example ICS 202A Command Direction.
- The ICS 202B Critical Information Requirements (CIR) form supplements the ICS 202 by documenting the IC/UC strategic direction and guidance through Critical Information Requirements for use during the next operational period (see 8.5 Example ICS 202A Command Direction). The Liaison Officer may have critical information requirements that they need to be kept informed of or may provide input to the overall CIRs for the incident. The Liaison Officer can provide input to the ICS 202B Critical Information Requirements through either the IC/UC or the PSC.

3.7.3 Develop a Stakeholder Coordination Plan

A Stake Holder Coordination Plan is optional but is recommended to help document the needs and processes you will use as the Liaison Officer. An outline of the plan is as follows:

- Introduction.
- Incident Overview
- Command Statement
  - Incident Priorities
  - Liaison and Stakeholder Objectives
  - Stakeholder Expectations
  - Limitations and Constraints
- Liaison Personnel and Contact Information
- Command and General Staff Personnel and Contact Information
- Responsibilities
- Meetings and Briefing Schedule
- Agency Coordination and Contact Information
  - Cooperating and Assisting Agencies
  - Stakeholders
  - Involved Parties
- Issue Communication and Resolution Process Plan
- Stakeholder Engagement Matrix
- Documentation Requirements
- Attachments
  - Incident Chart/Map

- ICS 230 Daily Meeting Schedule

Other tools associated with stakeholder/Agency Representative (AREP)/VIP outreach are:

- 8.10 Stakeholder Contact Profile Sheet
- 8.11 Agency Representative (AREP) Contact Worksheet
- 8.12 Decision Process to Determine an Agency's Role on an Incident
- 8.13 Stakeholder Meeting Preparation Checklist
- 8.14 Example Stakeholder Coordination Plan
- 8.15 Example Stakeholder Engagement Matrix
- 8.16 Liaison Officer VIP Checklist
- 8.17 Conducting an Open House

4.0 Manage Personnel

4.1 Lead Personnel

As a Liaison Officer, you will be managing both staff assigned to you and the Agency Representatives. It is important to execute good leadership. A Personnel Evaluation Criteria checklist is included on page 20.

- On-scene leadership is primarily a function of will and skill. You <u>may</u> have subordinates who routinely report to you in your regular job. More likely, however, is that you will have a mix of subordinates (federal, state, local, contractor, volunteer, etc). You may only see them as a group once, or you may be together for an extended period.
- You are faced with deciding, amongst many other things, whether they have the skill to do the job as well as the will. For instance, volunteers are often short on skill but long on will. Sometimes you have personnel who have the skill but not the will to do the job.
- Dealing with problems: Generally, you don't have a lot of time to get people to work together nicely. If they do, great. If they don't, you need to figure out how to get through the shift (operational period) if you can or replace the trouble spot if you can't. You need to deal with

problem personnel at the lowest level. Document performance issues so they can be dealt with post-incident as necessary and so they don't impact the next incident.

- Communicate expectations: What are the key accomplishments that you expect to meet during the current operational period and/or future operational periods? Make sure you communicate them clearly. In an emergent environment keeping your expectations clear and simple is the path to success. If you have recurring expectations, write them down and post them (e.g. During the daily Liaison staff Meeting, all Liaison Unit Leaders will provide a written summary of support provided and issues of concern in the past 24 hours and resources / issues expected in the next 24 to 48 hours).
- When are you no longer responsible for the subordinates assigned to you? Generally when you have ensured that they have food, berthing and transportation until they report to work again.
- Foster Teamwork: There are many issues you will face in directing your section. Many are related to how well you can work as a team.

4.2 Liaison Staff Meeting

This purpose of this meeting is to keep your subordinates informed about Command's direction and how the role they play ties in to achieving that direction. This is just good leadership so it is imperative that you conduct this meeting – at least once a day!

- If at all possible set a standard time and place for this meeting. A good time to hold this meeting is following the Command and General Staff meeting when you have just received your direction from the IC/UC.
- Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you so take care of them.
- Situation update – This helps your staff know how the work they are doing is supporting the response.
- Current activities – Identify the work expected of your staff during this operational period to get ready for the next one.
- Compliment – Praise their actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.
- Remind your staff to fill out the ICS 214 Unit Log daily.

4.3 Debrief Personnel

Upon completion of the shift or operational period, the LOFR should collect information from subordinates on lessons learned and be prepared to present this during the Command and General Staff meeting.

- Debrief all subordinates on progress
  - Note percent of work completed
  - Note resource utilization and effectiveness (e.g. are these assets the right tools for the job and were there enough, too many or too few?)
- Note any safety concerns (slips, trips falls, etc.).
- Ensure all pilferable resources are either transferred to oncoming shift, or secured
- Collect all forms of documentation (e.g. ICS 213RRs, ICS 214, logs, etc)
- Ensure ICS 214, Unit Log, is complete (all key events), accurate and signed (See example on page 77). Provide original ICS 214 to Documentation Unit. Keep a copy for yourself.
- Ensure logistical issues discussed prior to releasing subordinates (refuel, replenish, secure gear, food and lodging, etc.)

4.4 Safety

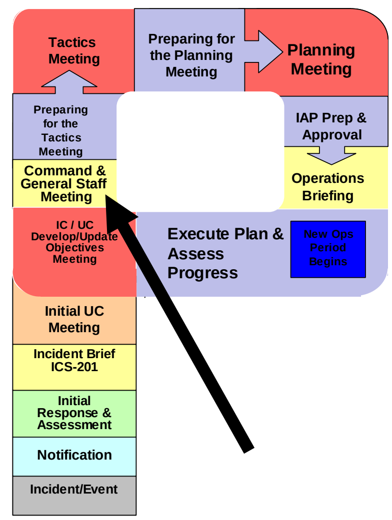
As a member of the leadership cadre of the Incident Management Team (IMT) you are responsible for the safety of your personnel while they are assigned to you. You accomplish this by:

- Providing your subordinates with Personal Protective Equipment (PPE) appropriate to the task(s)
- Organizing your subordinates, equipment and tactics to minimize risk. As the Subject Matter Expert (SME), it is up to you to decide how to manage your assigned resources to safely and effectively accomplish the task.
- Adapting to changing conditions including: Weather, Fatigue and Unexpected hazards
- Stopping unsafe actions
- Reporting mishaps if they occur (see 8.9 Example ICS 237-CG Incident MISHAP Reporting Record on page 79)
- Providing feedback – Make sure that everyone has an opportunity to learn about MISHAPS or near-MISHAPS. It is good leadership and may avert accidents later.

5.0 Support the Planning Process

The LOFR is responsible for supporting the planning process. The following sections describe LOFR responsibilities associated with meetings in the planning process.

5.1 Command and General Staff Meeting



The Command and General Staff meeting is the opportunity for all staff members to see command's assessment of the incident, how everyone will work together to achieve command's objectives, and specific priorities and assignments for each section. This is YOUR opportunity to have face time with the Incident Commander(s) and to clarify expectations (i.e. what they want and what you can provide).

- Incident Situation: Generally the LOFR should just listen to this briefing with the following in mind.
  - Does Operations have what they need for this Operational Period?
  - Are there any factors that may cause you to change the Liaison game plan (i.e. a newly identified assisting agency or stakeholder)?

- IC opening remarks: This is usually inspirational but the remarks can be indicative of how the UC is working and short-term versus long-term expectations.
- Command Direction: Incident Decisions, Priorities, Limitations and Constraints, Objectives, and Procedures. These key documents are usually presented by specific members of Command. You should keep the following in mind during this presentation.
  - Decisions – Has Command made any decisions that will impact your world of work?
  - Priorities – Usually this is more geared towards Operational activities but may impact assisting and cooperating agencies and stakeholders.
  - Limitations and Constraints – Examples of these that impact Liaison might include;
    - Funding for assisting and cooperating agencies,
    - Union work rules.
  - Objectives –When objectives are discussed, ensure there is one that addresses Liaison related activities including Critical Information Requirements and Governmental Affairs. Liaison related objectives must be written to steer the response toward liaison priorities

without describing the specific resources and actions to be taken. The liaison related objectives must also be within the capabilities of the Liaison Officer and staff or more liaison resources must be ordered.

- Liaison Status Brief - Provide a Liaison Status Briefing when called upon. The Command and General Staff meeting is designed to be brief. The Liaison Officer should keep his status report as short as possible (e.g. 1-3 minutes). The audience is the Unified Command, who is occupied with all aspects of the incidents and is really only interested in the "big picture." Therefore, the Liaison Officer's briefing should be an overview of the status of Liaison coordination for the entire incident.
  - Cooperating and assisting agencies, stakeholders, and other entities involved.
  - Outreach efforts
  - VIP Status.
  - Organization and ALOFR locations
  - Cooperating/assisting agency or stakeholder issues.
  - Status of Command tasking.
- Procedures – Command will generally desire procedures specific to the incident (e.g.

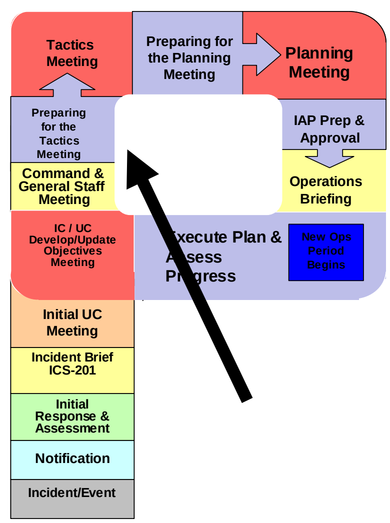
Stakeholder Coordination Plan). If command does not articulate these requirements, ask Command or tell Command if you think they are necessary.

