

**E/L 0956**

# **NIMS ICS All-Hazards Liaison Officer Course**



**FEMA**

## **Student Manual**

March 2025  
Version 1.0



*Liaison Officer Describes the Situation*

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# Unit 1: Course Introduction

STUDENT MANUAL

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Visual 1.1

## E/L 0956: ALL-HAZARDS LIAISON OFFICER COURSE



Visual 1.2

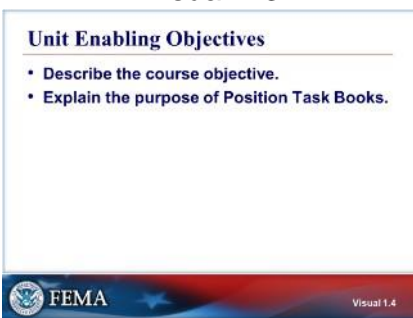
### UNIT 1: COURSE INTRODUCTION



Visual 1.3

### UNIT TERMINAL OBJECTIVE

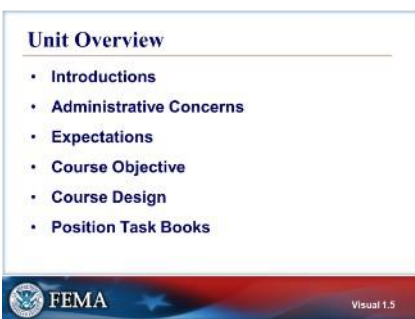
Identify the course objective and position-specific resource materials for the position of LOFR.



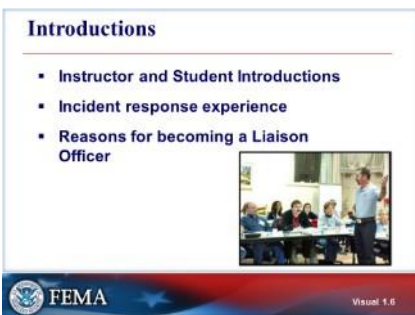
Visual 1.4

### UNIT ENABLING OBJECTIVES

- Describe the course objective.
- Explain the purpose of Position Task Books.



Visual 1.5



Visual 1.6



Visual 1.7



Visual 1.8

## UNIT OVERVIEW

Through this unit, students will learn the objective of the course, familiarize with the use and purpose of Position Task Books, and receive Liaison Officer versions of these resources.

## INTRODUCTIONS

The instructor gives an overview of their personal experience as a Division/Group Supervisor and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your reasons for wanting to be a Division/Group Supervisor.

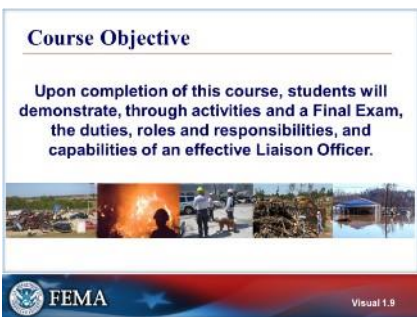
After the introductions, the instructor will administer the Pretest.

## ADMINISTRATIVE CONCERNS

## EXPECTATIONS

Share your expectations for the course.

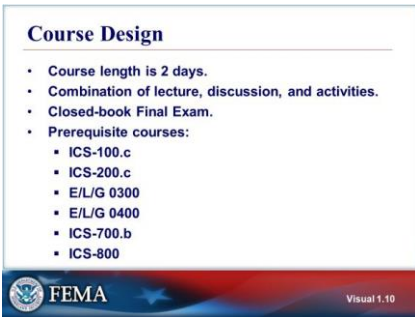




Visual 1.9

## COURSE OBJECTIVE

Upon completion of this course, students will demonstrate, through activities and a Final Exam, the duties, roles and responsibilities, and capabilities of an effective Liaison Officer.



Visual 1.10

## COURSE DESIGN

The course is scheduled to be 2 days in length.

Through a combination of lecture, discussion, and activities, students, upon course completion, will be provided the knowledge and skills to meet the objectives of the course. Student interaction and participation will be integral to this process.

The course materials were developed as a position-specific course focusing on the duties and responsibilities of one member of IMT (in this course, LOFR) in an all-hazards context.

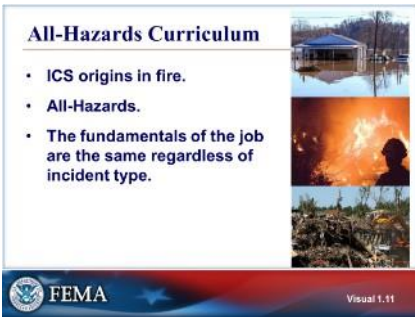
The prerequisites to this course include:

- IS-100 Introduction to the Incident Command System, ICS 100
- IS-200 Basic Incident Command System for Initial Response, ICS 200
- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300
- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400
- IS-700 An Introduction to the National Incident Management System
- IS-800 National Response Framework (NRF), An Introduction

Recommended (not required) courses:

- E/L/G 0191 Emergency Operations Center/Incident Command System Interface
- O 305 Type 3 AHIMT Training Course (US Fire Administration)
- O 337 Command & General Staff Functions for Local Incident Management Team (National Fire Academy)

To receive a certificate of completion for the course, students must obtain a 75% or higher on the Final Exam. The Final Exam will be closed-book, one hour will be allotted for its completion, and the Final Exam's questions will be based on the Enabling Objectives for Units 2 - 9. Unit 1 will not be tested in the Pretest nor the Final Exam.



Visual 1.11

## ALL-HAZARDS CURRICULUM

The need for NIMS ICS All-Hazards Position Specific training resulted from the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001 and was reinforced by the natural disasters of Hurricanes Katrina and Rita in 2005.

These incidents underscored the need for the nation's emergency managers and first responders to develop an improved posture for protection, prevention, mitigation, response, and recovery through an "all hazards" strategy. At the core of this realization is the need for standardized training in systems and performance competencies that enable emergency management and response resources to execute the essential tasks needed to overcome any challenge.

This curriculum was validated by a varied cadre of course developers with LOFR backgrounds.

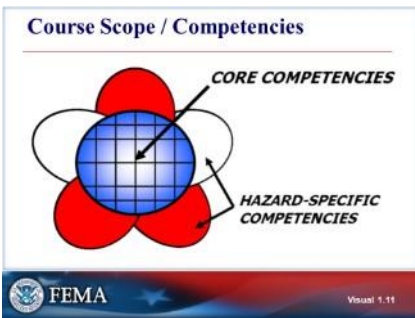
Given our personal incident experiences, each of us - instructors included – have a limited perspective (by no means All-Hazards).

A LOFR needs to possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a LOFR is the same.

Make sure that students are not deterred if one "hazard" from the list is spoken to more than another. Students can still obtain critical insight to the position and should be encouraged to add examples from their own disciplines to the discourse.



Visual 1.12



Visual 1.13

## DISCUSSION ACTIVITY

Focusing training at this level is not irrelevant to the students, however, even if 99% of the time the incidents they and their IMTs manage are of a much smaller, local type. This visual is meant to help explain the point.

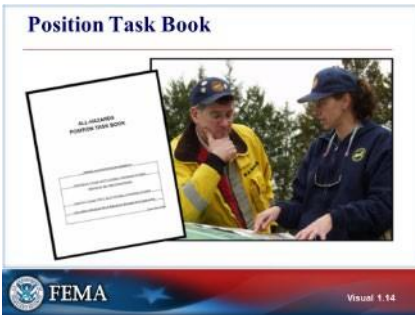
## COURSE SCOPE / COMPETENCIES

Competency is a broad description that groups core behaviors necessary to perform a specific function.

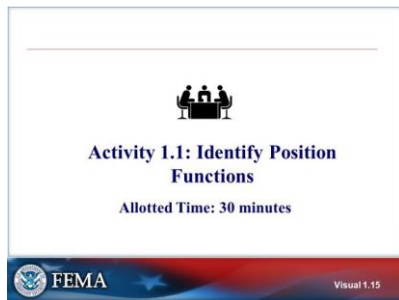
The Flower Diagram illustrates the concept that successful performance of the tasks, duties, and activities in any position requires both core and incident-specific competencies.

- Core competencies are the competencies required of Liaison Officer regardless of discipline.
- Hazard-specific competencies are those required to perform in a particular discipline, such as law enforcement, fire, public health, HAZMAT, EMS, public works, etc.
- The center of the flower represents the core competencies of the position.
- The petals represent the hazard-specific competencies associated with specific disciplines.
- The LOFR must have the core and a petal for qualification within a specific discipline. For most disciplines, the hazard-specific competencies for LOFR will be the same and the LOFR will have multiple petals.

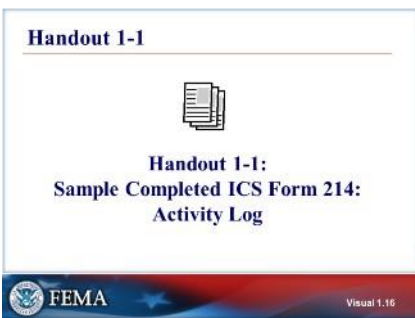
This course will help to establish core competencies (center of the flower) for the Liaison Officer position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Liaison Officer Position Task Book, discussed on the next visual.



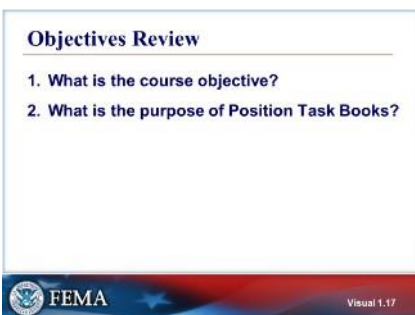
Visual 1.14



Visual 1.15



Visual 1.16



Visual 1.17

## POSITION TASK BOOK

PTBs are the primary tools for observing and evaluating the performance of students aspiring to a new position within ICS. PTBs allow documentation of a student's ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.

## ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

The instructor will explain Activity 1.1.

You will have 15-30 minutes to complete the activity.

## HANDOUT 1-1

The ICS Form 214 should document important factors, decisions, and elements such as the “three A’s” – Actions, Agreements, and Accidents – as well as disagreements:

- **Actions** taken to prevent hazardous activities.
- **Agreements** made with Supervisors or others to correct unsafe conditions.
- **Accidents** that occurred at the incident site.

## OBJECTIVES REVIEW

- Describe the course objective.
- Explain the purpose of Position Task Books.

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## **Supplemental Materials**

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## Activity 1.1: Identify Position Functions

### Activity 1.1 Overview—Unit 1

#### Purpose

This activity will familiarize students with a position's functions as defined in a position task book (PTB).

#### Objectives

Students will:

- Identify functions performed as part of their job that match the responsibilities of the IMT position.
- Be able to identify basic requirements of the IMT position as identified in the Position Task Book.

#### Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the Position Task Book (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTB. This analysis should stay at the Competencies level. Each group will present their findings to the rest of the group.

#### References

**FEMA's National Qualification System (NQS) PTBs** identify the competencies, behaviors, and tasks that personnel should demonstrate to become qualified for a defined incident position. A copy of the NQS PTB for the position in this course is included as a separate PDF file in the course materials. NQS PTBs can also be downloaded from <https://www.fema.gov/national-qualification-system>. NQS is not the only PTB in common use and other PTBs may be used for this activity. The All-Hazards Incident Management Team Association (AHIMTA) has developed All-Hazards IMT PTBs which are available at <https://www.ahimta.org/ptb>. The National Wildfire Coordination Group (NWCG) has developed wildland firefighting PTBs which are available at <https://www.nwcg.gov/publications/position-taskbooks>.

#### Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the PTB. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the PTB.
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the rest of the class.

**Instructors** moderate discussions, answer questions and provide additional information as required.

## Activity 1.1 Schedule

Task	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

## **Handout 1-1: Sample Completed ICS-214 Form**

Refer to EL\_956\_HO\_1-1\_ICs\_Form\_214.pdf

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# Unit 2: Position Concept

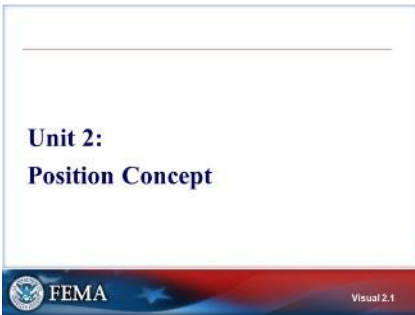
STUDENT MANUAL

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Visual 2.1



Visual 2.2



Visual 2.3

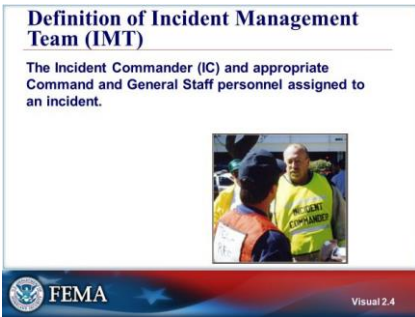
## UNIT 2: POSITION CONCEPT

### UNIT TERMINAL OBJECTIVE

Explain the roles and responsibilities of the LOFR as a member of the Command Staff.

### UNIT ENABLING OBJECTIVES

- Explain the relationship between the Liaison Officer and the Agency Representative (AREP).
- Explain the relationship between the LOFR and the other Incident Management Team (IMT) members.
- List qualities and behaviors that lead to the success of the Liaison Officer.
- Compare Assisting Agencies, Cooperating Agencies, and Non-Governmental Organizations.
- List other common duties and responsibilities of the Liaison Officer.



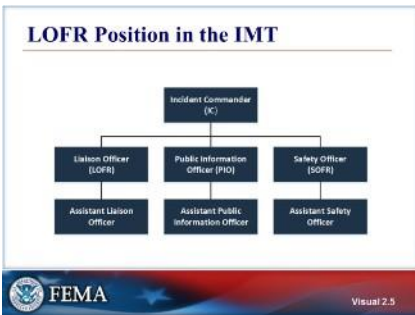
Visual 2.4

## DEFINITION OF IMT

The National Incident Management System (NIMS) definition of IMT: rostered groups of ICS-qualified personnel consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions.

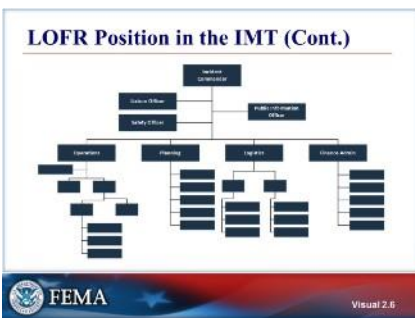
The IMT is the Incident Commander (IC) and appropriate Command and General Staff personnel assigned to an incident.

According to this definition, the word “appropriate” means that not all eight positions are necessarily applicable to all incidents. For the purposes of this course, assume all eight positions are in play. However, the role of the Liaison Officer still applies even in smaller incidents that might not have full staffing.



Visual 2.5

## LOFR POSITION IN THE IMT



Visual 2.6

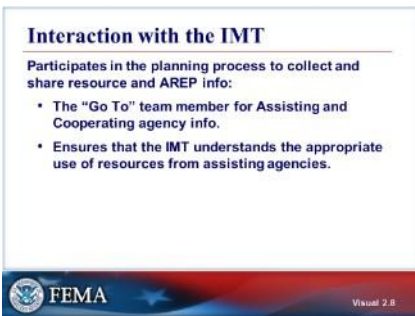
## LOFR POSITION IN THE IMT (CONT.)

The Liaison Officer provides information to and collects information from all four Sections of the ICS structure.





Visual 2.7



Visual 2.8

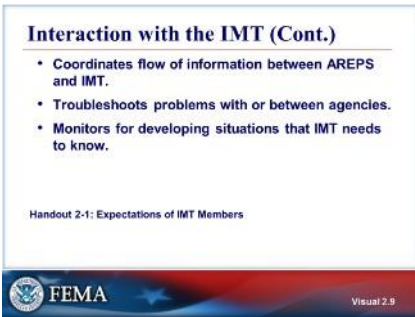
## LOFR JOB FUNCTIONS

The more agencies involved, the more important it is to establish the LOFR position and assistants.

## INTERACTION WITH THE IMT

LOFR duties:

- Participates in the planning process to collect and share resources and AREP information.
- Is the "Go-To" team member for information concerning assisting and cooperating agencies:
  - The entire IMT should be dealing with the Liaison Officer on a regular basis and should know that the Liaison Officer is the go-to person for agency resource issues.
  - The Liaison Officer is the conduit of information between AREPs for resources and the Operations Section Chief (OSC) for matters relating to that resource.
- Ensures the IMT understands the appropriate use of resources from assisting agencies:
  - The Liaison Officer keeps the OSC aware of constraints, types of assignments, and work and rest issues regarding assisting and cooperating agencies.
  - Appropriate use of agency resources also includes paying attention to work and rest issues.



Visual 2.9

## INTERACTION WITH THE IMT (CONT.)

Refer to Handout 2-1: Expectations of IMT Members.

The Liaison Officer:

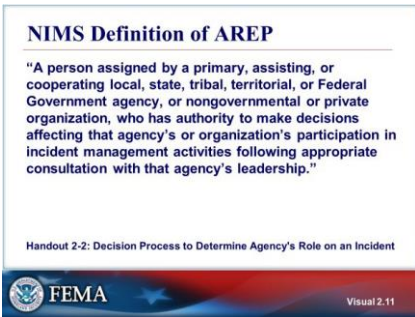
- Coordinates flow of information between AREPs and the IMT.
- Troubleshoots problems with or between agencies.
- Is proactive and works to encourage easy, open communication with AREPs.
  - Monitors for developing situations that the IMT needs to know.
- The PIO is another member of the IMT that's very likely to need information on developing situations.



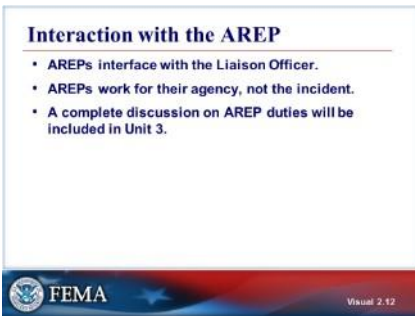
Visual 2.10

## A SUCCESSFUL LOFR...

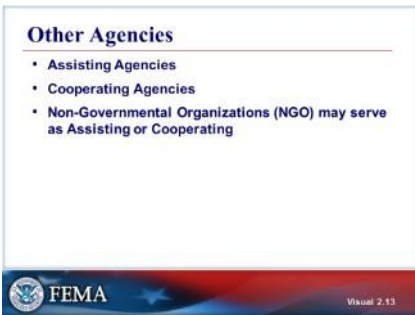
- Works to be easily approachable:
  - Makes it clear that you are well-versed on the incident, resources, and team members to inspire calm and confidence in others.
  - Makes everyone feel like part of the solution, not part of the problem.
- Adjusts to the unique "personality" of each incident:
  - Takes note of the style of dress (casual versus formal) and social morals in the particular locality of the incident.
- Is attentive to special concerns during transition:
  - Changes in work location, equipment, and personnel can change the nature of the interaction.



Visual 2.11



Visual 2.12



Visual 2.13

## NIMS DEFINITION OF AREP

Refer to Handout 2-2: Decision Process to Determine an Agency's Role on an Incident.

The phrase "has authority" is an extremely important part of this definition. If an AREP doesn't have decision making authority, it can really hinder incident operations. The Liaison Officer may consider contacting the Agency if this occurs.

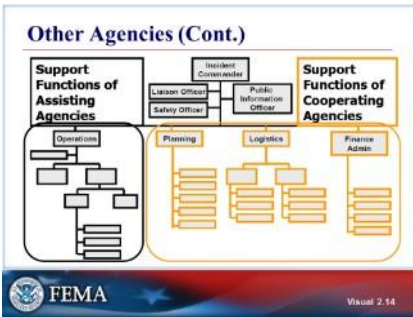
## INTERACTION WITH THE AREP

## OTHER AGENCIES

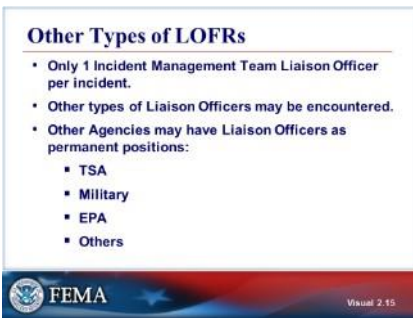
Assisting and Cooperating Agencies are those agencies that do not have jurisdictional or statutory responsibility to respond to incidents, but are providing resources or support in some way.

An Assisting Agency provides tactical resources. If an Agency is supporting Operational Objectives, it is most likely serving as an Assisting Agency. An agency that supports your incident responders is most likely serving as a Cooperating Agency.

A utility company is a good example of an agency that could serve as either an Assisting Agency or a Cooperating Agency. If restoring power is one of your Operational Objectives, then the utility company would be fulfilling a Task Assignment as an Assisting Agency. If the utility company is providing power or telephone lines to the Incident Command Post, then it is serving as a Cooperating Agency because it is supporting the incident.



Visual 2.14



Visual 2.15



Visual 2.16



Visual 2.17

## OTHER AGENCIES (CONT.)

Generally, the incident support functions of Assisting Agencies correspond to the Task Assignments from the Operations Section. The incident responder support functions of Cooperating Agencies generally correspond to the functions of the Planning, Logistics, and Finance/Administration Sections.

## OTHER TYPES OF LOFRS

There is only one ICS Liaison Officer per incident. Often, the person identified as a Liaison Officer by an agency may in fact be an AREP, according to ICS.

Other agencies may assign "Liaison Officers" to an incident because they don't fully understand the ICS system. They may be using the term "Liaison Officer" as a day-to-day job description (usually with the acronym LNO) and not to describe an incident role under ICS. In such cases, the IMT Liaison Officer must tactfully correct this or clarify it to minimize confusion among responders. According to ICS, these people are most likely AREPs.

## OTHER IMT LOFR DUTIES AND RESPONSIBILITIES

## DISCUSSION

Refer to Handout 2-3: Liaison Officer Kit Contents.



Visual 2.18

## OBJECTIVES REVIEW

- Explain the relationship between the Liaison Officer and the Agency Representative (AREP).
- Explain the relationship between the LOFR and the other Incident Management Team (IMT) members.
- List qualities and behaviors that lead to the success of the Liaison Officer.
- Compare Assisting Agencies, Cooperating Agencies, and Non-Governmental Organizations.
- List other common duties and responsibilities of the Liaison Officer.

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## **Supplemental Materials**

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## **Handout 2-1: Expectations of IMT Members**

### **I. Incident Commander**

- A. Incident Commander's expectations of all C&G Staff members
  - 1. Attend all meetings and briefings on time and fully prepared.
  - 2. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IMT members should be able to support the plan as proposed by Operations at the planning meeting.
  - 3. Essential Elements of Information (EEI): Thorough, constant and effective sharing of information as taught in the 420 class.
  - 4. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
  - 5. Take every opportunity to promote the ICS process and teach others how to use it.
  - 6. Be an exemplary model of behavior and performance and take decisive and immediate action when others in your functional area are not performing to expected standards.
  - 7. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
  - 8. Take care of yourself; get adequate rest and nourishment.
  - 9. Don't let setbacks or failure get you down. You didn't cause the incident; you are here to work with everyone else to bring order out of chaos, sometimes that takes a while.
  - 10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.
- B. Incident Commander's expectations of Safety Officer
  - 1. Be fully engaged in the planning process and provide an appropriate and timely feedback.
  - 2. Identify, manage, instruct and mitigate all hazards on the incident.
  - 3. Keeps IC informed on trends/causes of accidents and illnesses.
  - 4. Promote an attitude of 100% compliance with safety rules throughout the entire organization.
  - 5. Provide a relevant and effective safety message in each IAP.
- C. Incident Commander's expectations of Public Information Officer
  - 1. Keep incident personnel up-to-date on major current affairs, both on and off the incident.
  - 2. Coordinate with Liaison Officer in relations with Stakeholders.
  - 3. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas.
  - 4. Coordinate and represent the IC in off-site PIO activities such as the JIC or other agency information outlets.
  - 5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media.

6. Ensure that the IC is appropriately prepared (not only mentally, but in appearance) when going in front of the camera.
- D. Incident Commander's expectations of Liaison Officer
1. Address cooperating agency/stakeholder concerns and issues in a positive manner.
  2. Track down, identify, and coordinate with all involved agencies and non-governmental organizations.
  3. Provide a positive impression of incident to other agencies/stakeholders.
  4. Exercise effective leadership and coordination of the Agency Representatives.
  5. Coordinate with the PIO in relations with stakeholders.
  6. Keep other IMT members constantly aware of issues of cooperating/assisting agencies.
- E. Incident Commander's expectations of Logistics Section Chief
1. Manage the ordering process to ensure all incident needs are met.
  2. Whenever possible, anticipate and maintain supplies ahead of the need.
  3. Coordinate with supporting EOC to ensure effective and cordial relations.
  4. Work closely with Operations to ensure complete logistical support and coordination with tactical operations.
  5. Ensure the IC has the best facilities, equipment, and resources to manage the incident.
  6. Do it all in a timely manner.
- F. Incident Commander's expectations of Finance Section Chief
1. Advise and counsel all C&G staff about fiscal, contract, and other administrative matters.
  2. Be prepared to provide cost analysis if requested by IC or responsible agency.
  3. Attend all briefing and strategy sessions; provide input.
  4. Coordinate with all staff members and cooperating agency representatives.
  5. Possess good knowledge and ability to operate Finance Section effectively.
  6. Coordinate with all responsible agencies to ensure their administrative requirements are met.
- G. Incident Commander's expectations of Operations Section Chief
1. Recommend strategies to reach objectives.
  2. Keep IC and other C&G members informed on planned tactics to ensure timely input and support by entire IMT.
  3. Resource ordering within boundaries of fiscal, environmental, and other constraints.
  4. Report unusual events, activities, as well as provide daily updates on the situation.
  5. Insist that all known safety procedures be followed in all tactical planning and execution.
  6. Maintain effective communication with all cooperating agencies and ensure that their input is solicited, respected, and given due consideration.

#### H. Incident Commander's expectations of Planning Section Chief

1. Exercise effective leadership and organization of all incident meetings and briefing.
2. Ensure that the entire organization follows the established planning process, on time and accurately.
3. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the planning process.

## II. **Safety Officer**

#### A. Safety Officer's expectations of Incident Commander

1. Emphasize safety in all communications and actions.
2. Support recommendations for changes in tactics for safety reasons.

#### B. Safety Officer's expectations of Public Information Officer

1. Be sensitive to any accidents or other safety problems on the incident.
2. Coordinate what is released to public, both media and locals.

#### C. Safety Officer's expectations of Liaison Officer

1. Provide specific information regarding problems with assisting and coordinating agencies.
2. Identify potential safety problems regarding above.

#### D. Safety Officer's expectations of Logistics Section Chief

1. Supply personnel/equipment needs.
2. Coordinate with Medical Unit.

#### E. Safety Officer's expectations of Finance Section Chief

1. Process accident reports in a timely manner.
2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations.
3. Coordinate accident/injury information from Compensation/Claims Unit.

#### F. Safety Officer's expectations of Operations Section Chief

1. Maintain a close working relationship in development of tactics.
2. Understand of possible hazards.
3. Be flexible enough to change tactics that cannot be mitigated.
4. Provide information on unusual hazards occurring in field.
5. No surprises.

#### G. Safety Officer's expectations of Planning Section Chief

1. Be included in strategy and tactics meetings.
2. Provide briefings on situation, critical/sensitive areas, resource types and status.
3. Be included in briefings.
4. Provide updates/feedback on safety responses.
5. Provide information on personnel/resources availability.

### **III. Public Information Officer**

- A. Public Information Officer's expectations of IC
  - 1. Approve press releases in a timely manner.
  - 2. Cooperate with media requests.
  - 3. Cooperate with public information meetings.
  - 4. Provide direction on his/her media expectations.
- B. Public Information Officer's expectations of Safety Officer
  - 1. Summarize safety issues.
  - 2. Provide a daily report of any accidents/injuries.
- C. Public Information Officer's expectations of Liaison Officer
  - 1. Identify key agencies, their roles, and any issues.
  - 2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate.
  - 3. Help with communication strategy.
- D. Public Information Officer's expectations of Logistics Section Chief
  - 1. Review Communication Plan.
  - 2. Provide transportation.
  - 3. Provide facilities and communication equipment for information office, both at ICP and other locales.
- E. Public Information Officer's expectations of Finance Section Chief
  - 1. Provide current incident costs.
  - 2. Provide press-worthy items.
- F. Public Information Officer's expectations of Operations Section Chief
  - 1. Provide information on resources, special activities, status of incident.
  - 2. Be open to allowing media access.
  - 3. Provide press-worthy items.
- G. Public Information Officer's expectations of Planning Section Chief
  - 1. Summarize development of incident.
  - 2. Provide information on resource status.
  - 3. Help with communication strategy.
  - 4. Provide press-worthy items.

### **IV. Liaison Officer**

- A. Liaison Officer's expectations of Incident Commander
  - 1. Advise and counsel on issues presented by assisting and cooperating agencies.
  - 2. Provide overall mission and direction.
  - 3. Show willingness to engage with stakeholders when necessary.
- B. Liaison Officer's expectations of Safety Officer
  - 1. Provide advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations.
  - 2. Provide input on "safety readiness" of above.
- C. Liaison Officer's expectations of Public Information Officer
  - 1. Mention cooperating and assisting agencies and organization in press releases.

2. Distribute information material so it can be given to above.
  3. Provide coordination/notification of public meetings and press conferences.
- D. Liaison Officer's expectations of Logistics Section Chief
1. Provide transportation, facilities, and communication equipment.
  2. Provide status of ordered resources.
  3. Provide medical status of any personnel injured or ill from cooperating and assisting agencies.
- E. Liaison Officer's expectations of Finance Section Chief
1. Report excessive hours.
  2. Report injuries and/or accidents to non-agency personnel.
  3. Provide information on agency specific pay-offs.
- F. Liaison Officer's expectations of Operations Section Chief
1. Ensure safety and welfare of all personnel.
  2. Share information and rationale on use of other agency personnel.
  3. Establish availability of special resources that may be available from cooperators for Operations utilization.
- G. Liaison Officer's expectations of Planning Section Chief
1. Ensure that IAP accurately reflects all cooperating and assisting agencies and organizations.
  2. Coordinate with status of above resources, e.g. planned demobilization.