- Feedback - When Command has finished briefing this material, the Planning Section Chief will open up the meeting to questions. If you think a procedure should be in place for this particular incident, this is the time to suggest it. Planning will probably add your item to the ICS 233 Open Action Tracker form. If you have questions regarding clarification of responsibilities for the next operational period, ASK! Also, get into the habit of asking Command if there is anything Liaison can do to optimize their activities.
- Interagency issues – It is highly like that you will be coordinating with other agencies (e.g. each entity may have their own Liaison Officer, etc). Discuss with Command the issues for which they want visibility and those for which you have authority to proceed.
- Incident processes – If Command has not made any decisions about incident processes, suggest those that you think are appropriate to the type and magnitude of the incident.

- ○ Liaison Staff needs – Do you have authority to staff and manage your section? You don’t want to go to Command every time you need a resource and Command is usually not interested in every single person or resource that you need. However, they may place some broad constraints on you given the size of the incident.

5.2 Preparing for the Tactics Meeting

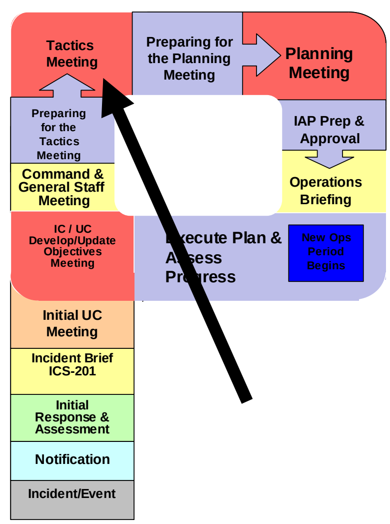
This period of time after the Command and General Staff meeting should be used by the LOFR to communicate with the Liaison staff, other agencies, and stakeholders.



- Conduct Liaison staff meeting with Liaison staff (see 4.2 Liaison Staff Meeting). Ensure you have connected the dots between Command’s intent and what Liaison must do to meet that intent. While this may seem extraneous (don’t my people know what to do?) they are far more likely to meet your expectations in an emergent environment if you get into the habit of holding this meeting daily.

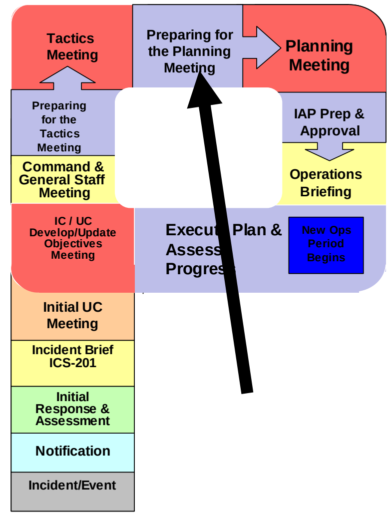
- Obtain briefings from Assistant Liaison Officers in the field. This will ensure you have the latest information going into the Tactics Meeting.
- Evaluate Liaison organization in the field and make adjustments as necessary to reduce risk
- Contact assisting and cooperating agencies to discuss objectives for the upcoming operational period. Discuss their ability to support the objectives and solicit any concerns, considerations or limitation they might have.
- Meet with the OSC to share information provided by the ALOFRs and assisting and cooperating agencies

5.3 Tactics Meeting



This 30-minute or less briefing is the opportunity for the OSC to present the proposed tactical Plan. The Liaison Officer is not normally present at this meeting, unless significant stakeholder or agency issues affecting the tactical plan are to be discussed. Issues that may require LOFR input include union considerations, restriction on use of certain types of personnel or equipment or differences in mandatory work/rest ratios.

5.4 Preparing for the Planning Meeting



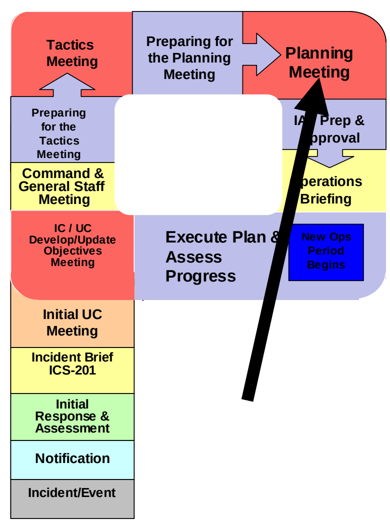
This period of time is for the Incident Management Team to prepare for the Planning Meeting, where the Planning Section Chief will seek verbal approval to complete the Incident Action Plan. Any significant differences between the Liaison Officer and the other members of the Command and General Staff should be resolved prior to the Planning Meeting. Issues that cannot be resolved before, during, or after the Tactics meeting should be presented to the Unified Command/Incident Commander for resolution, before the Planning Meeting. Liaison Officers should always approach the Unified Command/Incident Commander with a recommendation when presenting issues and problems.

- Obtain briefings from Assistant Liaison Officers in the field. This will ensure the Liaison Officer has the latest Liaison situational picture going into the Planning meeting.
- Gather situational information from the SITL and any other entities necessary to refine the LOFRs understanding of the current situational picture

- Prepare Liaison Status Briefing (See Command and General Staff Meeting section for discussion on this). Include summaries of agency, stakeholder, affected parties involvement, numbers of personnel and resources, and any other key information for presentation at the planning Meeting. Consult with PSC for agreement with content of brief.
- Provide updates for the ICS 209 Incident Status Summary
- Prepare to provide information on any liaison issues

5.5 Planning Meeting

This 30-minute or less meeting presents the Incident Action Plan to Command for tentative approval.



- Provide a Liaison Status Briefing when called upon.
  - Report on status of significant liaison activities
  - Report on agency/ stakeholder involvement statistics
  - Report on the status of any VIP activities

  - Report the status of any tasking assigned by the IC/UC
  - Notify the IC/UC of any actions needed to help accomplish Liaison Officer functions. If necessary, request some time after this meeting to discuss actions required in greater detail.
- Validate your support for the proposed Incident Action Plan as presented by the OSC.

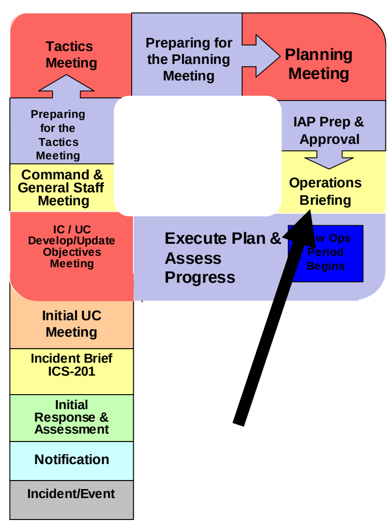
5.6 Post-Planning Meeting Actions

At the conclusion of the Planning Meeting the OSC, PSC, LSC and SOFR have a lot of work to accomplish to ensure a quality IAP is delivered in time for the next operational period. The Liaison Officer's primary responsibility during this time is to review the draft plan to ensure that any necessary agency or stakeholder considerations are effectively incorporated into the plan. Specifically, the LOFR must:

- Ensure specific agency requirements such as union requirements, overtime procedures and equipment operating instructions are incorporated into the plan.
- Ensure affected party precautions (as agreed upon by the OSC) are clearly delineated.

- Ensure cooperating agency information is clearly communicated to field personnel (i.e. land owner access requirements/procedures).
- Review any support or contingency plans for incorporation of agency or stakeholder information and requirements.
- Provide feedback to appropriate IMT members about the proposed plan and how it will be perceived by agencies and stakeholders.
- Review ICS 203, Organization to ensure Liaison staff organization is reflected.

5.7 Operations Briefing

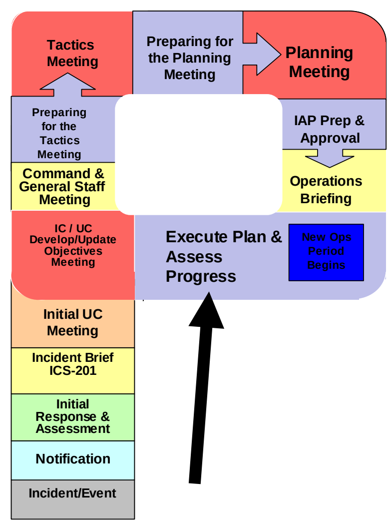


This 30-minute or less briefing presents the Incident Action Plan to the Operations Section Division and Group Supervisors.

- Have Assistant Liaison Officers in the field provide an update prior to the Operations Briefing.
- LOFR Provides a Liaison Status Briefing when called upon including:
  - Specific agency requirements such as union requirements, overtime procedures, and equipment operating restrictions

- ○ Affected party precautions such as work areas with special populations or community ordinances
- ○ Cooperating agency information (such as land owner access requirements/procedures) or other information specific to a particular work assignment are clearly communicated to field personnel

5.8 Execute Plan and Assess Progress



During this phase, the Liaison Officer is monitoring operations closely to ensure the Safety Plan and Messages are being carried out.