## **V. Planning Section Chief**

- A. Planning Section Chief's expectations of IC
1. Provide incident objectives.
  2. Provide Planning Meeting schedules/operational periods.
  3. Provide deadlines for IAP.
  4. Review and approve IAP.
- B. Planning Section Chief's expectations of Safety Officer
1. Participate in Strategy/Tactics Meetings and preparation of 215A.
  2. Continually update team on safety issues.
  3. Participate in IAP (Safety message and 204's).
  4. Participate in Operational briefings.
- C. Planning Section Chief's expectations of Public Information Officer
1. Provide times of press briefings.
  2. Coordinate with information on ICS Form 209.
  3. Review information in press releases for accuracy.
- D. Planning Section Chief's expectations of Liaison Officer
1. Review status of cooperating and assisting agency resources for accuracy.
  2. Provide information regarding any issues of above.
- E. Planning Section Chief's expectations of Logistics Section Chief
1. Confirm status of all resource orders.
  2. Provide feedback on resource availability.
  3. Timely submit Communication, Medical, Facility and Transportation Plans.

4. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP.
- F. Planning Section Chief's expectation of Finance Section Chief
  1. Provide fiscal input to the Incident Action Plan.
  2. Provide daily cost estimates.
  3. Provide financial/cost benefit analysis information.
- G. Planning Section Chief's expectation of Operations Section Chief
  1. Provide strategy and tactics.
  2. Provide timely notification of resource needs.
  3. Provide necessary info for maps, etc.
  4. Provide information needed to complete 204s.
  5. Provide debriefing from field at end of shift.
  6. Be on time and prepared for meetings.

## **VI. Logistics Section Chief**

- A. Logistics Section Chief's expectations of Incident Commander
  1. Provide priorities for ordering personnel, supplies, and equipment.
  2. Provide support for logistics activities.
  3. Keep in loop for planned direction of incident.
- B. Logistics Section Chief's expectations of Safety Officer
  1. Coordinate/cooperate with Medical Unit.
  2. Provide notification of hazards in facilities, transportation, etc.
  3. Provide input to Medical Plan and medivac procedures.
  4. Coordinate/cooperate with Security in accident investigation.
- C. Logistics Section Chief's expectations of Public Information Officer
  1. Order communication and facility needs in a timely manner.
- D. Logistics Section Chief's expectations of Liaison Officer
  1. Communicate assisting/cooperating agency personnel special needs.
  2. Provide information as to ability of above to assist in Logistics.
- E. Logistics Section Chief's expectations of Finance Section Chief
  1. Provide written orders for resources or supplies.
  2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit.
  3. Provide information of time and/or procurement problems.
  4. Provide cost saving information.
- F. Logistics Section Chief's expectations of Operations Section Chief
  1. Provide timely requests for all needs.
  2. Provide timely notification of demobilization, pre-advisement of resources that may come available for use by Logistics (e.g. heavy equipment).
  3. Provide coordination and information sharing up front.
  4. Show an understanding for impossible time requests.
- G. Logistics Section Chief's expectations of Planning Section Chief
  1. Timely ordering of resources.
  2. Close coordination on check in and demobilization of resources.
  3. Information sharing as to planned direction of incident.

4. Accurate information as to number of resources on incident.

## **VII. Operations Section Chief**

- A. Operations Section Chief's expectations of Incident Commander
  1. Supply Objectives.
  2. Point out any constraints on strategy/tactics. These may include environmental, political, financial.
- B. Operations Section Chief's expectations of Safety Officer
  1. Have a close working relationship in development of tactics.
  2. Provide notification of any hazards or safety problems.
  3. Provide mitigations and ramifications for tactics.
  4. Provide close scrutiny of operations in field.
  5. Order enough resources to ensure safety in field.
- C. Operations Section Chief's expectations of Public Information Officer
  1. Provide correct information to the public.
  2. Request permission to bring media out to incident (away from ICP).
  3. Ensure media are properly prepared (protective clothing, briefings) to go out to incident.
- D. Operations Section Chief's expectations of Liaison Officer
  1. Provide information on special circumstances of other agency employees.
  2. Coordination with other agency needs or problems and identification of resources available through cooperators.
  3. Be the point of contact for above.
- E. Operations Section Chief's expectations of Logistics Section Chief
  1. Provide adequate transportation.
  2. Provide adequate, high-quality food.
  3. Provide facilities for eating, sleeping, and OSC's work.
  4. Provide needed equipment and supplies to perform work.
  5. Arrange for medical care and emergency transport and medical plan.
  6. Demonstrate flexibility in changing requests.
- F. Operations Section Chief's expectations of Finance Section Chief
  1. Provide efficient processing of time and pay documents so there is no interference with the IAP, or demobilization process.
  2. Report excessive work hours.
  3. Provide adequate commissary as necessary.
  4. Keep Operations informed of any fiscal constraints that may influence tactics.
- G. Operations Section Chief's expectations of Planning Section Chief
  1. Have a close working relationship in preparing the IAP.
  2. Provide resources requested.
  3. Provide input in strategy meeting.
  4. Provide complete, accurate IAP, including maps and all plans (with adequate numbers of copies).
  5. Provide concise, accurate briefings.
  6. Provide completed ICS Form 215s for Planning Meeting.

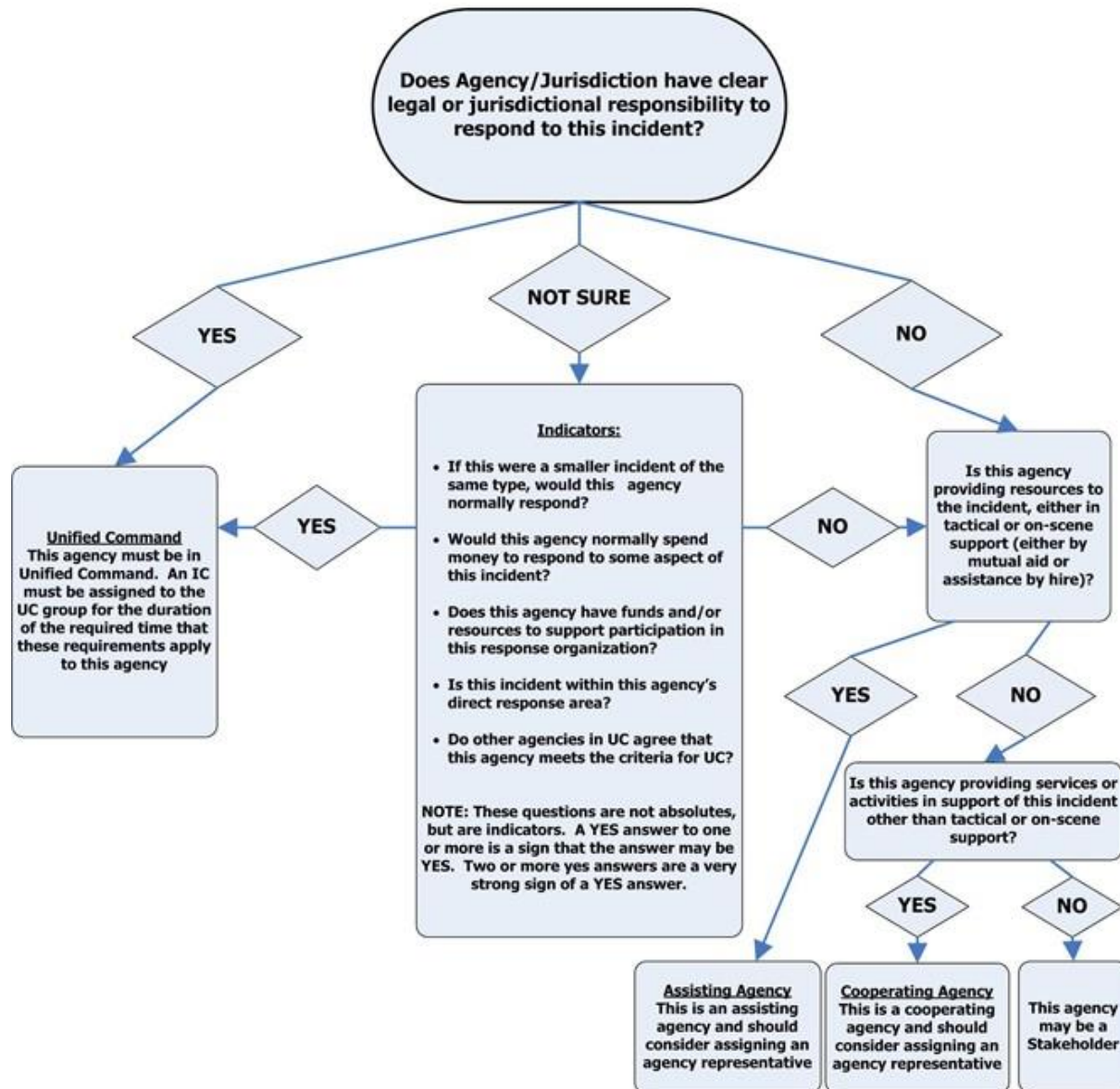
**VIII. Finance Section Chief**

- A. Finance Section Chief's expectations of Incident Commander
  - 1. Provide general advice and counsel.
  - 2. Provide financial and political constraints.
  - 3. Provide feedback on performance and evaluation.
  - 4. Provide approval of excess duty time.
- B. Finance Section Chief's expectations of Safety Officer
  - 1. Be an advisor.
  - 2. Provide information on accidents or injuries.
  - 3. Coordinate with Compensation/Claims Unit Leader.
  - 4. Ensure that all accident or injury reports are submitted to Finance in a timely manner.
- C. Finance Section Chief's expectations of Information Officer
  - 1. Prepare initial information summary as soon as possible after arrival.
  - 2. Ensure incident personnel are kept up to date on news and incident information.
  - 3. Provide coordination in event of injury or death on incident.
- D. Finance Section Chief's expectations of Liaison Officer
  - 1. Provide a contact for assisting/cooperating agency representatives.
  - 2. Provide a single contact for private organizations.
  - 3. Coordinate meetings to facilitate information exchange.
- E. Finance Section Chief's expectations of Logistics Section Chief
  - 1. Ensure that hired equipment time records up to date.
  - 2. Provide facilities for Finance Section.
  - 3. Coordinate between Supply Unit and Procurement Unit.
  - 4. Coordinate between Ground Support Unit and Procurement Unit.
  - 5. Coordinate between Medical Unit and Compensation/Claims Unit Leader.
  - 6. Provide property accountability.
- F. Finance Section Chief's expectations of Operations Section Chief
  - 1. Verify time worked by crews and equipment on incident.
  - 2. Conform to required work/rest cycles.
  - 3. Provide information on property damage or equipment loss or damage in order to start a potential claims file.
  - 4. Provide information on equipment on the incident, especially for the initial operational periods.
- G. Finance Section Chief's expectations of Planning Section Chief
  - 1. Provide up-to-date information on resources assigned to the incident.
  - 2. Provide daily/shift copies of the Incident Action Plan.
  - 3. Provide current information on the incident particularly including any planned releases.
  - 4. Provide estimated containment and control times.
  - 5. Provide close coordination with demobilization.



## Handout 2-2: Decision Process to Determine an Agency's Role on an Incident

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



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## **Handout 2-3: LOFR Kit Contents**

# **LIST OF CONTENTS FOR THE LIAISON OFFICER'S KIT**

Examples from Previous Classes

1. Laptop and printer
2. Thumb drive(s)
3. Cell phone
4. Paper, notepad, and tape
5. Clipboard
6. Post It Notes
7. Pen, pencils, and paper clips
8. Field Operations Guide (FOG)
9. ICS Forms 213 and 214
10. FAAT Book
11. Local Area Contingency Plans
12. Digital camera
13. Agency Profile and Contact Sheets
14. Accordion fills
15. Duct, masking, and scotch tape
16. Calculator
17. Phone card
18. Compensation and overtime forms
19. Time sheets
20. Power food

Items	Mobilization	Transition	Incident	Demobilization
<ul style="list-style-type: none"> <li>• Basic Office</li> <li>• Supplies</li> <li>• Paper</li> <li>• Pens</li> <li>• Staples</li> </ul>	YES	YES	YES	YES
<ul style="list-style-type: none"> <li>• Electric Equipment</li> <li>• Laptop</li> <li>• Printer</li> <li>• Cell Phone</li> <li>• Extension Cords</li> <li>• Radio</li> <li>• Flash light</li> <li>• Extra Batteries</li> <li>• GPS</li> <li>• First Aid Kit</li> <li>• Chargers</li> </ul>	YES			YES
<ul style="list-style-type: none"> <li>• Forms and Manuals</li> <li>• FOG</li> <li>• ICS Forms 213 and 214</li> <li>• ARTEP Roster</li> <li>• Phone List, ICS</li> <li>• Local and State governments</li> </ul>	YES	YES	YES	YES
Personal Equipment Weather gear				
Maps and Directions	YES		YES	
Money, Credit Cards, and Cash				
Check List	YES			YES
Snacks and Food	YES			YES

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# Unit 3: Agency Representatives

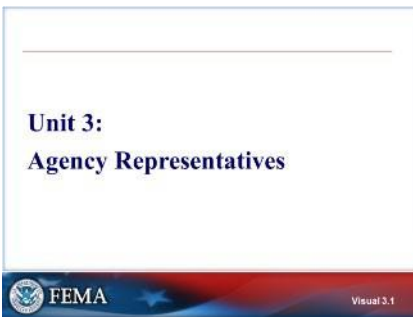
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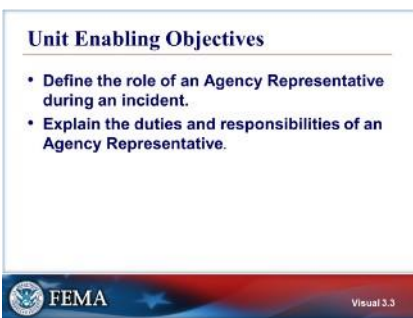
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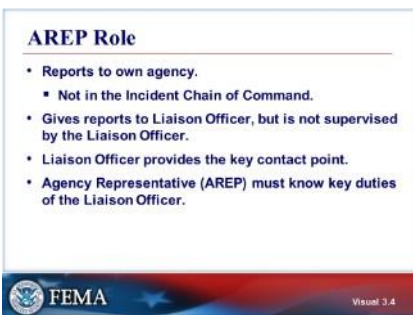
Visual 3.1



Visual 3.2



Visual 3.3



Visual 3.4

## UNIT 3: AGENCY REPRESENTATIVES

### UNIT TERMINAL OBJECTIVE

Explain the roles and responsibilities of an Agency Representative.

### UNIT ENABLING OBJECTIVES

- Define the role of an Agency Representative during an incident.
- Explain the duties and responsibilities of an Agency Representative.

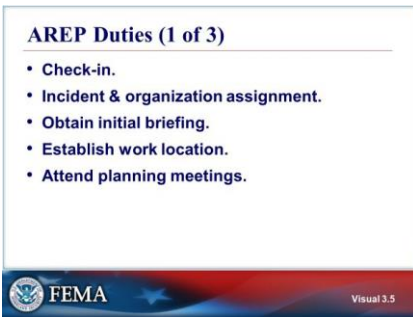
### AREP ROLE

The first thing an AREP should do on arrival is find the Liaison Officer.

The AREP's relationship is with his or her own agency. Someone from a high-power position may come to the incident, and expect to hold a position of authority on the incident. However, the experiences and qualifications of an Agency Representative do not necessarily qualify them to function in an ICS position.

AREPs are not always familiar with ICS. They may have had very minimal exposure or training to ICS, and the LOFR needs to be prepared to educate the AREP on his or her own role, if necessary.

AREPs are assigned, work for, and report to their home agency. They are not part of the IMT or in the chain of command at the incident. The reporting and working relationship between the LOFR and AREP is unique in the ICS. The relationship is not a supervisor–subordinate role. The relationship is designed to provide the AREP with a key contact person on the incident during the time the resources of that agency are committed to the incident.