- Liaison Officer continues to receive periodic updates from Assistant Liaison Officers in the field.
- The best way the Liaison Officer can assess progress is to get out into the field. Consider an over flight, boat ride or vehicle recon of the incident to assess progress.
- Evaluate Liaison organization for effectiveness. See Appendix

- Meet with or contact agency representatives, stakeholders, community leaders, and affected parties to gather feedback, access their perceptions of the response and cultivate any issues.
- Review outstanding actions from ICS 233
- Prepare recommendation and briefing for the Command prior to the Objectives Meeting
- Obtain Assistant Liaison Officer briefings from the field prior to the UC Objectives meeting
- Assist FSC with any claims submitted by agencies or stakeholders such as equipment/property damage, accidents, injuries, or loss
- Coordinate demobilization with OSC and agency/stakeholder resource providers to ensure demobilization occurs in a planned fashion. Keep resource providers informed of demobilization information such as timeliness, process details, and follow-up. Work closely with the Demobilization Unit Leader to incorporate agency/stakeholder input to the Demobilization Plan.

6.0 Manage Stakeholders

6.1 Implement Stakeholder Coordination Plan

The Liaison Officer should implement and manage the Stakeholder Coordination Plan to the best extent possible. This includes updating the plan as needed to ensure it is meeting the incident needs.

6.2 Stakeholder Meetings

Depending on the incident, there are many meetings and briefings that can and do take place. Some are ad hoc and some are scheduled. Those listed below are just some that a LOFR may be involved in.

- Agency Representative Meeting – This meeting is held to update Agency Representatives and ensure that they can support the IAP. It is conducted by the LO, and attended by Agency Representatives. It is most appropriately held after the Planning Meeting in order to announce plans for the next operational period. It allows for changes should the plan not meet the expectations of the Agency Representatives.
- Demobilization – Depending on the volume of resources scheduled for demobilization, the

Demobilization Unit Leader may schedule a briefing to go over important points.

- Town Hall meeting – This meeting enables Command to address specific issues in a community.

6.3 Documentation

The Liaison Officer should maintain all documentation related to their duties. This includes but is not limited to:

- Stakeholder Outreach Plan
- Contact Profile Sheets
- ICS 214 Unit Log
- ICS 233 Open Actions Tracker for Liaison Staff
- Other documents developed

6.3.1. ICS 214 Unit Log

The ICS 214 Unit Log must be maintained. See 8.8 Example ICS 214 Unit Log. The following is information on what activities to document:

- List all personnel working in Liaison
- Document key activities including:
  - Attendance at key meetings
  - Resource breakdowns that impact command objectives
  - Personnel injuries

  - Completion or percent completion of work assignment
  - Secure from ICP
- Copy for yourself – While this is not mandatory, it is highly recommended. You should get in the habit of keeping copies of all ICS 214(s) you generate for every incident you are on. DON'T count on the incident keeping track of your specific work product. If it is important to you, keep a copy for yourself.
- Turn the original of the ICS 214 into the Documentation Unit daily

7.0 Demobilization

Below are responsibilities applicable to the LOFR’s input to Demobilization and the Demobilization Plan.

- What are the key processes and/or documentation that must be completed before assisting cooperating agency responders or resources are allowed to leave the incident? Suggest mitigation/control measures:
- Rest before travel guidelines
- Equipment/Vehicle inspection procedures
- Responder medical screening programs
- Participate in IMT demobilization meeting
- Brief replacement as necessary
- Liaison Staff resources (personnel, equipment)
- Assisting and cooperating agencies and stakeholder contacts
- Current assignments of note (e.g. ICS 233 Open Actions assigned to LOFR)
- Key relationships with other IMT members
- Replenish supplies
- Forward documentation to Documentation Unit
- Complete ICS 221 Demobilization Check-out sheet

8.0 Appendices

8.1 Personal Deployment Kit

	Uniforms appropriate for the response including appropriate footwear
	Update your family emergency plan (see www.ready.gov for details)
	Emergency contact information
	Dependent care plan (i.e. wills, powers of attorney, etc.)
	Sufficient medications and/or medical supplies for 60 days
	Pet care plan if applicable
	Power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.)

8.2 LOFR Deployment Kit

	#	Unit	Item Name
	3	Ea	Liaison Officer White Vest with inserts
	1	Ea	ICS Forms Catalog
	20	Ea	ICS Forms ICS 213, 213RR, 214, 214A
	20	Ea	Other Forms: LOFR Contact List, LOFR Contact/Agency Profile Sheets
	2	Ea	Incident Management Handbook (IMH)
	1	EA	Liaison Officer Job Aid
	1	EA	Local Contingency Plans
	2	Ea	Maps/Directions
	2	Ea	Cellular phone with Text & Camera capability
	2	EA	Laptop computer with internet/CD capabilities
	1	EA	Mifi Device (Internet Access)
	2	EA	Encrypted External Hard Drive
	1	EA	Projector and screen
	1	EA	Document Scanner (Portable preferred)
	1	EA	Fax Machine
	10	EA	Notebook – recommend “Write-in-the-Rain”
	2	Ea	Clipboard
	2	Ea	Stapler
	1	Bx	Staples
	3	Pk	Post-it Notes, 3x5, 2x4
	1	Pk	Binder clips
	1	Bx	Blue and Red Pens
	3	EA	Highlighters
	4	Ea	Post-it Tabs
	1	Pk	Writable Tabs
	1	Pk	“Sign Here” Arrows
	1	EA	Personal First Aid Kit
	1	PK	Power Snack Food
	1	Ea	Sunscreen
	1	Ea	Sunglasses
	1	Ea	Warm/cold/rain gear, if needed

8.3 Functional Interactions

Below is an information exchange matrix/functional interactions to assist the Liaison Officer with obtaining information from other ICS positions and providing information to ICS positions.

MEET With	WHEN	LOFR OBTAINS	LOFR PROVIDES
IC/UC	Upon arrival Various Times	Liaison Objectives and UC specific tasking Direction on liaison related expectations.	Commitment to accomplish objectives. Commitment to accomplish objectives and tasks. Periodic updates.
Initial LOFR or other Liaison Staff	Upon arrival	Briefing on major issues, responsibilities, involved agencies/companies, stakeholder issues, affected parties, VIP's, outstanding tasks, and current staffing.	New information /direction as appropriate.
OSC	Upon arrival, Prior to the Tactics Meeting When reviewing the draft IAP Various times.	Resource needs. Resource effectiveness feedback. Operational activities. AOR and access issues.	Commitment to keep agencies, stakeholders, and involved parties informed of operational activities. Assistance in identifying and obtaining agency resources and support.

PSC	Upon arrival, Prior to the Tactics Meeting When reviewing the draft IAP Various times.	Technical Specialist support. Opportunity to review draft ICS 203s, ICS 204s, and support plans.	Agency, stakeholder, and involved party input to IAP and other plans. Meeting schedule input. VIP and other status information.
LSC	Upon arrival, Various times.	Information on resource request process. Needed Assistant Liaison Officers, Technical Specialists, other staff, work spaces, and work equipment.	Information and contact for agency sources of supply. Supporting agency information.
FSC	Upon arrival, As needed.	Commitment to purchase recommended liaison equipment.	Agency and stakeholder information and requirements related to funds, claims, and other financial issues.
SOFR	As needed.	Information on accidents or injuries involving assisting or cooperating agencies. Updates on involvement of safety or regulatory agencies.	Communication with agency rep's on safety issues. Updates on safety issues or concerns raised by liaison contacts.
PIO	As needed.	Review of media inquiries or releases that include agency, stakeholder, or other related issues. Assistance and coordination for VIP	Statistics and other liaison information to aid in the development of media releases. Assistance and coordination for VIP visits.

		visits.	Coordination on developing an overall outreach strategy.
INTO	As needed.	Intelligence information that pertains to liaison activities.	Reports of suspicious activities or persons from assistant Liaison Officers in the field.
STAM	As needed.	Updates on agency resources in staging areas.	Access to agency rep's as needed.
DIVS TFL STL	During Ops Briefing and as needed.	Feedback on agency resource effectiveness. Information on safety issues specific to the Division/Group, Task Force or Strike Team.	Contact and communication with agency rep's. Assistance in resolving agency equipment and support issues.
SITL	As needed.	Weather updates, trajectory information, Periodic situational picture. Posters and displays for briefings and meetings.	Input to the ICS 209 or other situation updates. Listing of involved entities. Assistance with validation/verification of situational information.
RESL	As needed.	Status of Assistant Liaison Officers and other resources ordered. Locations of agency resources.	Status and number of Liaison Officer staff. Contact and information between RESL and agency rep's.
DOCL	As needed.	Copies of Safety Plans, Copies of Support Plans, IAPs, and other ancillary plans.	Originals of photographs, 214's, contact sheets, presentations, posters, and all other liaison related documentation.
DMOB	As needed.	Demobilization Plan. Status of demobilized	Agency requirements and issues for demob

		agency resources or those awaiting demob.	plan development. Review of demob plan. Coordination with resource providers as plan is implemented.
COML	As needed.	Information on communications problems between agency resources.	Assistance in resolving communications compatibility issues.
COMP	As needed.	Status of agency responder claims. Notification of any affected or involved party claims. Assurance that proper compensation procedures are in place.	Assistance in communicating with agency or other claimants.
THSP	As needed.	Specialized support and assistance.	Clear direction and expectations. Feedback on quality and effectiveness of THSP products.

8.4 Example ICS 202 Incident Objectives

1. Incident Name MIRLO INCIDENT	2. Operational Period (Date/Time) From: MM/DD/YYYY 0900 To: MM/DD/YYYY 0900	INCIDENT OBJECTIVES ICS 202-CG

3. Objective(s)

1. Protect the health and safety of the public and responders.
2. Protect sensitive areas to minimize impact to the environment, cultural, subsistence, and economic resources and property.
3. Assess condition of vessel and prepare alternative courses of action for review. Handle response in order: ordnance removal, hazmat removal, and oil removal.
4. Evaluate the feasibility of source control and on-water recovery operations, develop plans, and implement if needed.
5. Provide wildlife recovery and rehabilitation as needed.
6. Mobilize resources needed for the response.
7. Develop an incident command organization suited to expected needs and contingencies.
8. Provide thorough liaison with local agencies as needed.
9. Provide proper documentation of the response.

4. Operational Period Command Emphasis (Safety Message, Priorities, Key Decisions/Directions)

1. Safety of personnel is top priority for each stage of this response.

Approved Site Safety Plan Located at: ICP Sector Hiatusport

5. Prepared by: (Planning Section Chief)
F. Shelley

Date/Time
MM/DD/YYYY 0700

INCIDENT OBJECTIVES ICS 202-CG (Rev 4/04)

8.5 Example ICS 202A Command Direction

1. Incident Name Yaz Northern	2. Operational Period (Date/Time) From: 30AUG 1800 To: 31AUG 0600	Command Direction ICS 202A-CG

3. Key Decisions and Procedures:

Operational Period:

- 30 August 200xx/ 1800 to 31 August 20xx/ 0600

Unified Command:

- Hiatusport Fire Department
- Yaz Railroad
- US Coast Guard
- Delaware Department of Natural Resources

Operations Section Chief:

- Hiatusport Fire Department (OSC)
- US Coast Guard (Deputy OSC)

Unified Command will:

- Review and approve all offsite information reporting
- Identify critical information thresholds/requirements
- Review and approve the family support plan
- Review the resource ordering, cost sharing, and cost accounting system
- Be notified of any major changes in IMT staffing
- Be advised on any major expenditure items exceeding $50,000.00

Common IMT Operating Procedures:

- Common protocols will be developed when handling victim information
- Standardized information reporting system for both internal and external information management
- Resource ordering procedures
- Documentation procedures

4. Priorities:

- Safety
- Environment
- Property
- Transportation Infrastructure/Maritime Commerce
- Public confidence/media relations
- Information Management

5. Limitations and Constraints:

- Restricted night operations
- Critical information handling
- Potential for adverse weather (strong winds, high temperature, high humidity)
- Hazardous Materials

6. Prepared by: (Planning Section Chief)	Date/Time
J. Gafkjen J. Gafkjen	30AUG 0900

8.6 Example ICS 202B Critical Information Requirements

1. Incident Name **Animas**	2. Operational Period (Date/Time) From: 30AUG15/1800 To: 30AUG15/0600	Critical Information Requirements ICS 202B

3. Critical Information Requirements:

Critical Information the Unified Command would like tracked and reported on the ICS-209, CART and/or SITREP:

- Accountability of Personnel.
- Status of MTS/Port Status.
- Damage to infrastructure.
- Fatalities/Injuries.
- Equipment Casualties (CASREP).
- Facilities Status.
- Resource Status/Statistics.
- Critical Infrastructure/Key Resources (CI/KR).
- Environmental data.
- Environmental Resources at Risk.
- Stakeholder Interests/Concerns.
- Cultural Sensitive Impact/Concerns.
- Political Interests/Concerns.
- Media Interests/Concerns and Social Media Trends.

Immediate Reporting Thresholds: Should any of the following issues occur the Unified Command is to be notified immediately:

- Death or injury (requiring hospitalization) of a responder
- Any fatalities to the civilian population as a result of the incident
- Egregious inappropriate behavior by a responder
- Anytime there is a major shift in operations that significantly deviates from planned operations
- Anytime the Safety Officer shuts down operational activity due to a safety issue
- Any intelligence assessment that indicates a threat to the public or responders
- Any external impact that could negatively impact the overall response efforts (e.g., new incident that is competing for the same resources)
- First wildlife impact of oil
- First land impact of oil
- Interagency issues that cannot be resolved at the Section Chief level
- Negative special interest perceptions of response operations
- Negative political implications
- Negative media coverage

4. Prepared by: (Planning Section Chief)	Date/Time
J. Gafkjen **J. Gafkjen**	**30AUG15/0900**

Critical Information Requirements ICS 202B (rev 07/2012)

8.7 Example ICS 213RR CG Resource Request Message

Resource Request Message

ICS-213 RR CG (12/06)

Requestor

1. Incident Name: Mills Point
2. Date/Time: 02 Apr 2007 1330
3. Resource Request Number: B01009

4. ORDER Note: Use additional forms when requesting different resource sources of supply

a. Qty	b. Kind	c. Type	d. Priority U or R	e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.	f. Requested Reporting Location:	f. Requested Reporting Date/Time:	g. Order # (LSC)	h. ETA (LSC)	i. Cost
1			R	Helicopter - able to carry a minimum of 10 passengers with gear	Helibase	4 Apr 0600	E090	4 Apr 0800	$2356.00
				up to 500 pounds.					
				Contact Helibase Manager, Jeff Jones, to discuss					
				specific flight line reporting procedures/requirements.					

5. Suggested source(s) of supply - POC phone number if known and suitable subtitutes:
Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliqwest International

6. Requestor Position and Signature: Dan Brinkley Date/Time: 02 Apr 06 1330

7. Section Chief/Command Staff Approval: Jeff Barton Date/Time: 02 Apr 06 1345

Plans

8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.
a. [X]
b. [ ] Resources available as noted in block 12
c. [X] Resources not available

9. RESL Review/Signature: Kimberly Higgins Date/Time: 02 Apr 06 1618

Logistics

10. Requisition/Purchase Order #: 24-06-276HXQ016

11. Supplier Name/Phone/Fax/Email: Heliqwest International, Randy Simon 550-555-4041

12. Notes:
Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.

13. Logistics Section Signature: David Jones Data/Time: 02 Apr 06 2040

14. Order placed by (check box): [ ] SPUL [X] PROC [ ] OTHER ____________

Finance

15. Reply/Comments from Finance:
Contract #: FS-02HB-C-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523

16. Finance Section Signature: Sam Chase Date/Time: 02 Apr 06 2100

Full instructions on back page. Requestor fills in blocks 1-5, except #3 & #4.g-i (shaded area), signs block 6 (do not forget position), gets appropriate Section Chief or Command Staff approval in block 7, and keeps yellow copy (bottom). If applicable, RESL reviews if resource available, signs block 9 and keeps blue copy. Logistics fills in block 4.g and h, and blocks 10-13, and keeps orange copy. Orderer (LSC or FSC) fills in block 4.i. Finance fills in blocks 15 - 16 and keeps green copy. Tan copy is returned to RESL for tactical/personnel or requestor for non-tactical. White copy goes to DOCL.

8.8 Example ICS 214 Unit Log

1. Incident Name	2. Operational Period (Date/Time)	UNIT LOG
HIATUSPORT INCIDENT	XX-XXX-09 From: 0600 To: 0600 XX-XXX-09	ICS 214-CG

3. Unit Name/Designators	4. Unit Leader (Name and ICS Position)
LOGISTICS SECTION	FRANK BUY (LSC)

5. Personnel Assigned

NAME	ICS POSITION	HOME BASE
JEFF SMITH	SPUL	STATEN ISLAND, NY
RANDY BITNER	COML	WILLIAMSBURG, VA
KATIE WAGNER	VSUL	SAN FRANCISCO, CA
GEORGE TAKAGI	GSUL	CHICAGO, IL
MELISSA REED	FACL	LA/LB, CA

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS
0600	ATTENDED OPERATIONS BRIEFING - NO ISSUES OF NOTE
0730-0745	CONDUCTED BUSINESS MANAGEMENT MTG W/FSC. BURN RATE + CEILINGS BELOW 70%. REQUEST + ORDER PROCESSES FINALIZED + POSTED.
0800	ATTENDED CMD + GEN'L STAFF MTG
0900	CONDUCTED LOGS FAMILY MTG. PASSED UC KEY ISSUES INCLUDING UC REQUEST TO WORK W/ PSC STAFF TO FORECAST RESOURCE RQMNTS OUT 72 HOURS + ORDER WHERE POSSIBLE.
1130	DURING ROUTINE SAFETY INSPECTION, SOFR IDENTIFIED POTENTIAL WATER CONTAMINATION. OTHER WATER SOURCES CHECKED AND FSC CONSULTED RE PURCHASING WATER UNTIL PROBLEM RESOLVED.
1400	ATTENDED TACTICS MTG - ID'D POTENTIAL PROBLEM NEXT OP PERIOD DUE TO NON-AVAILABILITY OF LOW-COST CRANE BARGES.
1454	BRIEFED COMMAND W/ OSC, PSC + FSC AND GOT APPROVAL TO HIRE HIGH COST CRANE BARGE FOR 72 HRS MAX.
1700	ATTENDED PLANNING MTG - NO RESOURCE ISSUES ATT. SUPPORTED PLAN.