Visual 3.5

## **AREP DUTIES (1 OF 3)**

### **Check-in**

All personnel assigned to an incident must check in. This ensures that all resources who have been ordered have responded and are properly accounted for, briefed, directed while assigned to the incident.

Additionally, this also assists the LOFR in coordinating Assisting and Cooperating Agency personnel assignments with the Resources Unit Leader.

The AREP is responsible for ensuring that all the resources from his or her agency have checked in.

### **Incident and Organization Assignment**

The AREP should have information regarding the assignment of their agency's resources. The Liaison Officer must determine on the initial contact what information gaps the Agency Representative can fill. The Liaison Officer should have assignment information from the IMT's Initial Briefing.

Information from the ICS Form 211—Incident Check-in is distributed throughout the incident (Resources Unit, Logistics, and Finance). The LOFR can provide information to, and gather information from the AREP at Check-in locations.



The last box on Form ICS-211 asks for special qualifications, so this can be a place to look to see if the AREP can be helpful in any other ways

It is the responsibility of the LOFR to ensure that the AREP gets a briefing. During this time, the LOFR should be actively seeking information on the AREP's background and experiences to be able to properly assess the situation and determine what the AREP has to offer to the incident.

### **Obtain an Initial Briefing**

On arrival, the AREP should have some information concerning the incident and the work assignments of their agency's resources, obtained from their agency when they were dispatched. All AREPs should receive an Initial Briefing and be prepared to attend an AREP Briefing when all (or most) of the AREPs arrive on the incident. The LOFR will generally brief AREPs as they arrive. The LOFR may also schedule one briefing for all AREPs, in which case he or she will provide the AREP Briefing time and place. This briefing may be in conjunction with other established meetings or Operational Briefings.

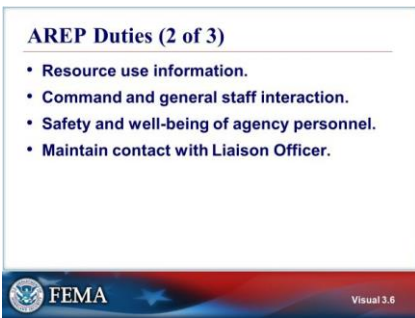
### **Establish Work Location**

The AREP should be prepared to operate for their first 24 to 72 hours on an incident with limited support. The LOFR will coordinate the assignment of workspace to AREP. The AREP should not become a burden to the LOFR or the incident.

The AREP should be prepared to provide the LOFR with a list of the items you need to support your agency on the incident—communications, dial up or wireless connectivity, and office space.

### **Attend Planning Meetings**

The AREP may be invited to attend the scheduled and special Planning Meetings. The AREP is not expected to comment on incident strategy and tactics, except as it applies to their agency's resources. Your role is to make sure your agency's resources are being used



Visual 3.6

appropriately in their current and planned assignments, and that the incident understands any limitations or restrictions your agency's resources may have.

Many factors can influence which AREPs attend the Planning Meeting. The LOFR has to make the call with regard to which AREPs attend based on incident needs and the number of AREPs present. AREPs from Assisting Agencies are the most likely to attend the Planning Meeting.

### **AREP DUTIES (2 OF 3)**

The Command and General staff recognize the position of the AREP and may have questions for him or her. The point for the AREP is that if he or she has any questions, he or she needs to close the loop by keeping the LOFR aware.

### **Resource Use Information**

The AREP may need to provide information on the capability and limitations of the resources their agency provided to the incident. You may need to provide technical information to the incident prior to the arrival of Technical Specialists from your agency.

The AREP should contact the lead person from his or her agency assigned to operations functions on arrival, and at any other time there are questions regarding special resources.

An AREP should communicate to the Liaison Officer:

- Any language issues
- Jurisdictional issues
  - Do responding crews (e.g., medical crews) and teams have the authority to act in your jurisdiction?
  - Are they legally permitted to practice medicine in your jurisdiction?

### **Command and General Staff Interaction**

The AREP will need to have contact with the Command and General Staff and they should use caution not to abuse that contact. If they have questions regarding

some aspect of the operations, the AREP should coordinate answers through the LOFR.

If a member of the Command or General Staff asks the AREP questions concerning their agency's resources or operational capability, the LOFR should stay informed of those conversations.

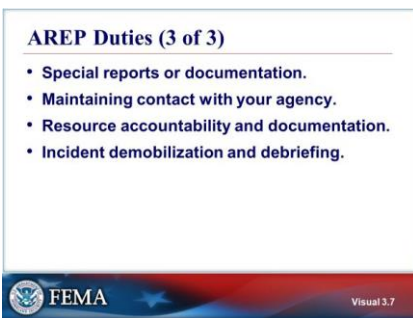
### **Safety and Well-Being of Agency Personnel**

AREPs represent all of the personnel on the incident controlled by their agency. They need to establish lines of communication with crew members, unit leaders, as well as supervisors and directors assigned to the incident. The supervisors must know where to find the AREP at all times, and how to contact them in an emergency.

The Agency Representative should make their daily schedule known to their agency personnel.

### **Maintain Contact with the LOFR**

All AREPs should have both the LOFR and the incident meeting and briefing schedules. The AREP will want to keep the LOFR informed of any issues that have impacted or may impact agency personnel. In an emergency, the AREP can contact the LOFR via the Communications Unit.



Visual 3.7

### **AREP DUTIES (CONT.)**

#### **Special Reports or Documentation**

The AREP may maintain an ICS - 214 - Activity Log Form and any other special reports or documentation required by his/her agency. The LOFR must also ensure that the personnel the AREP represents are made aware of special reports or documentation the incident agency requires.

In some cases, the AREP may be responsible for the routine reports to his/her home agency. If any agency's resources are involved in "an incident within an incident," such as a vehicle accident, death, or serious injury to

personnel, the AREP will be expected to take the lead for the coordination between the incident and their agency.

### **Maintaining Contact with Your Agency**

Most agencies have pre-established ground rules for AREPs. On most incidents, contact is made not less than once every operational period, or a minimum of once a day. Their agency may require a more frequent contact schedule. The AREP is the conduit of information between their agency and the agency personnel assigned to the incident.

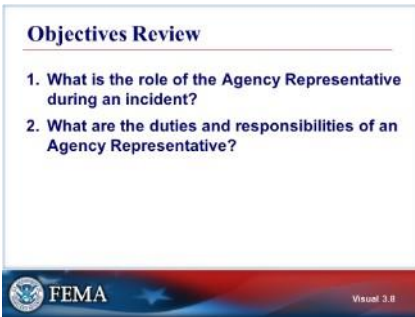
### **Resource Accountability and Documentation**

One of the most important tasks the AREP performs is to make sure that all agency resources assigned to the incident are properly. The Supervisors or Contractors may be required to report to their management on a regular basis, but that does not relieve them of the responsibility to keep the AREP informed.

No resources are to leave the incident without the AREP's knowledge and approval. This ensures that the personnel and equipment are properly accounted for and have completed all agency and incident documentation required.

### **Incident Demobilization and Debriefing**

Prior to leaving the incident, the AREP will have a debriefing session with the LOFR or the Incident Commander. The AREP will report their agency's level of commitment and any special instructions they provided to their agency personnel. In addition, the AREP will obtain a report from the incident describing how their agency personnel performed on the incident; ICS 225 Personnel Evaluation Forms may be helpful.



Visual 3.8

## OBJECTIVES REVIEW

### Enabling Objectives

- Define the role of an Agency Representative during an incident.
- Explain the duties and responsibilities of an Agency Representative.

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# Unit 4: Stakeholders

STUDENT MANUAL

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Visual 4.1

## UNIT 4: STAKEHOLDERS

Each of us function as a Liaison Officer to ourselves and others. The concepts in this unit are useful in both personal and professional life. The Stakeholder information in this course:

- Is all-hazards.
- Includes information and activities not found in any other Liaison course.

The information will have:

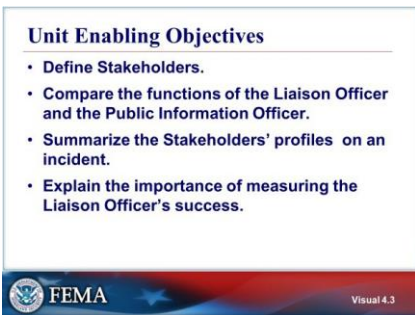
- Artificial stress, time limits.
- Vague instructions and minimal information.
- Great emphasis on communication—the Liaison Officer's most difficult issue to overcome.



Visual 4.2

## UNIT TERMINAL OBJECTIVE

Explain the roles and responsibilities of the Liaison Officer with regards to Stakeholders.



Visual 4.3

## UNIT ENABLING OBJECTIVES

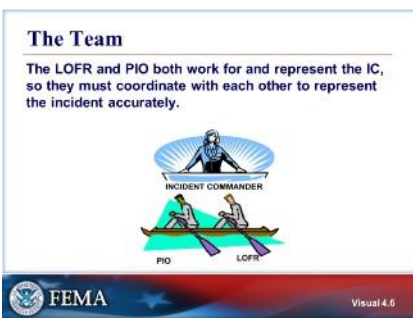
- Define Stakeholders.
- Compare the functions of the Liaison Officer and the Public Information Officer.
- Summarize the Stakeholders' profiles on an incident.
- Explain the importance of measuring the Liaison Officer's success.



Visual 4.4



Visual 4.5



Visual 4.6

## DISCUSSION: DEFINING STAKEHOLDERS

## STAKEHOLDERS DEFINED

## THE TEAM

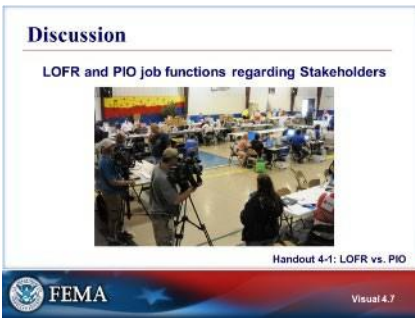
Three parties involved in interacting with Stakeholders the:

- LOFR; PIO; IC

Unlike the PIO, who sends information out to the community, the LOFR:

- Returns information to the IMT to help maintain good situational awareness.
- Meets with Stakeholders to solicit their input and identify their concerns.
- Provides incident updates and feedback through meetings and briefings consistent with the stakeholders' concerns.

It is the responsibility of the LOFR to identify Stakeholders on an incident. The LOFR is assisted in identifying Stakeholders using other members of the IMT and the Agency Administrator. Once the Stakeholders have been identified, the IC, PIO and LOFR must determine which IMT member will support each Stakeholder. Effective communication, both formal and informal, is a critical part of being on an IMT.



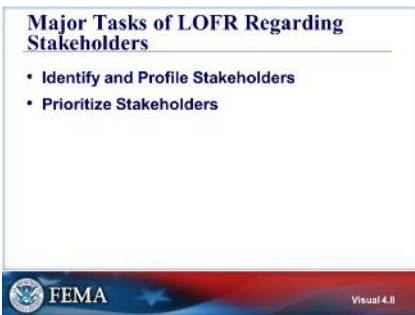
Visual 4.7

## DISCUSSION: LOFR AND PIO JOB FUNCTIONS

Generally, LOFR conversations are two-way between the IMT and the Stakeholder, while PIO conversations are one way, directed outward to the Stakeholder.

Sometimes, a Stakeholder would prefer not to speak to the LOFR and wants to speak to the IC - illustrating one of the key purposes of the LOFR position.

While it may frustrate the Stakeholder, routing communication through the LOFR protects the IC workload.



Visual 4.8

## MAJOR TASKS OF LOFR REGARDING STAKEHOLDERS

Major tasks of the LOFR regarding Stakeholders: identify, profile, and prioritize Stakeholders



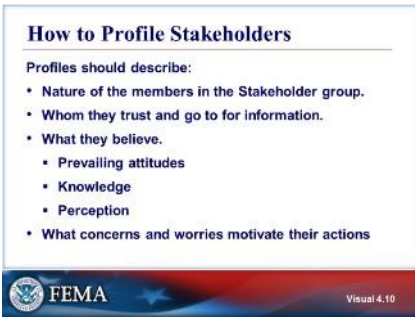
Visual 4.9

## IDENTIFY STAKEHOLDERS

Once you know who the Stakeholders are, you know with whom you need to communicate, and you have an opportunity to explain your needs as a LOFR to them, so they can bring you the right information.

Awareness of the special needs of the LOFR and PIO will keep Stakeholders aware of what information they need to get to you.

Depending on the size, scope, and complexity of an incident, the LOFR could be faced with the job of communicating with large quantities of Stakeholders.



Visual 4.10



Visual 4.11

## HOW TO PROFILE STAKEHOLDERS

## PRIORITIZING STAKEHOLDERS

### Inner Circle

- Those directly affected, who have the responsibility and/or authority to influence decisions made by responders.
- Those likely to be affected, who have power to influence decisions made by responders.
- Because of their level of influence, elected officials can sometimes invite others into the inner circle.
- However, the LOFR must evaluate each incident and **prioritize each stakeholder** based on the merit of the incident. Therefore, the inner circle (or high priority stakeholders) varies based on political, social, economic, environmental impacts, media attention, etc.

### Middle Circle

- Those directly affected, but who do not have the responsibility and/or authority to influence decisions made by responders.
- Those indirectly affected who have strong influence over agency policy makers and elected officials.

### Outer Circle

- Those indirectly affected who do not have a strong influence over agency policy makers and elected officials.



Visual 4.12

## INNER CIRCLE FORUMS

The LOFR and staff should address different Stakeholder groups in separate forums. This ensures adequate exchange of information on the specific issues of each Stakeholder group. Grouping all of the Stakeholders together and holding a “public meeting” to gain their input is a recipe for disaster, especially in a high-risk, low-trust environment.

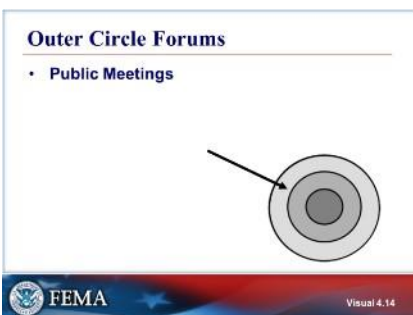


Visual 4.13

## MIDDLE CIRCLE FORUMS

Most of the LOFR’s effort regarding the Middle Circle will be on the top three or four items on the list of forums. Public Meetings may be held in conjunction with the Public Information Officer:

- Interviews
- Focus groups
- Public meetings
- Conferences
- Workshops
- Roundtables



Visual 4.14

## OUTER CIRCLE FORUMS

- Public Meetings:
  - Normally conducted by the Public Information Officer.
  - Better for providing information to an audience, rather than for receiving input from the audience.
  - Stakeholders may be present.
- Some members of the general public are Stakeholders as well.

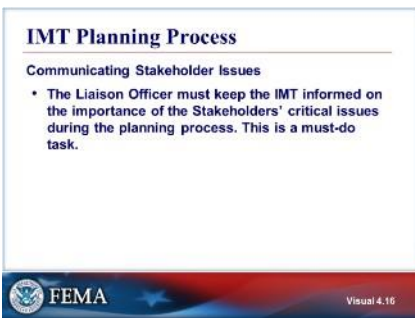


Visual 4.15

## ACTIVITY 4.1: PRIORITIZING INTERACTIONS WITH STAKEHOLDERS

The instructor will explain Activity 4.1.

You will have 15 minutes to complete the activity.



Visual 4.16

## IMT PLANNING PROCESS

The importance of developing strategies for keeping the IMT informed and handling Stakeholder concerns. To accomplish this, there should be a two-way communication between the Stakeholders and the LOFR and then to the IMT members.