7. Prepared by:	Date/Time
F. Buy	2130 XX-XXX-09

UNIT LOG ICS 214-CG (Rev 6/05)

ICS 214 Instructions

UNIT LOG (ICS FORM 214-CG)

Purpose. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

Preparation. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

Distribution. The Documentation Unit maintains a file of all Unit Logs. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Unit Name/Designators	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4.	Unit Leader	Enter the name and ICS Position of the individual in charge of the Unit.
5.	Personnel Assigned	List the name, position, and home base of each member assigned to the unit during the operational period.
6.	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
7.	Prepared By	Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

8.9 Example ICS 237-CG Incident MISHAP Reporting Record

INCIDENT MISHAP REPORTING RECORD (ICS 237-CG rev 07/13) **1. Incident:** MIRLO

2. Date/Time: 9SEP13 0830 **3.Location:** Safety/Security Group **4. CG Unit:** Sector Miatusport

5. OPFAC: — (If known) **6. Name of Injured:** N/A (If Applicable – Print Last, First, MI) **7.Age:** N/A (If Applicable) **8. M / F** (circle) **9.Rank/Rate/Grade:** N/A (If Applicable)

10. Narrative of Mishap: CG-25001 while enforcing safety/security zone, encountered floating debris in water & port propeller/lower unit damaged. Vessel returned to Staging Area. Contacted USUL for repair

11. Part(s) of Body Injured (if applicable): □ Abdomen □ Chest □ Back □ Lungs □ Int. Organs □ Head □ Neck □ Eyes □ Ear □ Hip/Pelvis □ Leg □ Knee □ Ankle □ Foot □ Toes □ Shoulder □ Arm □ Elbow □ Hand □ Wrist □ Finger □ Other N/A

Nature of Injury: Days Hospitalized: N/A Lost Work Days (NFFD/SIQ): N/A Days Restricted (FFLD): N/A

□ Abrasion □ Concussion □ Paralysis □ Bruise □ Cut □ Puncture □ Sprain □ Absorption □ Ingestion □ Burn □ Amputation □ Dislocation □ Fracture □ Inhalation □ Gunshot Wound □ Electrical Shock □ Loss of Consciousness □ Occupational Illness N/A

Personal Protective Equipment (PPE): Circle R = PPE Required and/or U = PPE Utilized

R / U - Hearing R / U - Seat Belt R / U - Head R / U - PFD R / U - Hand R / U - Eye
R / U - Foot R / U - Respirator R / U - Fall/Harness R / U - Other:

12. Damaged Property/Estimated Cost ☒ CG Property □ Non-CG Property Op Days Lost: UNK Cost Est $ UNK

□ Aircraft □ Aton ☒ Boats □ Buildings □ Cutter □ Equipment □ Piers □ Vehicles

List Damaged Property: CG-25001

13. Signature: JJ Jones (Person completing form) **14. Name:** J.J. Jones (Person completing form – Print) **15. Rank/Rate/Grade:** BM1

16. ICS Position: Safety/Security DIVS (Person completing form – Print) **17. Email:** JJJ@email.com (Person completing form – Print) **18. Report #:** A-003

Original - Safety Officer Copy 1 - HSWL Service Center (se) Copy 2 - Retained by member

FOR OFFICIAL USE ONLY (FOUO) - https://hswl.uscg.mil/ SEE PRIVACY ACT NOTICE

ICS 237 Instructions

INCIDENT MISHAP REPORTING RECORD (ICS 237-CG REV 2/09)

Purpose. This record is designed to record incident MISHAPs. This is used only when directed by the incident Safety Officer. This is a Coast Guard specific form to comply with COMDTINST M5100.47 during incident response This is not a replacement for the MISHAP system used by parent commands.

Preparation. The" *Incident MISHAP Reporting Record*" is initiated when documenting any of the following: injury, illness, property damage, or high potential (HIPO) accident occur. Use additional records for multiple members injured or suffering illness from one occurrence. Information contained in this form is considered For Official Use Only (FOUO).

Distribution. The Person filling out the record submits these as MISHAPS occur (as required). The original and first copy goes to the incident Safety Officer, the second copy is kept by the person completing the record (member). The incident Safety Officer or assistant (CG member) will enter appropriate information in CG e-MISHAP reporting system and send the first copy to Health Safety Work-Life Support Activity, Safety & Environmental Health (HSWL SUPACT SEH).

Item #	Item Title	Instructions
1.	Incident	Enter the name assigned to the incident.
2.	Date/Time	Enter the date and time of the MISHAP
3.	Local CG Command	Enter the Coast Guard command where the injured person or unit damaged property was assigned/working.
4.	OPFAC	Enter the OPFAC of the local command, if known.
5.	Name of Injured (PRINT)	Enter last name, first name and middle initial of injured person (if applicable)
6.	Age	Enter age of injured person (if applicable).
7.	M/F	Circle appropriate sex of injured person (if applicable)
8.	Rank/Rate/Grade/AUX	Enter Rank/Rate (military), Grade (CG civ) or Auxiliarist of injured person (if applicable).
9.	Narrative of MISHAP	Describe the circumstances surrounding the injury/illness or property damage. Describe CG operations being conducted. Indicate personal protective equipment being utilized.
10.	Body part injured/Nature of injury	Describe the part(s) of body injured or illness suffered. Describe the nature of injury or illness (if applicable).
11.	List of Damaged Property/Est Cost	Describe damage to government property or civilian property and estimated cost.
12.	Signature	Signature of person completing the record.
13.	Name of Person Completing Form	Self-explanatory.
14.	Rank/Rate/Grade	Enter Rank/Rate (military) or Grade of person completing the record.
15.	ICS Position	Enter ICS Position held by the person completing the record.
16.	Email	Email of person completing the record.
17.	Report Number	Locally generated number to assist in tracking MISHAP reports.

8.10 Stakeholder Contact Profile Sheet

Date/Time: ________________

Incident: ____________________________________

Organization or entity: __________________________

Address: ____________________________________

____

____

Primary contact person: ________________________

Phone: _____________________________

Email: ______________________________

Other: ______________________________

Secondary contact person: ______________________

Phone: _____________________________

Email: ______________________________

Method of Contact (how initiated): _________________

____

Nature of involvement with the incident: ___________

____

Ability to influence or assist the response effort: ____

____

Stakeholder Contact Profile Sheet page 2

Issues and concerns: ______________________________

____

____

____

Briefings required: Yes/No Frequency: _________

Briefing Method: ______________________________

Materials: ____________________________________

Specific Content: ______________________________

____

____

Other considerations: ______________________________

____

____

____

____

8.11 Agency Representative (AREP) Contact Worksheet

Date/Time: ________________

Incident: ____________________________________

Agency/Entity: __________________________

Address: ____________________________________

____

____

Primary/Secondary contact person: ______________

____

Phone: _____________________________

Email: ______________________________

Other: ______________________________

Lodging Location: ______________________________

Backup/Relief Planned ___________________________

Nature of involvement with the incident: ___________

____

____

Is Agency in Unified Command? ___ Yes, ___ No

Ability to influence or assist the response effort:

Agency Representative (AREP) Contact Worksheet (page 2)

Resources (on-scene, available, capabilities, limitations):

Special Needs or Requirements (e.g. max work hours, union agreements, assignment time, etc.)

Agency mission or objectives related to this incident?

Level of authority or approval requirements:

Resource ordering procedures:

Information on pay procedures:

Agency-specific cost tracking requirements:

Agency-specific demobilization requirements:

Agency Representative (AREP) Contact Worksheet (page 3)

How long does the Agency expect to commit resources to the incident?

Available communication methods between the Agency and IMT (e.g. phone, email, etc.)?

Briefings required: Yes/No Frequency: _________

Briefing Method: ____________________________

Materials: _________________________________

Specific Content: ___________________________

____

____

Other considerations: _________________________

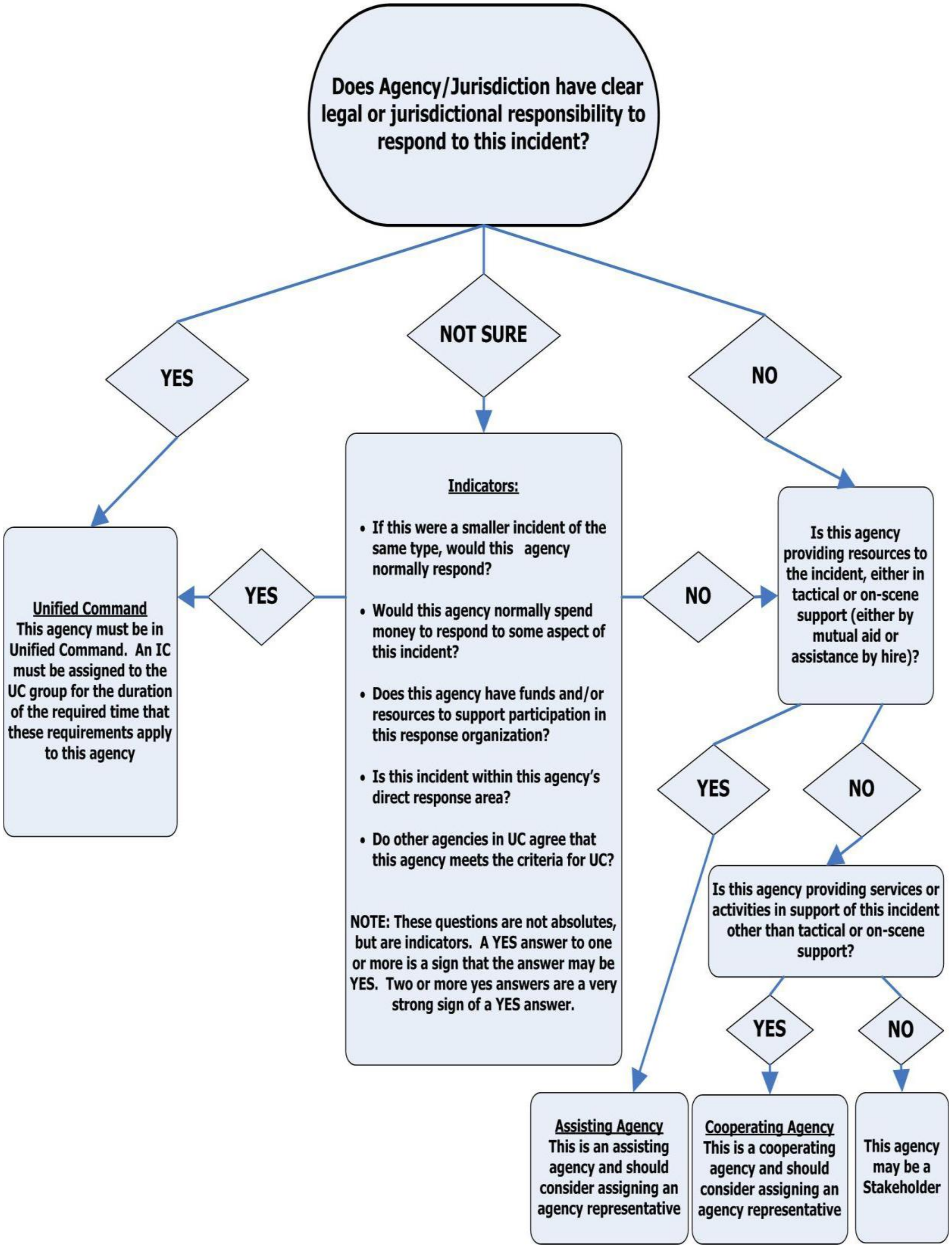
____

____

____

____

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



8.13 Stakeholder Meeting Preparation Checklist

Prior to the Meeting

□	Solidify “why” you are having the meeting.
□	Identify and characterize the audience.
□	Determine and outline the key messages to be communicated.
□	Select a capable facility to hold the meeting. Consider the following: • Parking & Security • Impact on surrounding properties/streets/businesses • Size & Furnishings • Cost • Layout and type of forum to be held • Ease of use or convenience • Neutrality • Recurring availability for follow-on meetings
□	Determine meeting support needs such as electronics, posters, displays, hand-outs, security, transportation to/from ICP, documentation, and refreshments. Communicate requests to appropriate IMT staff (LSC, PSC, and FSC).
□	Brief participants on their roles and responsibilities.
□	Review materials in advance of the meeting and ensure that there is enough time to correct errors.
□	Review facility, materials, support systems, and support personnel prior to the meeting.

During the meeting:

□	Conduct a “check-in or sign-in” process for attendees, validate contact information.
□	Establish, display and communicate ground rules.
□	Follow a posted agenda.
□	Coordinate with PSC to have the meeting facilitated and documented.
□	Capture open items.

After the meeting:

□	Assign follow-up tasks to staff and other IMT members as appropriate.
□	Assign responsibility for open actions captured during the meeting.
□	Provide briefing on results of the meeting as appropriate (Command, agency representatives).
□	Forward items to DOCL and other staff as needed.
□	Provide feedback to staff and other support providers.
□	Feedback from Stakeholder
□	Thank you letter to Stakeholder

8.14 Example Stakeholder Coordination Plan

Stakeholder Coordination Plan
Yaz Northern Incident
Updated 1600 10 JULY 20xx
FOR OFFICIAL USE ONLY

Part 1: Overview

Introduction

The purpose of the Stakeholder Coordination Plan for the Yaz Northern Incident is to identify stakeholders involved in the incident and identify the issues, concerns and activities of the stakeholders as they relate to the incident. The Incident Management Team (IMT) through the Liaison Officer and other identified IMT positions will make every effort to coordinate with and share information with the affected stakeholders, which includes all assisting and cooperating agencies and other involved entities as identified in this plan.

Incident Overview

At 0730 on July 10th, the south bound Yaz Northern train derailed after crossing the Yaz Railroad Bridge on the south shore of the Sangria River. The derailment resulted in six cars leaving the tracks. Two of the cars continued 90-ton pressurized liquid chlorine that and went down a 25-foot embankment and crashed through the Stauffer Chemical Facility security fence. One of the chlorine cars is leaking. The other four cars were carrying number 4 petroleum oil. One of the petroleum cars is on fire and started a grass fire that continues to burn. Exact casualty figures are not known, but the Stauffer Facility was in the middle of a shift change when the incident occurred. Six Stauffer employees are injured and are being treated another 11 Stauffer employees are unaccounted for.

Example Stakeholder Coordination Plan (continued)

Command Statement

This incident will be managed under a Unified Command organization that will include an Incident Commander from the Yaz Railroad, Stauffer Chemical Facility, State of Delaware, County of Hiatusport, and the U.S. Coast Guard. It is Command's intent to reach out to all involved or affected agencies and entities within Hiatusport and the surrounding area. In order to accomplish this task, Command has established a Liaison Officer position within the Command Staff. Command also identified incident objectives which can be found in the Incident Action Plan (IAP).

Liaison and Stakeholder Emphasis

1. Establish an aggressive outreach and coordination process to include and advise all involved or affected agencies and entities within Hiatusport and the surrounding area.
2. Establish a meeting/activity schedule for stakeholders as appropriate to share information and address their issues and concerns.
3. Establish an organization that will be able to coordinate and share information with various stakeholders and provide Assistant Liaison Officers at key agency facilities, such as the Emergency Operations Center (EOC).
4. Provide space at the Incident Command Post (ICP) for the various Agency Representatives (AREP) as needed to facilitate their coordination responsibilities with their incident assets.

Stakeholder Expectations

It is the expectation of the Unified Command that all stakeholder issues and concerns will be promptly brought to the attention of the Liaison Officer in order that they can be dealt with and resolved at the incident level. If an issue cannot be adequately resolved to the satisfaction of the stakeholder, then the Unified Command will take appropriate steps to resolve the situation.

Limitations and Constraints

The Liaison Officer will continually advise the Unifed Command of any limitations or constraints that are identified by the stakeholders in regards to policies, capabilities, and procedures. The Liaison Officer in conjunction with the stakeholder and IMT members will work to resolve the issue.

Liaison Personnel and Contact Information

Position	Name	Phone Number	Location
Liaison Officer	S. Klein	501-555-1211	ICP
Asst Liaison Officer	K. Ward	501-555-1213	EOC

Responsibilities

The role of the Liaison Officer and their staff is to represent the Unified Command at in their dealings with stakeholders and at various meetings and venues as is deemed necessary. The Liaison Officer and their staff will coordinate and share information with all stakeholders as identified in this plan. The Liaison Officer will work with all Agency Representatives assigned to the incident to ensure that agency policies, procedures, limitations and constraints are addressed. The Liaison Officer will continue to keep the Unified Command informed of all stakeholder issues and concerns on a regular basis and inform the Unified Command immediately of any issue that may affect the management of the incident.

Example Stakeholder Coordination Plan (continued)

Part 2: Meeting and Briefing Schedule

Daily Meeting Schedule - See attached ICS-230 Daily Meeting Schedule
Stakeholder Briefings – Daily at 0800
Stakeholder Meeting Schedule – Monday, Wednesday, and Friday at 0900

Part 3: Coordination Listing and Contact Information

Coordinating and Assisting Agency Listing

- U.S. Coast Guard (USCG)
- Delaware Natural Resources (DNR)
- Delaware Marine Fisheries (DMF)
- Delaware Game and Inland Fish (DGIF)
- Delaware State Police
- National Weather Service (NWS)
- National Oceanic and Atmospheric Administration (NOAA)
- Federal Bureau of Investigation (FBI)
- Hiatusport City Police (HCP)
- Hiatusport County Sheriff Department (HCSD)
- Hiatusport Fire Department (HFD)
- Hiatusport County Fire Department (HCFD)
- Hiatusport EMS
- Hiatusport City/County Emergency Operations Center (EOC)
- Yaz Railroad
- Stauffer Chemical
- Clean Rivers, Inc
- Coral Marine Salvage, Inc.
- Jones Environmental

Example Stakeholder Coordination Plan (continued)

Stakeholder Listing

- US Navy Naval Operating Base (NOB)
- US Navy Naval Weapons Station (NWS)
- US Maritime Administration (MARAD)
- Hiatusport City Port Authority and Terminal
- Hiatusport City Passenger Terminal
- Delaware Pilots Association