It is critical for the LOFR to keep the IMT informed about Stakeholder concerns. It is important to communicate with IC/Unified Command and develop Stakeholder-liaison strategies. The IC/Unified Command needs to know the Stakeholder situation and will be the final authority on determining how various Stakeholders will be handled.





Visual 4.17

## STRATEGIES FOR HANDLING STAKEHOLDER CONCERNS

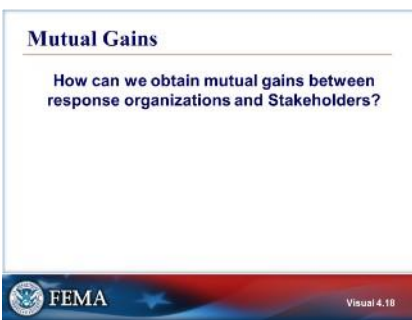
Some Stakeholders will need more specific information to satisfy their concerns. Others can be satisfied through education and do not need to be involved in the decision-making aspects of the response. In this case, prudent steps would be to:

- Develop specific fact sheets or key messages to address Stakeholder concerns.
  - Check with the Public Information Officer or JIC for assistance in this area.
- Transmit the information without face-to-face contact or use of a public meeting forum.
  - Remember that public meetings are usually better for providing information to an audience rather than receiving input from the audience.
- Evaluate the effectiveness of this communication method to determine if changes are necessary.
- Provide an interactive forum for dialogue with Stakeholders.
  - These forums are designed to gather Stakeholder input and provide influence into the response process.

Some Stakeholders would be satisfied simply to receive incident or response activity updates periodically. For these Stakeholders, a prudent course of action is to:

- Establish a schedule to periodically transmit incident updates from the Information Officer or JIC to these Stakeholders.
- Evaluate the effectiveness of this communication method to determine if changes are necessary.
- Evaluate effectiveness to determine Stakeholder satisfaction and whether communication method changes are necessary.
- Refer to the JIC Manual, Community Feedback Supplement, for evaluation tool.

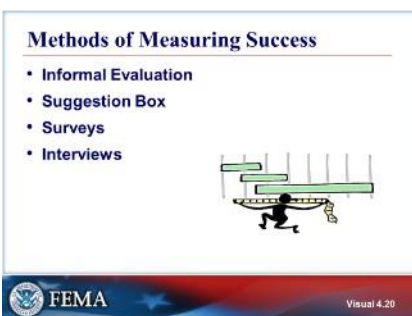
In this case, the process would be to conduct an advisory process to gather input, which could be anything from a suggestion box to an "open house" type meeting.



Visual 4.18



Visual 4.19



Visual 4.20

## MUTUAL GAINS

## MEASURING SUCCESS

Having an accurate sense of Stakeholder perceptions and satisfaction can affect the interaction methods that the LOFR chooses to use.

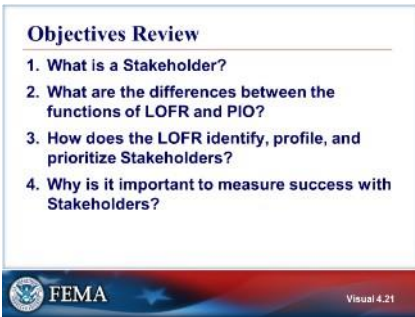
Knowing whether the Stakeholder was satisfied provides important feedback that might alter the method the Liaison Officer chooses to interact with the Stakeholders and better meet their needs.

- Ultimately, it will increase the chances of a favorable outcome in the Stakeholder critical success factor for response measurement
- The LOFR must continually evaluate the effectiveness of the dialogue and communication with Stakeholders.

## METHODS OF MEASURING SUCCESS

Measuring success is easier for the Liaison Officer than it is for the Public Information Officer, but a challenge for both. If either of these positions is not successful in collecting and distributing information, the public may perceive the entire incident response as a failure.





Visual 4.21

## OBJECTIVES REVIEW

- Define Stakeholders.
- Compare the functions of the Liaison Officer and the Public Information Officer.
- Summarize the Stakeholders' profiles on an incident.
- Explain the importance of measuring the Liaison Officer's success.

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## **Supplemental Materials**

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## **Handout 4-1: Liaison Officer vs. Public Information Officer**

Areas of responsibility and cooperation—Sample responses from a previous course

### ***Group 1***

#### **LOFR**

Maintain lists of various agency participants/contacts, assisting, cooperating

POC for agency reps

Aware of agency participation, resources, incident needs

ID and address inter-organizational issues/problems

Close coordination between LOFR and PIO to determine flow of information within outside agencies (i.e. through agency PIOs or through agency delegates like mayor, supervisors, city manager's etc.)

#### **PIO**

Develop media and public outreach materials (fact-sheets, press releases, media advisories, talking points)

Handle media (briefings)

Handle public inquiries

ID information issues through interactions with public and media

Close coordination between LOFR and PIO to determine flow of information within outside agencies (i.e. through agency PIOs or through agency delegates like mayor, supervisors, and city managers)

### ***Group 2***

#### **LOFR**

Establish relationships and be point of contact with coordinating agencies

Report resource status to support agencies

Monitor current inter-agency problems

Coordinate response resource needs

**PIO**

Prepare and present press releases and briefings for media

Communicate media interests and concerns with IMT

Provide public instruction

**Group 3****LOFR**

Collects information and coordinates with agency reps

Coordinate and communicate information and concerns with stakeholders such as

- Federal and state resource trustees
- Tribes
- NGOs
- Local and state officials
- Local, state, and federal elected officials

\*Coordinate with PIO regarding VIP visits, tours, press events

\*\*Coordinate with PIO on public meetings, availability, information sessions with public, elected officials, and interested stakeholders

**PIO**

Collect and update incident information

Be contact for media

Maintain communication with support or COOP agency PIOs

\*Inform public through media and other sources

\*\*Coordinate and create information sheets and other information for communities affected

## Activity 4.1: Prioritizing Interactions with Stakeholders

### Prioritizing Stakeholders Activity 4.1 Overview Unit 4

#### Purpose

The purpose of this activity is to provide students with an opportunity to discuss prioritizing their interactions with stakeholders.

#### Objectives

Students will:

- Identify examples of stakeholders that would fit into the Inner, Middle, and Outer Circle categories during a train derailment incident.

#### Activity Structure

This activity is scheduled to last approximately 15 minutes, including small group discussions and presentations of each group's answers. Instructors will introduce the activity and give students a few minutes to review the scenario. Students will form small groups and list the stakeholders that would fit into the Inner, Middle, and Outer Circle categories. Each group will present their findings to the rest of the group.

#### Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Read the scenario on the following page.
2. Within your work group, select a group spokesperson.
3. Create a list of stakeholders that would fit into the Inner, Middle, and Outer Circle categories during a train derailment incident.
4. Write your answers to the questions on easel pad paper.
5. Present your group's approach to the full class.

**Facilitators** moderate discussions, answer questions, and provide additional information as required.

## Activity 4.1 Schedule

Task	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion	10 minutes	Small Groups
Debrief/Review	5 minutes	Classroom



## Scenario

In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the liquefied petroleum gas tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The Engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police radios pick up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident. One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for the evening news, and other reporters are lining up for interviews as well.

There is uncertainty about whom or which agency is in charge of the incident. There is a pervasive rumor that the train engineer's license to operate the engine had expired, but that is being checked out. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The mayor has issued an evacuation order for residents in the surrounding area and is requesting assistance from the state. The Red Cross is establishing an evacuation center at North High School in Central City.

There are rumors that hundreds of coho salmon, a federally listed threatened species have been killed in the river. The Parks Department, County, and State Department of Natural Resources have issued an advisory and closed the river to fishing, recreation, and other uses for 25 miles downriver from the rail bridge site.

The Emergency Medical Agency in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. There are numerous water intakes along this stretch of the Roaring River.

Liberty County in the State of Columbia, is the largest county in the State in terms of population, including Central City, the largest and densest population center in Columbia. The population of Central City is approximately 149,000 and the metropolitan

area population is approximately 302,412. Central City serves as a major transportation hub within the state—commercial river traffic, rail, air, and interstate traffic—and is 40 miles from the Port of Charlotte, on the Big Ocean.

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# Unit 5: Incident Communications and Work Location

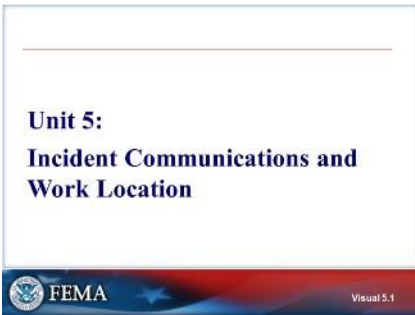
STUDENT MANUAL

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Visual 5.1

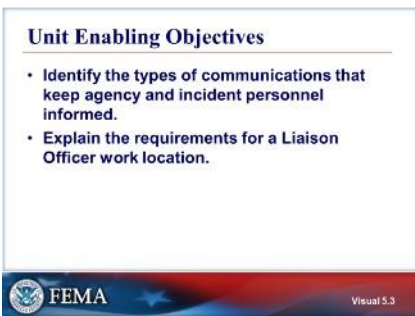
## UNIT 5: INCIDENT COMMUNICATIONS AND WORK LOCATION



Visual 5.2

### UNIT TERMINAL OBJECTIVE

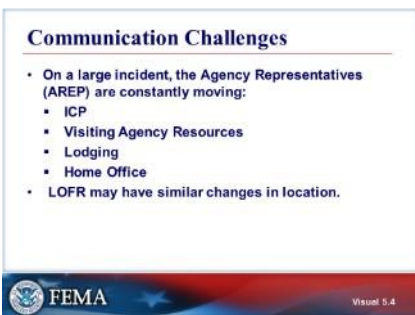
Explain types of communication and work location requirements for a given incident.



Visual 5.3

### UNIT ENABLING OBJECTIVES

- Identify the types of communications that keep agency and incident personnel informed.
- Explain the requirements for a Liaison Officer work location.



Visual 5.4

### COMMUNICATION CHALLENGES

On a large incident, AREPs are constantly moving:

- Around the Incident Command Post (ICP)
- Visiting agency resources
- To and from lodging
- To and from their home office the Liaison Officer may have similar changes in location.



Visual 5.5

## DISCUSSION

While some AREPs are very responsive, others can be very difficult to find or get a message to. The Liaison Officer needs to establish the best way to reach different AREPs.

Consider the use of a runner when the normal methods of communication aren't working. Prescheduled meetings help to establish a routine, and also cut down on the iterations of giving information.

Bulletin boards and white boards can hold a check out sheet so that when someone leaves, the Liaison Officer knows where they went and how to contact them. Keep this in mind, because AREPs can be harder to get a hold of than IMT members.

Using the ICS Form 213 – General Message Form creates a paper trail. While email communication is efficient and helps create a "paper" trail, its overuse can harm your working relationship with others. You cannot judge mood, tone, or body language through email.

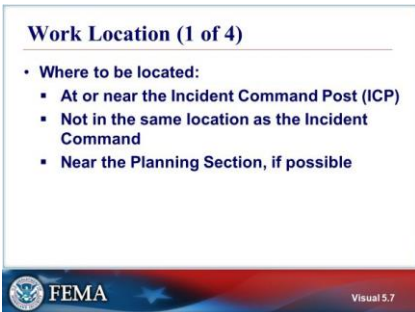


Visual 5.6

## COMMUNICATION PRIORITIES

To maximize efficiency and effectiveness, the Liaison Officer needs to establish communication priorities. Within one group of AREPs, some agencies may have more urgent needs or information to provide. A critical AREP may be allocated a workspace at the ICP while other AREPS may not.

A critical resource is something that the incident doesn't have enough of or that the incident is in danger of running out of.

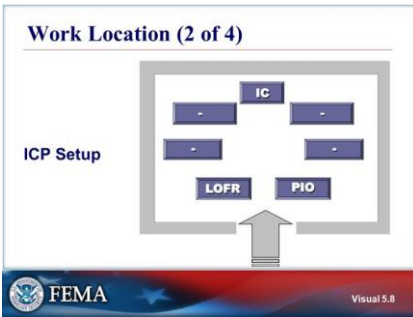


Visual 5.7

## WORK LOCATION (1 OF 4)

Keep in mind that the Logistics Section can often be noisy and chaotic.

Choose a quiet location, if possible. Also, try to avoid being near large machinery.



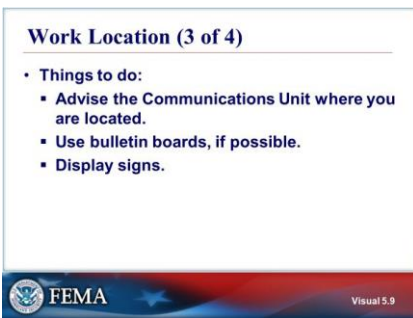
Visual 5.8

## WORK LOCATION (2 OF 4)

This is not an exact diagram of an ICP, nor is it encompassing of every ICS function. It is simply a representation of how the Liaison Officer and PIO can position themselves in front of the Incident Command to act as "gatekeepers." It is important that the LOFR be able to "run interference" for the IC.

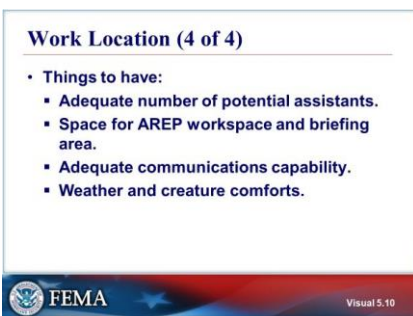
The LOFR and PIO can use a work location to protect access to the Incident Commander. The Liaison Officer can also protect the feelings of the person who wants access to the Incident Commander by:

- Offering email instead.
- Inviting the person to a briefing.



Visual 5.9

## WORK LOCATION (3 OF 4)



Visual 5.10

## WORK LOCATION (4 OF 4)



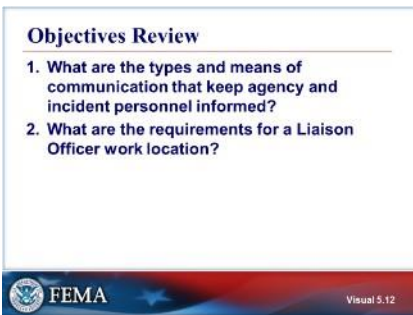


Visual 5.11

## CHECK-IN LOCATION

The Liaison Officer should coordinate with these locations and have an understanding of who is coming in where. The Liaison Officer should also post a sign that says, "Liaison Officer can be found at... called at..."

Division or Group leaders might get a little behind with the check-in process, and you may need to consider sending an Assistant Liaison Officer to help keep on top of the agencies and resources arriving.



Visual 5.12

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Identify the types of communications that keep agency and incident personnel informed.
- Explain the requirements for a Liaison Officer work location.