Involved Party Listing

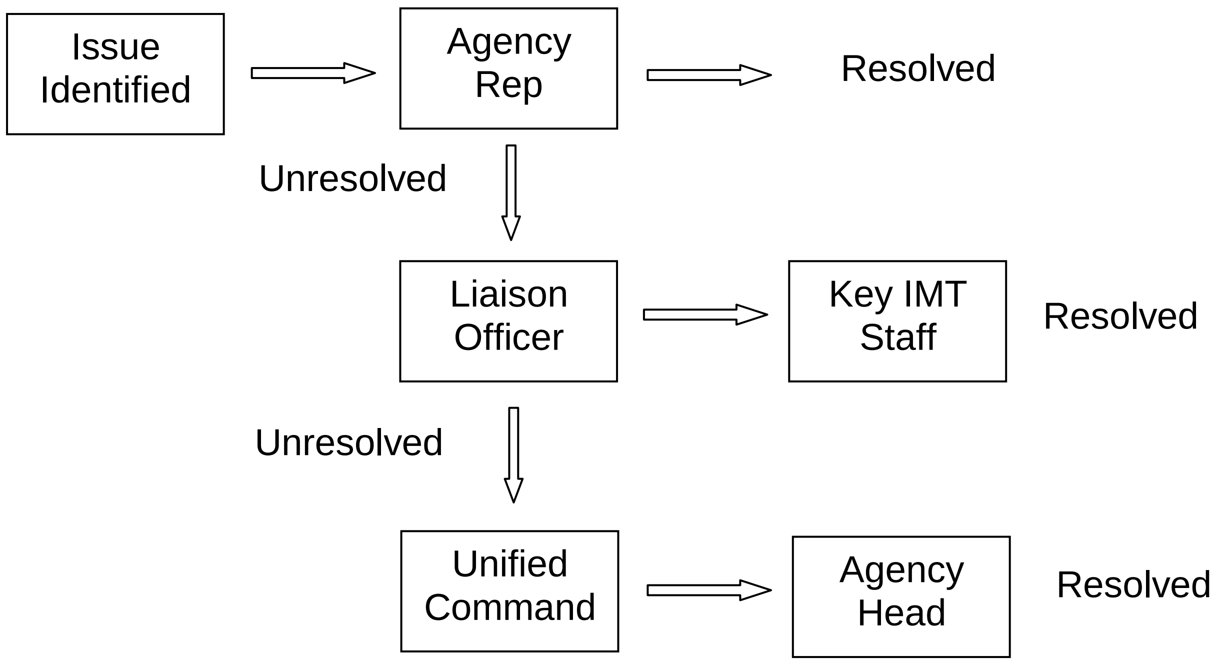
- US Army Corps of Engineers (USACE)
- US Environmental Protection Agency (USEPA)
- National Transportation Safety Board (NTSB)
- US Transportation Safety Administration
- US Attorney's Office

Incident Management Team Listing (Command and General Staff)

See ICS 205 Communications Plan and ICS 205a Communications List in the Incident Action Plan (IAP) which is published separately.

Example Stakeholder Coordination Plan (continued)

Part 4: Issue Identification and Resolution Flowchart



Part 5: Administration

Documentation Requirements

Liaison Officer

- Stakeholder and AREP Profile worksheets
- Stakeholder Engagement Matrix
- ICS 214 Unit Log
- Stakeholder Meeting and Briefing Schedule
- ICS 213 General Message
- ICS 225 Incident Personnel Performance Rating
- Other ICS forms as appropriate

Agency Representatives

- Check-in on incident (ICS 211)
- ICS 214 Unit Log
- Agency Specific Forms (Time Cards, Accident Forms, etc.)

Agencies, Stakeholders, and other involved agencies/entities (off incident)

- Requests as appropriate for incident information

Attachments

A. Incident Map/Chart
B. ICS 230 Daily Meeting Schedule

The Incident Action Plan (IAP) will be published separately.

Note: Additional pages would have the attachments as noted in the plan but are not included here for brevity of the Job Aid

8.15 Example Stakeholder Engagement Matrix

Stakeholder Engagement Matrix					**ICS-23x**
1. Incident Name: Hiatusport Harbor Oil Spill **(Sector HIATUSPORT)**				**2. Operational Period** 29-30 May 2015	
3. Stakeholder/ POC/#	**4. Impacted/ Interested**	**5. Priority H/M/L**	**6. Strategies (HOW)**	**7. Tactics/Work Assignments(WHO, WHAT, WHERE, WHEN)**	**8 209, TPs, SITREP**
US N.O.B. LCDR Williams (210-555-1212)	Impacted	H	Assign ALOFR (ENS Smith) to NOB Command & Control Center to coordinate efforts w/ Base OOD	ALOFR (ENS Smith) shall report to the NOB C2CEN daily from 0700-1900 to engage w/ OOD and NOB Command keeping them informed of response efforts, IAP distribution and message synchronization w/ the JIC.	Yes SITREP 209
Weenok Tribe Ms. Thomas (210-555-1212)	Interested	H	Assigned External Affairs ALOF (LTJG Jones) to conduct a 1300 daily stakeholder conference call	ALOFR will obtain a permanent/dedicated USCG or DHS CONF Call Line. 1300 daily will conduct an informative LOFR/UC brief. As deemed necessary by the UC and/or LOFR a Q & A session may follow (only pre-submitted questions will be addressed. All questions will be due to the ALOFR NLT 1000 daily).	Yes TPs
Hiatusport Cruise Ship Terminal Mrs. Armstrong (210-555-1212)	Impacted	M	Assigned External Affairs ALOFR (LTJG Jones) to conduct a 1300 daily stakeholder conference call	ALOFR will obtain a permanent/dedicated USCG or DHS CONF Call Line. 1300 daily will conduct an informative LOFR/UC brief. As deemed necessary by the UC and/or LOFR a Q & A session may follow (only pre-submitted questions will be addressed. All questions will be due to the ALOFR NLT 1000 daily).	Yes TPs
Hiatusport Bay Foundation Mr. S. Duck (210-555-1212)	Interested	L	In conjunction w/ the JIC develop an informative website w/ Press Release, MSIBs, FAQs and response updates. LOFR will input to JIC Twitter feed. Distribute an info call in line to stakeholders. 1-800-BAY-SPILL. LOFR staff will update line daily.	JIC will control internet and social media releases. LOFR will provide info for dissemination. LOFR will provide the JIC Volunteer coordination phone number and online registration method. LOFR will provide a staff members to monitor incoming phone messages and update outgoing message.	No
Iron Man Race Committee Mike Sprint (210-555-1212)	Interested *(Event is June 5, Sangria River)*	M	LOFR will conduct 30MAY15 @1300 site visit to Ironman starting line w/ race committee	30MAY15 the LOFR and DOSC will met onsite w/ the race committee to discuss impact potential, alternate COAs and cancelation risks	No
9. Prepared by: LT J. Litzinger, CG IMAT				**10. Date/Time:** 29 May 2015 1830	

STAKEHOLDER ENGAGEMENT MATRIX FORM INSTRUCTIONS (ICS 23x) Rev. 5/2015

Purpose. The Stakeholder Engagement Matrix is designed to help identify Stakeholder engagement strategies and tactics to achieve the confidence understanding and coordination with Agencies, Politicians, Organizations, Industry and the Community. This optional form assists the liaison staff in being the conduit of information and support between assisting and cooperating agencies. The LOFR will identify: who, what, where, when, and how response information will be coordinated. This form is simply a formalized version of how most LOFRs tend to think in order to turn stakeholders concerns into tactical work.

Preparation. The Stakeholder Engagement Matrix, if used, is usually completed by the Liaison Officer and Assistant Liaison Officer(s) prior to the Planning Meeting. The form should be evaluated and updated (if needed) each Operational Period.

Distribution. All completed original forms must be submitted to the Documentation Unit.

Item #	**Item Title**	**Instructions**
1.	Incident Name	Enter the name of the incident
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Stakeholder	Enter the relevant Stakeholder as identified in ACP, AMSP, Local Plans, Committees or identified by UC.
4.	Impacted/Interested	Impacted- event/incident affected Agency, Tribal Government, Industry, Property, Community or Organization physically, financially, environmentally or well being. Interested- event/incident affected Agency, Industry, Property Owners or Organization emotionally or they have valid curiosity.
5.	Priority	IC/UC's level of attention and method of engagement rank order. High Priority Stakeholders should have a LOFR profile Sheet completed.
6.	Strategies	Enter all strategies that could be used to meet the objective ("how")
7.	Tactics	Enter details, including as much as possible, who, what, where, and when, of work assignments to carry out method of engagement with identified Stakeholder
8.	209/TP/SITREP	Has IC/UC approved release of ICS 209, Talking Points (TP) bullets or SITREP to Agency, Organization or Stakeholder
9.	Prepared By	Enter the name and position of the person preparing the form
10.	Date/Time	Date/Time Prepared

8.16 Liaison Officer VIP Checklist

This checklist assumes that primary responsibility for the VIP visit is assigned to the Liaison Officer. In some cases, the responsibility may be assigned to other members of the IMT staff such as the Public Affairs Officer or Deputy Incident Commander depending on the circumstances surrounding the response.