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# Unit 6: Information Flow and Use of Assistants

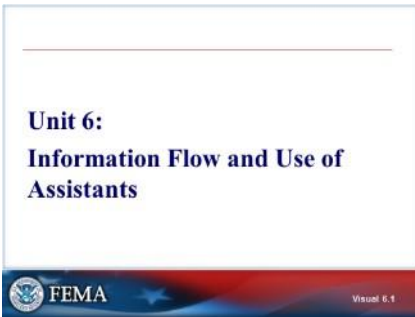
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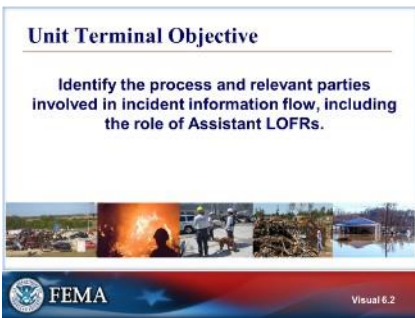
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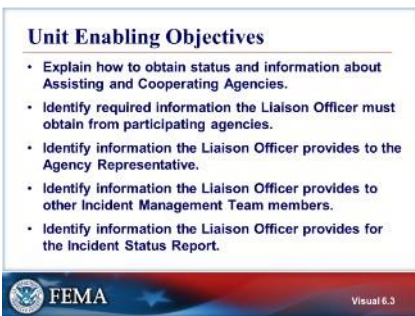
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Visual 6.1



Visual 6.2



Visual 6.3

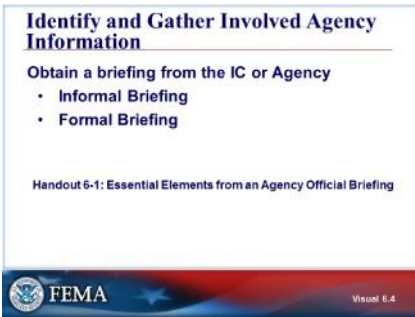
## UNIT 6: INFORMATION FLOW AND USE OF ASSISTANTS

### UNIT TERMINAL OBJECTIVE

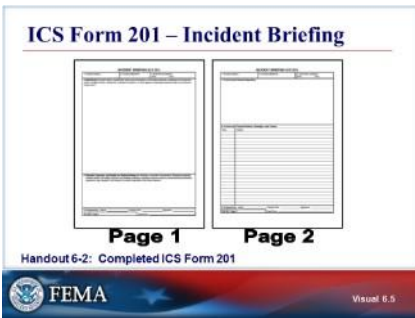
Identify the process and relevant parties involved in incident information flow, including the role of Assistant Liaison Officers.

### UNIT ENABLING OBJECTIVES

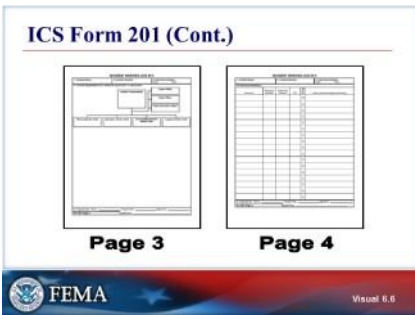
- Explain how to obtain status and information about Assisting and Cooperating Agencies.
- Identify required information the Liaison Officer must obtain from participating agencies.
- Identify information the Liaison Officer provides to the Agency Representative.
- Identify information the Liaison Officer provides to other Incident Management Team members.
- Identify information the Liaison Officer provides for the Incident Status Report.



Visual 6.4



Visual 6.5



Visual 6.6

## IDENTIFY AND GATHER INVOLVED AGENCY INFORMATION

Upon arrival at an incident, the Liaison Officer must be prepared to assist the team by gathering information concerning the agencies currently operating on the incident and the agencies that have been ordered.

Refer to Handout 6-1: Essential Elements from an Agency Official Briefing.

## ICS FORM 201 – INCIDENT BRIEFING

The ICS 201 is designed to provide incident information to the incoming Incident Commander(s), Command Staff, General Staff and supporting Units.

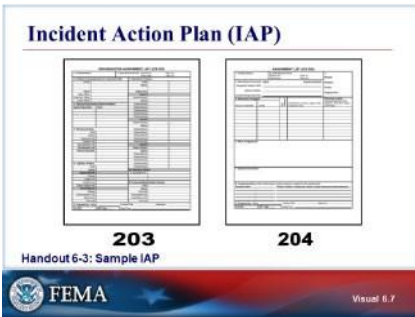
Refer to Handout 6-2: Completed ICS Form 201.

The ICS Form 201 contains:

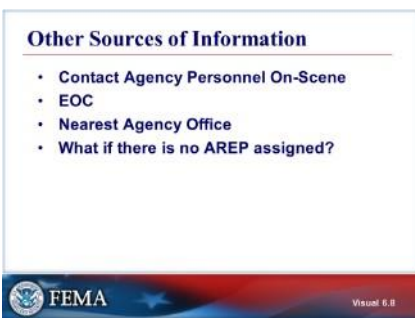
- Incident Map
- Situation summary and health and safety briefing
- Current and planned objectives
- Current and planned actions, strategies, and tactics
- Current organization
- Resources summary

The Tactical Work Sheet may be used by the first responders (fire or HAZMAT) in lieu of the ICS Form 201.

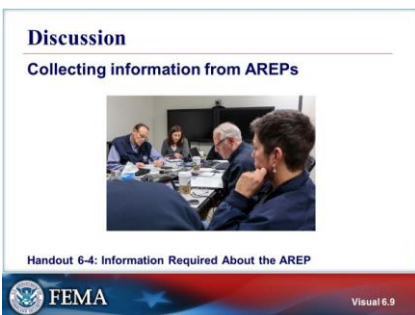
## ICS FORM 201 (CONT.)



Visual 6.7



Visual 6.8



Visual 6.9

## INCIDENT ACTION PLAN (IAP)

ICS Form 203 – Organization Assignment List and ICS Form 204 – Assignment List comprise sections of the IAP. An initial IAP may consist of a handwritten combination of ICS Forms 201, 203, and 204 and other hand-drawn maps and notes.

The information on the ICS 203 may have to be obtained verbally from the Initial Response Incident Commander or other Command and General Staff personnel on the incident. Refer to Handout 6-3 Sample IAP.

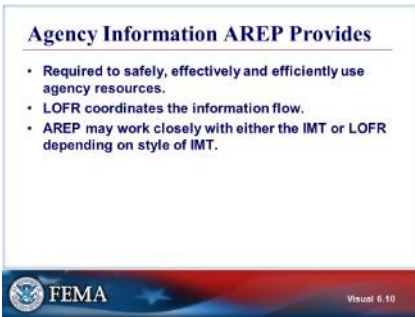
## OTHER SOURCES OF INFORMATION

Upon arrival on incident, as a member of an AHIMT, the LOFR may need to make personal contact with responding resources in the field or at incident facilities. Remember that some resources upon initial response may have self-deployed and may not appear on the ICS 201 or Tactical Work Sheet. There may, in fact, be either no list of resources or an incomplete list of resources available. Depending upon the type, size, scope and complexity of the incident, it may take more than one operational period to identify resources and AREPs.

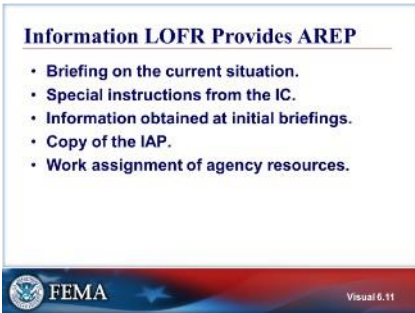
EOCs can be a valuable source of information regarding responding agencies.

There may be times when a Liaison Officer must contact the Assisting or Cooperating Agency office to get information on resources that have been assigned to the incident.

## DISCUSSION



Visual 6.10



Visual 6.11

## AGENCY INFORMATION AREP PROVIDES

There is certain information that the IMT needs to collect to effectively, safely, and efficiently deploy assisting and cooperating agencies resources. The Liaison Officer plays the role of coordinator and conduit for this information.

In some IMTs, the AREPs work closely with the IMT members to exchange this information. Others depend on the Liaison Officer to gather and share this information with the IMT.

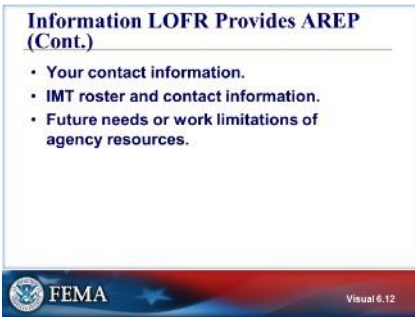
Regardless of the situation, the same information must be collected from the Assisting and Cooperating Agencies.

## INFORMATION LOFR PROVIDES AREP

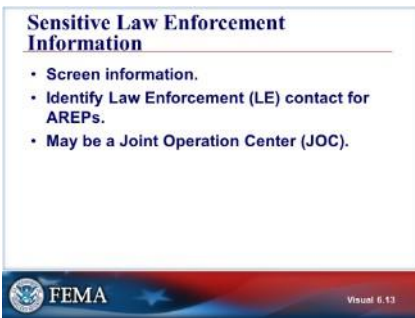
The information the Liaison Officer must provide to the AREPs:

- Briefing on the current situation.
- Special instructions from the IC.
- Information obtained by the Liaison Officer at a team briefing or at the Initial Briefing that may affect specific agencies.
- A copy of the IAP:
  - The current incident management personnel should have the latest IAP for you on arrival.
  - If the incident is in the first operational period, an IAP may not be available and the ICS 201 may be the briefing document.
- Work assignment of agency resources.

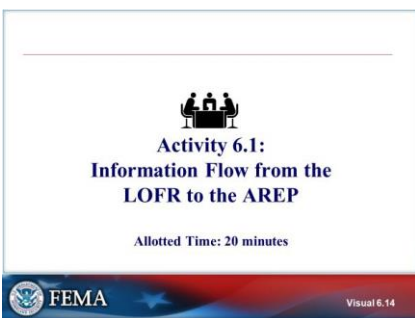




Visual 6.12



Visual 6.13



Visual 6.14

## INFORMATION LOFR PROVIDES AREP (CONT.)

## SENSITIVE LAW ENFORCEMENT INFORMATION

The incident may involve sensitive law enforcement information. This information can have special handling requirements and limitations on distribution. The Liaison Officer, along with the Incident Commander, will work with law enforcement to determine if, how, and to whom this information can be disseminated.

The Liaison Officer may be given law enforcement or agency sensitive information at their Initial Briefing. They will determine, with input from the Incident Commander, if necessary, which agencies receive this information.

Information sharing at an incident with Federal law enforcement involvement will be controlled by the Joint Operations Center (JOC) and the Joint Information Center (JIC), as well as involvement by Unified Incident Command.

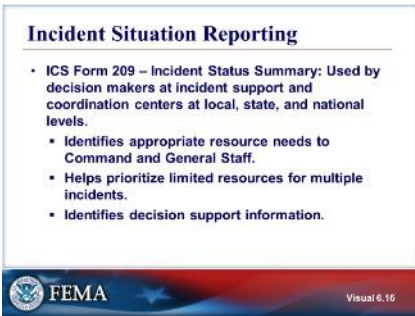
## ACTIVITY 6.1: INFORMATION FLOW FROM THE LOFR TO THE AREP

The instructor will explain Activity 6.1.

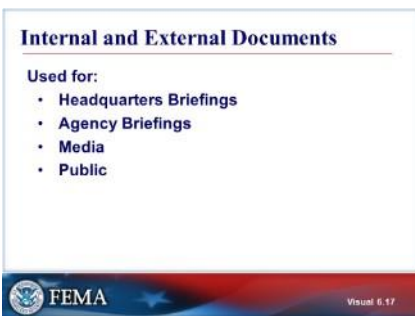
You will have 20 minutes to complete the activity.



Visual 6.15



Visual 6.16



Visual 6.17

## INFORMATION SHARING AMONG THE IMT

This information sharing can bring out information that can only be obtained from the AREP.

## INCIDENT SITUATION REPORTING

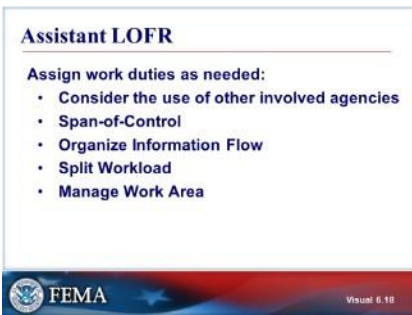
Regardless of the incident type or the agencies involved, large incidents use some type of reporting system to keep up-to-date status reports:

- ICS Form 209 – Incident Status Summary
  - Basic information elements needed to support the incident.
  - Identifies appropriate resource needs to Command and General Staff.
  - Helps to prioritize limited resources for multiple incidents.
  - Identifies decision support information.
  - Completed by the Planning Section and approved by the Incident Commander as the official incident status.
  - Used by decision makers at all incident support and coordination centers at local, state, and national levels.

## INTERNAL AND EXTERNAL DOCUMENTS

Internal and external documents can be used for:

- Headquarters Briefings
- Agency Briefings
- Media
- Public



Visual 6.18

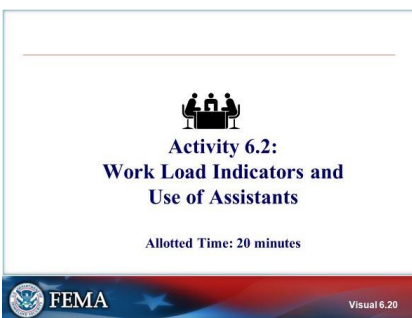
## ASSISTANT LOFR

Various roles and responsibilities can be assigned to Assistant Liaison Officers and using Assistants can be beneficial.



Visual 6.19

## SAMPLE LOFR ORGANIZATION CHART

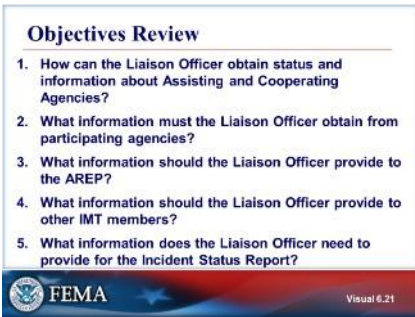


Visual 6.20

## ACTIVITY 6.2: WORKLOAD INDICATORS AND USE OF ASSISTANTS

The instructor will explain Activity 6.2.

You will have 20 minutes to complete the activity.



Visual 6.21

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Explain how to obtain status and information about Assisting and Cooperating Agencies.
- Identify required information the Liaison Officer must obtain from participating agencies.
- Identify information the Liaison Officer provides to the Agency Representative.
- Identify information the Liaison Officer provides to other Incident Management Team members.
- Identify information the Liaison Officer provides for the Incident Status Report.

# **Supplemental Materials**

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## **Handout 6-1: Essential Elements from an Agency Official Briefing**

The National Incident Management System (NIMS) uses the term “Agency Administrator” (AA) as a generic title for the Chief Executive Officer (or designee) who is responsible for administering policy for an agency or jurisdiction. Other terms used for this position are Agency Executive or Senior Official.

An Agency Administrator’s (AA’s) Briefing is used when an incident exceeds the capability of the agency’s normal response organization and an IMT is being assigned. Along with a Delegation of Authority, the AA Briefing is used to convey critical information that the IMT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the Agency Administrator.

There may be a large amount of information provided during the AA’s briefing that must be sorted, analyzed, prioritized and shared among IMT members. Successful IMTs have developed effective methods of accomplishing this process. Of course, good listening skills are required, but the IMT must also be able to work together to ensure that critical information is shared. Sometimes the AA allows time for questions, but not always.

The IMT should conduct a quick, internal Strategy Meeting immediately following the AA briefing. During this meeting the IMT shares the important issues that each member gathered during AA Briefing or may have obtained from other sources up to that point in time. The IC may issue interim direction to the IMT while the Incident Objectives are being established.

Each IMT member must effectively glean the information required for that person’s functional area as well as issues that span more than one function. Not everyone will “hear the same thing” even though they are listening to the same briefing. The following are some examples of such information:

- Issues concerns and/or tasks that affect your functional area.
- Issues concerns and/or tasks that are discussed within your functional area but are important to another function. You must make sure that function is aware of the issue.
- Issues concerns and/or tasks that are discussed about another functional area but have a significant impact on your activities or requirements. You must ensure that team member is aware of the impact on your function.
- Issues concerns and/or tasks that may be important when developing Incident Objectives, Strategy, or Tactics.
- Constraints, legal issues, opportunities or problem areas that others may not have heard.
- Issues concerns and/or tasks that are unclear and will need follow-up or clarification to effectively accomplish the task or deal with the issue.