Prior to the visit:

- □ Determine the reason for the VIP's visit.
- □ Identify and reach out to a point of contact (POC) for the VIP.
- □ Determine the expectations that the VIP has for the visit.
- □ Determine if a photographer is desired or needed.
- □ Provide the POC with any advance materials such as ICS 201s, IAPs, press releases, ICS 209s, intelligence summaries or other information as appropriate.
- □ In coordination with other IMT members and the POC, develop a VIP Visit Plan that includes:
  - Purpose for the visit
  - Pertinent information about the VIP
  - Protocol expectations
  - Security expectations or requirements

  - Special needs such as handicaps, food requirements, or medical needs
  - An overall schedule (allow time for things to take longer than expected)
  - Specific agendas for meeting and briefings
  - Supporting information for each segment of the schedule such as maps, personnel lists, or equipment requirements
  - A listing of responsibilities and tasks assigned to the IMT staff, such as photos, transportation, briefings, security, and safety equipment
  - Communication methods and requirements
  - Transportation routes and means
  - Contingency resources and personnel requirements
  - Required approvals and signatures
- □ Obtain command approval for the plan
- □ Brief participants prior to execution of the plan
- □ Prepare specific briefing materials in time for review by the IMT staff
- □ Assist the photographer in determining appropriate pictures

Note: The VIP Visit plan should be used by the IMT and visit coordination staff to manage the visit. A copy should be provided to the POC as soon as it is approved.

During the visit:

- □ Stick to the schedule.
- □ Keep Command and others informed of progress.
- □ Keep track of any open actions, tasking, or issues that come up.
- □ Ensure that all required safety equipment is available and used.
- □ Communicate ahead to the next stop or activity on the schedule.

Post visit:

- □ Debrief personnel involved in managing and executing the visit. Gather feedback, issues, concerns, and successes.
- □ Provide a briefing to Command and others as required on the visit, including any open actions, tasking, or issues.
- □ Document required follow up and assign responsibility.
- □ Contact the POC to obtain feedback on the visit and to follow up on any actions.
- □ Provide original documents and electronic items to the DOCL for filing.
- □ Provide feedback to personnel involved in managing and executing the visit.
- □ Amend the plan template as appropriate for the next VIP visit.

8.17 Conducting an Open House

One of the basic requirements of the Liaison Officer is to communicate with stakeholders and the public. An alternative or supplement to conducting public meetings is to use and open house methodology.

Advantages to an open house include:

- Provides personal two-way information exchange
- Provides interested parties with needed information
- Provides for community participation

Open houses may be used immediately prior to and after scheduled public meetings to ensure that all participants receive the more individualized information they need that would be more difficult to provide during a larger meeting.

An open house may be used as a substitute for public meetings. This may be particularly helpful by allowing greater flexibility for attendees to come and go at their leisure. It also provides a much more personalized atmosphere where individual issues and concerns can be presented and captured by Liaison staff.

Open houses should be scheduled for timeframes convenient to the majority of an affected community. Hours of operation should be advertised. Normally, 4-6 hours is sufficient for daily operations.

It is recommended that exhibits be limited to 4 to 6 separate stations or booths. These booths should be staffed by personnel able to explain or collect information as appropriate. The booths might include:

- Situational overview
- Specific or targeted information relevant to the potential attendees
- Story boards or videos
- Projections or modeling information
- How can you help?
- Precautionary information
- Suggestion box or booth

It is important to remember that this information be timely, accurate and helpful to the attendees. The Public Information Officer should be able to provide assistance in the set up and operations of an open house.

8.18 Liaison Effectiveness Checklist

This checklist is helpful in determining liaison organizations effectiveness:

□ Incoming liaison personnel are receiving a comprehensive briefing before assuming their duties
□ Liaison work activities are proceeding well and tasks are being completed
□ Liaison staff is adequate to meet the demands of the response effort
□ Good progress is being made towards meeting liaison oriented objectives
□ Chain of Command is well established
□ Good communications exists between ALOFRs and ICP
□ Communication is flowing smoothly back and forth between LOFR staff and agencies, stakeholders, affected and involved parties
□ Liaison personnel feel comfortable raising issues or concerns to the LOFR
□ Expectations are clearly understood
□ Liaison work areas are adequate
□ Have Equipment is right capability for need
□ Appropriate Technical Specialists are available
□ Effective coordination exists between liaison and other IMT Staff

- □ Perception of the response is positive at other incident related locations: EOCs, Area Command, JFO, etc.)
- □ Contingencies or what-if possibilities are being planned for to include effective outreach to stakeholders
- □ Reaction is positive to liaison related documents, posters, and presentations
- □ Assisting and cooperating agency support and resources are being effectively and efficiently utilized
- □ Agency representatives are involved and freely communicate with Liaison
- □ Stakeholder, agency and VIP briefings and tours are smooth and successful
- □ There is a clear means for outside entities wishing to contact the liaison and how to do it.
- □ Liaison staff are fully employed and have a positive attitude
- □ Demobilization is being coordinated with agencies and stakeholders
- □ Stakeholder coordination Plan is effective and being followed
- □ Stakeholder measurement of Success:
  - o Informal evaluation, suggestion box, surveys, interviews, etc.
- □ Social Media is positive

UNITED STATES COAST GUARD

Liaison Officer Activities
in the ICS Planning Process

The Liaison Officer is not normally present at this meeting unless stakeholder or agency issues affecting the tactical plan are to be discussed.

Obtain briefings from Asst LOFRs in the field.
Gather situational information from SITL
Prepare Liaison Status Briefing

Provide Liaison Status Briefing
- Status of significant Liaison activities
- Status of Outreach Plan
- Agency/Stakeholder involvement
- Status of any tasking assigned
- Actions to accomplish Liaison functions
- Validate support for the operational plan

Conduct Family meeting with staff
Obtain briefings from Asst LOFRs
Evaluation Liaison Organization
Contact assisting and cooperating agencies to discuss objectives for the upcoming operational period
Meet with OSC to share information
Develop/update outreach plan

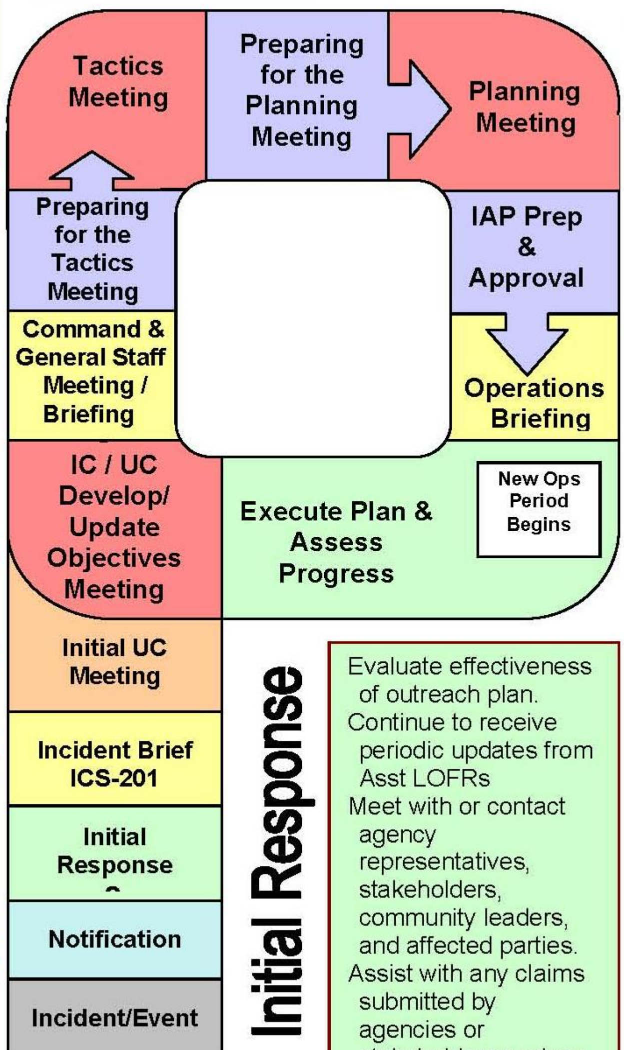
The LOFRs briefing should be an overview of the status of Liaison coordination for the entire incident.
- Cooperating and assigning agencies, stakeholders, and other entities involved and their issues
- Outreach efforts
- VIP status
- Liaison organization and ALOFR locations
- Status of outreach plan

This meeting is intended for Unified Commanders

This meeting is intended for Unified Commanders

If assigned at this early stage of the incident, initial briefing is opportunity to receive additional details.
Depending on the phase and/or size of the incident, may not get time with the IC.

Check-in and receive Briefing
Organize & brief subordinates
Get Asst LOFRs into field
Acquire Work Materials
Ensure that an appropriate & safe initial response is mobilized.
Closely monitor initial operations



Review the draft plan to ensure that necessary agency or stakeholder considerations are effectively incorporated into the plan.

Provide Liaison Status briefing – focused on Ops Personnel
- Agency requirements such as union requirements, overtime limits/ procedures, and equipment operating restrictions.
- Precautions such as special work area requirements
- Cooperating agency information such as land owner access requirements.

Evaluate effectiveness of outreach plan.
Continue to receive periodic updates from Asst LOFRs
Meet with or contact agency representatives, stakeholders, community leaders, and affected parties.
Assist with any claims submitted by agencies or stakeholders such as equipment/property damage, accidents, injuries, or loss.