### Agency Administrator's Briefing Checklist

<b>General Information</b>			
Name of Incident:		Type of Incident	
Incident StartDate:		Approximate Size:	
Time:		Location:	
Cause:			
General Weather Conditions:			
Land Status:			
Local Incident Policy:			
Values Threatened:			
Private /Public Property Threatened:			
Capability of Local Unit to Support Team (Suppression and Support Resources):			
<b>Command Information</b>			
<b>Written Delegation of Authority</b>			
Agency:			



Responsible Official's Representative:			
Time:		Location:	
<b>Transition</b>			
Name of Current Incident Commander:			
Timeframe for Team to Assume Command:			
Date:		Time:	
Recommended Local Participation in IMT Organization:			
Current IC And Staff Roles Desired After Transition:			
Other Incidents in the Area:			
other Command Organizations (Unified/Area):			
Local Emergency Operations Center (EOC) and MAC Group Established:			
Trainees Authorized:			
Legal Considerations (i.e. Investigations in Process):			
<b>Command Information (continued)</b>			
Known Political Considerations:			

Sensitive Residential/Commercial Developments, Resource Values, Archaeology Sites, or other unique Factors:	
Local Social/Economic Considerations:	
Private Representatives (e.g. Businesses, NGOs, Utilities, Railroads):	
Incident Review Team Assigned (i.e. Audit, other):	
<b>Incident Information</b>	
<b>Incident Information Officer (110) Reports to:</b>	
Incident Commander.	Responsible Official:
Local Public Affairs:	other:
<b>Provide Incident Information Updates to:</b>	
Unit Staff Officers:	Expanded Dispatch:
Local Public Affairs:	Other:

<b>Safety Information</b>
Accidents and Injuries to Date:
Condition of Local Personnel:
Known Hazards:
Injury and Accident Reporting Procedures:
<b>Planning Section</b>
<b>General information:</b>
Access to Fax and Copy Machines:
Access to Computers and Printers:
Existing Pre-Incident Plans:

Other Nearby Incidents Influencing Strategy/Tactics/Resources:
Training Specialist Assigned or Ordered:
Training Considerations:
<b>Planning Section (continued)</b>
<b>Situation Unit:</b>
General Weather Conditions/Forecasts:
Incident Behavior (i.e. flood conditions, earthquake intensify/aftershocks):
Unique Incident Factors/History of Similar Local Incidents:
<b>Resources Unit (refer to attached resources orders)</b>
Personnel on Incident (General):

Equipment on Incident (General):
Resources on Order (General):
Incident Demobilization Procedures:
<b>Operations Section</b>
Priorities for Control, Incident Strategic Analysis Approved:
Current Tactics:
Incident Accessibility by Engines and Ground Support:
<b>Air Operations:</b>
Air Tactical Group Supervisor:

Fixed Wing Aircraft Assigned:	
Airbase(s):	Telephone:
<b>Operations Section (continued)</b>	
<b>Air Operations (continued):</b>	
Helicopters Assigned:	
Helibase Location:	
Crash/Rescue at Helibase:	
Flight Hazard Map Available/Known Hazards in Area:	

Visibility Conditions:		
<b>Logistics Section</b>		
<b>Facilities Unit:</b>		
ICP/Incident Base Pre-Plans?:	Yes	No
ICP/Incident Base Location:		
Shower Facilities:		
Security Considerations:		
Incident Recycling:		
<b>Food Unit:</b>		
Catering Service/Meals Provided:		
Estimated Number for the first three meals:		
Time of First Meal:		
<b>Supply Unit:</b>		
Duty Officer or Coordinator Telephone Number:		
Expanded Dispatch Organization:		
Supply System to be used (Local supply Cache)		
Single Point Ordering:		

<b>Logistics Section (continued)</b>		
<b>Communications Unit:</b>		
Communications System(s):		
Temporary		
Mobile Phone Cache Available?:	Yes	No
Local Network Available?:	Yes	No
Landline Access IDICP Available?:	Yes	No
Local Telecomm Technical Available?:	Yes	No
<b>Ground Support Unit:</b>		
Route to ICP/Incident Base:		
Route from ICP/Incident Base ID Incident		
<b>Medical Unit:</b>		
Nearest Hospital or Desired Hospital:		
Nearest Burn Center or Trauma Center:		
Nearest Air Ambulance:		
<b>Finance/Administration Section</b>		
Name of Incident Responsible Official Representative:		
Name of Incident Financial Advisor (if assigned):		



Agreements and Annual Operating Plans in Place:
Jurisdictional Agencies Involved:
Need for Cost-Share Agreement
<b>Cost Unit:</b>
Financial Considerations:
Cost Collection or Trespass:
Job Codes in use:
<b>Finance/Administration Section (continued)</b>
<b>Procurement Unit:</b>
Buying Team in Place or Ordered:
Contracting Officer Assigned:

Copy of Local Service and Supply Plan Provided:
Is All Equipment Inspected and Under Agreement?:
<b>Compensation Claims Unit:</b>
Potential Claims:
Status of Claims/Accident Reports:
<b>Time Unit:</b>
Payroll Procedure Established for Time and Attendance Transmittal:

### **Incident Briefing Package Checklist**

- ✓ Report of Incident Dispatch Action
- ✓ Resource, Overhead, and Equipment Order Forms completed to date
- ✓ Incident Status Summary, ICS-209 \_\_\_\_/\_\_\_\_/\_\_\_\_
- ✓ Five sets of topographic maps covering the incident area and areas which might be affected by the incident and five local road maps or atlases
- ✓ Incident Area Aerial Photo(s)
- ✓ Local plans or documents containing emergency actions
- ✓ Weather Forecast
- ✓ ISA for Incident
- ✓ Responsible Official's Delegation of Authority to the Incident Commander
- ✓ Responsible Official's Briefing to the Incident Management Team Form
- ✓ Unit Service and Supply Plan
- ✓ Local Key Contact Phone List

## **Handout 6-2: Completed ICS Form 201**

Refer to EL 956\_HO 6-2\_ICS Form 201.pdf

## **Handout 6-3: Sample IAP**

Refer to EL 956\_HO 6-3\_ICS Form 202.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 203.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 204\_1 of 5.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 204\_2 of 5.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 204\_3 of 5.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 204\_4 of 5.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 204\_5 of 5.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 205.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 206.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 208\_1 of 3.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 208\_2 of 3.pdf  
Refer to EL 956\_HO 6-3\_ICS Form 208\_3 of 3.pdf

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**Handout 6-4: Information Required About the AREP**

AGENCY \_\_\_\_\_

AREP Name \_\_\_\_\_

Contact Methods

Emergency Contact \_\_\_\_\_

Phone #'s \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

E-Mail \_\_\_\_\_

Fax \_\_\_\_\_

Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Station Location \_\_\_\_\_

Lodging Location \_\_\_\_\_

Decision Making Level \_\_\_\_\_

Backup/Relief Planned \_\_\_\_\_

Health issues you would like the LOFR to know about?  
  
\_\_\_\_\_

Other \_\_\_\_\_

**CHECKLIST OF INFORMATION REQUIRED OF A PARTICIPATING AGENCY**

**Agency** \_\_\_\_\_ **AREP** \_\_\_\_\_ **AREP primary contact** \_\_\_\_\_

**Is Agency in Unified Command?** Yes \_\_\_\_ No \_\_\_\_

**Resources**

On Scene

Available, if needed

Capabilities

Limitations

Response times of resources not at scene.

Are the resources contractors or agency employees?

Special Needs or Requirements (i.e. maximum work hours, union agreements, and time out or maximum assignment time).

Off-site support activities or available resources (e.g., facilities or mechanics).

What is the Agency's mission or objectives as it relates to this incident? Are there any agency specific issues or concerns?

Level of Authority or Approval requirements.

Resource ordering procedures (how to contact the agency's EOC)

Information on pay procedures and funding issues.

Agency-specific cost tracking requirements.

Agency-specific Demobilization requirements.

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

Available Communications methods between the Agency and the IMT (phones, email, radio).



## LIAISON OFFICER MASTER POC

(Used as a wall chart in the ICP)

AGENCY	TITLE RANK	NAME	CELL PHONE	LAND LINE	FAX	E-MAIL	ADDRESS	City & State	Zip Code	Support (Direct or Indirect) Action*	Status**
US ARMY	Col	Dan Boone	541-694-1032	541-694-1032	541-694-1033	dboone@lstlnf.div.mil	Ft Smith 4380 SW Military Rd	Fossil Or	97088	Direct 45 2½ Ton Trucks LOA #1	ETA 25 Sep
IMTC	Mr.	J. Onley	661-123-6789	661-113-6789	661-134-9876	jonley@lmtc.com	8808 SW Oak	Bakersfield Ca	98007	Direct Water Buckets LOA#2	20 OH 35 OR ETA 26 Sep
FBI	Agent	JoAnne Commacho	203-786-9997	203-786-8897	203-132-1072	Sculy@fbi.gov	2200 E Street	Portland Or	97070	Indirect DNA Reports LOA#3	Due 1 Oct 04
US SENATE	Senator	Dave Wright	707-957-5554	404-957-6644	404-957-6644	dwright@fs.gov	300 I Street	DC	20005	Indirect Emergency Funds LOA #4	Completed
US ARMY	Col	Dan Boone	541-694-1032	541-694-1032	541-694-103	dboone@lstlnf.div.mil	Ft Smith 4380 SW Military Rd	Fossil Or	97088	Direct 45 2½ Ton Trucks LOA#1	ETA 25 Sep

\*Direct Support: One-to-one contact and communication with action officer

\*Indirect support: One-to-one contact with multiple individuals in the unit (e.g. Inventory Specialists); Contact is seldom with the same individual

\*LOA # = Specific Actions taken by the LO with point of contact; see LO Action file

\*\*ETA = Estimated Time of Arrival: May be listed as “date time group” 0925163004

\*\*OH = On Hand

\*\*OR = On Request or On Order

\*\*POC = Person of Contact

\*\*PA = Pending Action

\*\*FUA = Follow-Up Action

## Activity 6.1: Information Flow from the LOFR to the AREP

# Information Flow from the LOFR to the AREP

## Activity 6.1 Overview - Unit 6

### Purpose

The purpose of this activity is to provide students with an opportunity to discuss the information that the LOFR should provide to the AREP from an Assisting Agency.

### Objectives

Students will:

- Be able to identify what information they need to provide to the AREP of an Assisting Agency during a large incident.

### Activity Structure

This activity is scheduled to last approximately 20 minutes, including small group discussions and presentations of each group's approach and answers. Students will read the situation, discuss and answer the question in groups, and document on an easel pad their answers. Groups will then present their approach to the full class and discuss.

### Rules, Roles, and Responsibilities

Students will be divided into small groups.

Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the information provided and assigned by the instructors. Given the information in the situation, answer the question to the best of your ability.
3. Write your answers to the questions on easel pad paper.
4. Present your group's approach to the full class.

**Facilitators** moderate discussions, answer questions, and provide additional information as required.

## Activity 6.1 Schedule

Task	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	10 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

## Activity 6.1 Questions

It is 1900 hours, and the crowd from an LA Kings hockey game is leaving the Staples Center in downtown Los Angeles. An anonymous call has been received claiming that some type of agent has been released in the crowd and that “thousands will die.” The Public Service Answering Point (PSAP) reports that many 911 calls have come in from surrounding neighborhoods, reporting that a large number of people are ill or are claiming similar symptoms.

You are the Liaison Officer assigned to the incident, and you have been on scene for 30 minutes. You have received a briefing from the IC. She indicated that you should be prepared to deal with a large number of additional federal, state, and local Agency Representatives (AREPs). A few personnel from your agency are available on scene. The IC wants you to hold an AREP Meeting in one hour.

Given this incident, what information do you as the Liaison Officer need to provide to the AREPs of Assisting Agencies?

## Activity 6.2: Workload Indicators and the Use of Assistants

### Workload Indicators and the Use of Assistants Activity 6.2 Overview - Unit 6

#### Purpose

The purpose of this activity is to provide participants with an opportunity think about the workload indicators that may require establishing Assistant LOFR positions.

#### Objectives

Students will:

- Identify the workload indicators of a given incident scenario
- Determine if assistant LOFRs are needed, and if so, how many

#### Activity Structure

This activity is scheduled to last approximately 20 minutes. As a large group, participants will review a given incident scenario with defined stakeholders. Participants will then divide into small groups and identify the workload of the incident and determine whether or not it is necessary to establish Assistant LOFR positions. If they determine that Assistant LOFRs are necessary, they will also determine how many are needed. Each group will present their list to the rest of the class.

#### Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the information provided and assigned by the instructors. Given the information in the situation, answer the questions to the best of your ability.
3. Write your answers to the questions on easel pad paper.
4. Present your group's approach to the full class.

**Facilitators** moderate discussions, answer questions, and provide additional information as required.

## Activity 6.2 Schedule

Task	Duration	Participation Type
Activity Introduction	2 minutes	Classroom
Discussion	5 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

## Scenario

In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the liquefied petroleum gas tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police radios pick up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident. One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for the evening news, and other reporters are lining up for interviews as well.

There is uncertainty about whom or which agency is in charge of the incident. There is a pervasive rumor that the train engineer's license to operate the engine had expired, but that is being checked out. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The mayor has issued an evacuation order for residents in the surrounding area and is requesting assistance from the state. The Red Cross is establishing an evacuation center at North High School in Central City.

There are rumors that hundreds of Coho Salmon, a federally listed threatened species have been killed in the river. The Parks Department, County, and State Department of Natural Resources have issued an advisory and closed the river to fishing, recreation, and other uses for 25 miles downriver from the rail bridge site.

The Emergency Medical Agency in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. There are numerous water intakes along this stretch of the Roaring River.

Liberty County in the state of Columbia is the largest county in the State in terms of population, including Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 149,000 and the

metropolitan area population is approximately 302,412. Central City serves as a major transportation hub within the state—commercial river traffic, rail, air, and interstate traffic—and is 40 miles from the Port of Charlotte, on the Big Ocean.



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# Unit 7: The Planning Process

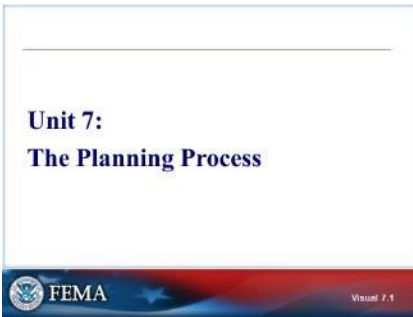
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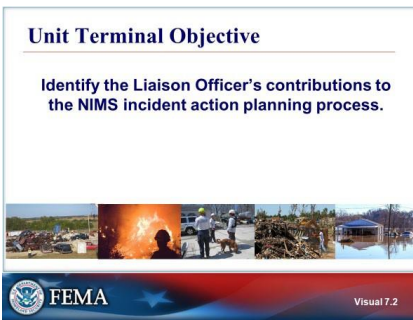
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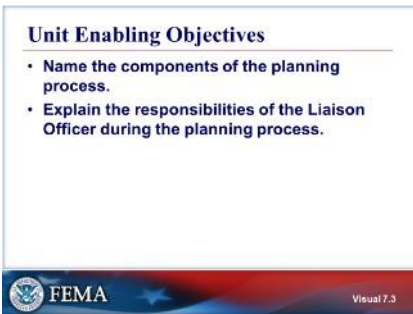
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Visual 7.1



Visual 7.2



Visual 7.3

## UNIT 7: THE PLANNING PROCESS

### UNIT TERMINAL OBJECTIVE

Identify the Liaison Officer's contributions to the NIMS incident action planning process.

### UNIT ENABLING OBJECTIVES

- Name the components of the planning process.
- Explain the responsibilities of the Liaison Officer during the planning process.

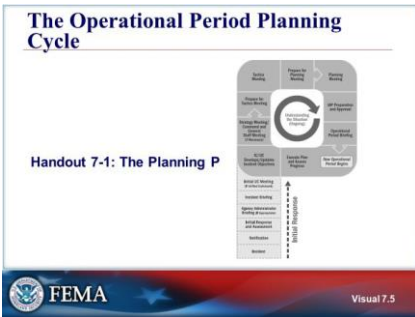


Visual 7.4

## LIAISON OFFICER ROLE IN INCIDENT PLANNING

The following planning situations that characterize typical incidents:

- Coordinating Agency Representatives and resources is a continuous process. In many incidents, there are thousands of moving pieces, and there is little or no stability. New people could arrive every day with no knowledge of the incident.
- As discussed before, AREPs may be unfamiliar with ICS. As with other areas of incident response, the LOFR should help the AREP the AREP understand the planning process and provide guidance whenever you can. As the AREP's knowledge of ICS matures, the LOFR can give him or her more latitude.
- LOFRs ensure AREPs are available to other members of the IMT and that problems are resolved and opportunities are identified prior to the Planning Meeting. As you learned in prior units, you should talk to the AREPs as often as possible, and keep tabs on where they are and how to contact them.
- The ICS Planning Process is the heart of incident response and helps to mitigate the concerns listed above. It creates order out of chaos.
- It is imperative that the LOFR understand the entire Planning Process and not just his or her role.



Visual 7.5

## THE OPERATIONAL PERIOD PLANNING CYCLE

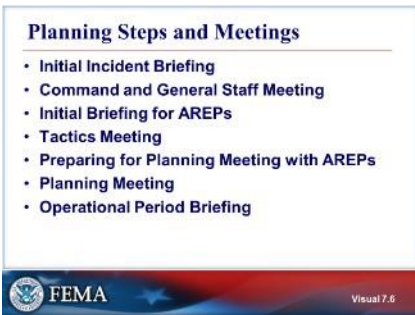
Refer to Handout 7-1: Planning P.

The steps in the Planning P must be accomplished in the order given to distribute the Incident Action Plan (IAP).

AREPs may be unfamiliar with the Planning P, so it is necessary that LOFRs provide AREPs with a general understanding of the planning process.

Often on an incident, someone will post the Planning P and actually write on it the times when meetings and briefing will occur or when information is expected..

Try to limit conference calls. They can be very time consuming and sometimes unproductive. Try to conduct face-to-face meetings whenever possible.

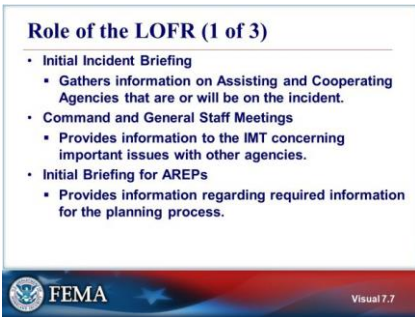


Visual 7.6

## PLANNING STEPS AND MEETINGS

The steps on the visual represent an overview of the steps in the planning process.

Generally, AREPs are expected to be at the Planning Meeting, but only as invitees, and to comment only on issues affecting the resources of their agency or safety issues.

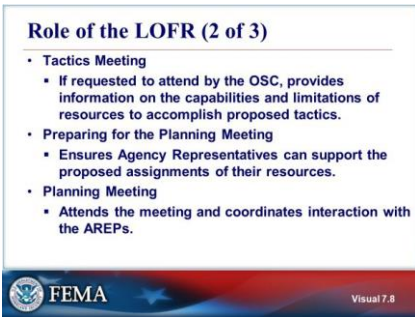


Visual 7.7

## ROLE OF THE LOFR (1 OF 3)

The role of the LOFR is outlined in these initial steps of the planning process:

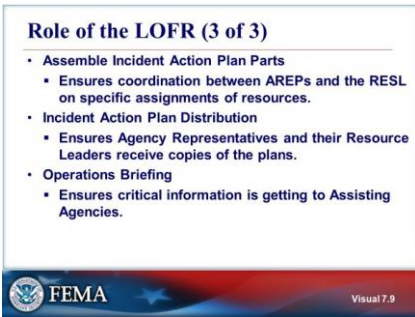
- Initial Incident Briefing
  - This may be the time when the LOFR identifies the need for assistants. Attend and listen.
  - Gathers information on assisting and cooperating agencies that are or will be on the incident.
- Command and General Staff Meetings
  - Stakeholder issues might arise at this time.
  - This is also the point where the relationship between IC, LOFR, and Public Information Officer is established.
  - Provides information to the IMT concerning important issues with assisting and cooperating agencies.
- Initial Briefing for AREPs
  - Provides information regarding required information for the planning process.



Visual 7.8

## ROLE OF THE LOFR (2 OF 3)

- **Tactics Meeting**
  - If requested to attend by the OSC, the LOFR provides information on the capabilities and limitations of resources to accomplish proposed tactics.
  - In the firefighting discipline, the Tactics Meeting is often kept small; however, during very large or complex incidents, the Tactics Meeting may need to have many participants. The Operations Section has to keep track of an enormous amount of detail, and with lots of people around, things can take a long time and be hard to keep track of. Meeting discipline is critical, so the LOFR should not attend it unless they are asked to or really need to be there.
- **Preparing for the Planning Meeting**
  - The LOFRs ensure AREPs have adequate logistical support to complete their work assignments. Once the LOFR has a good sense of what the plan is for the resources, they can work with the AREP to make sure they can support this.
- **Planning Meeting**
  - The LOFR attends the Planning Meeting. If the AREP is needed at the meeting, the LOFR briefs the AREP on the meeting agenda and process. The meeting is approximately 30 minutes and the role of the AREP is limited. The AREP should just be an observer unless it directly relates to their resources or a safety issue.

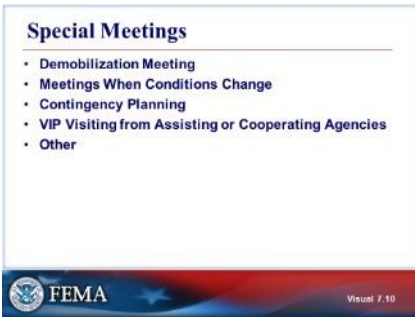


Visual 7.9

## ROLE OF THE LOFR (3 OF 3)

- Assemble IAP Parts
  - The LOFR ensures coordination between AREPs and the RESL on specific assignments of resources. This place is a where the Operations Section depends heavily on the RESL to get the right specific apparatus into the plan. The AREP can assist the RESL.
- IAP Distribution
  - The LOFR ensures that AREPs receive copies of the plan. Once the AREPs receive the IAP, they should review the plan again to make sure that they understand the work assignments and confirm the resources will be available. This serves as a final checkpoint.
- Operations Briefing
  - The LOFR ensures critical information is getting to Assisting and Cooperating Agencies. This keeps up the constant flow of communication with AREPs.





Visual 7.10

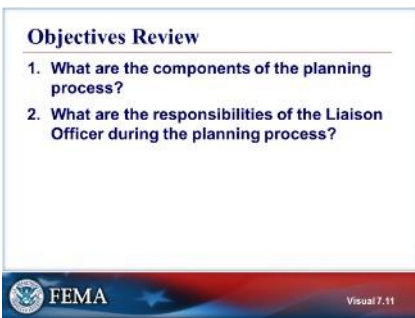
## SPECIAL MEETINGS

As demobilization becomes formalized and a Demobilization Unit is established, input from the LOFR about the resources becomes important, in terms of release priorities and other issues.

The LOFR and AREP need to know how changes on an incident affect resources and how resources affect plans. Should contingencies occur, the LOFR needs to be aware of who might be involved and what could occur so they can communicate this information.

Depending upon the type, size, scope, complexity of the incident, VIPs might be more likely to arrive on the scene. These VIP visits can have the effect of slowing down or reducing the efficiency of incident operations.

The "other" category includes an incident within an incident.



Visual 7.11

## OBJECTIVES REVIEW

### Unit Enabling Objectives

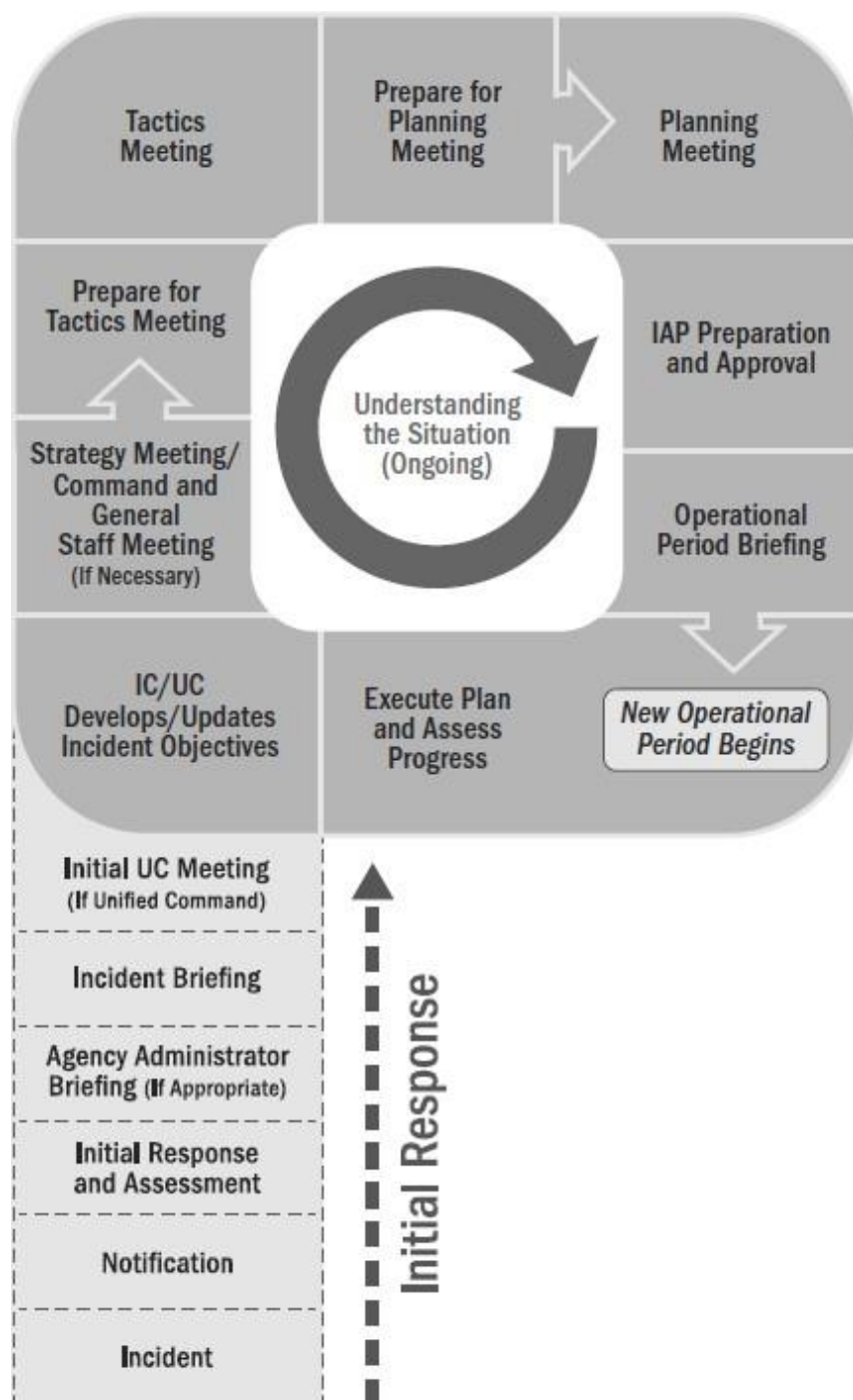
- Name the components of the planning process.
- Explain the responsibilities of the Liaison Officer during the planning process.

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## **Supplemental Materials**

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## Handout 7-1: Planning P



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# Unit 8: Special Situations

STUDENT MANUAL

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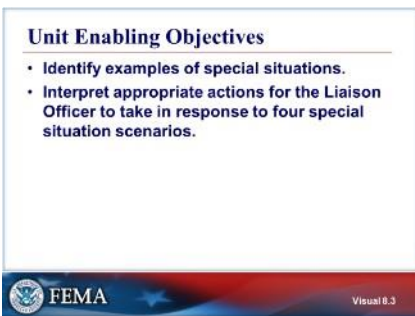




Visual 8.1



Visual 8.2



Visual 8.3

## UNIT 8: SPECIAL SITUATIONS

### UNIT TERMINAL OBJECTIVE

Explain the proper steps to follow in the event of a special situation.

### UNIT ENABLING OBJECTIVES

- Identify examples of special situations.
- Interpret appropriate actions for the Liaison Officer to take in response to four special situation scenarios.

The Final Exam questions are based on the Unit Enabling Objectives.



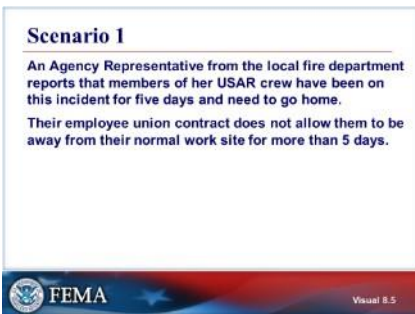
Visual 8.4

## WHAT ARE SPECIAL SITUATIONS

Many special situations highlight the need for assistants.

Some teams will have contingency plans for some of these special situations. It is always a good idea to have contingency plans developed. If a special situation arises, the Liaison Officer may be assigned something outside of his or her normal role, just to keep the response moving forward.

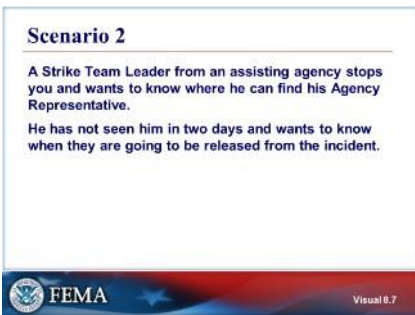
Often, dealing with VIP visits can be a normal part of duties for the Liaison Officer and Public Information Officer. The higher the rank or status of the VIP, the greater the impact. President Clinton visited the Burgdorf Junction incident. Because of his security and entourage, resources almost had to stop work on the incident while he was there because the Secret Service impacted incident operations so much. This can really interfere with the planning cycle. This team was well prepared and had a contingency plan for that day.



Visual 8.5

## SCENARIO 1

Visual 8.6



Visual 8.7

Visual 8.8

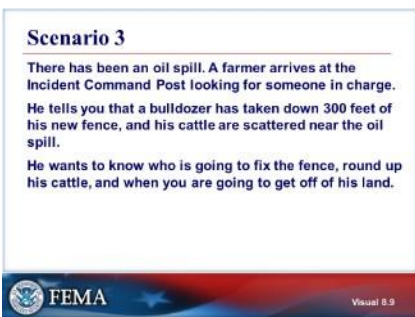
## SCENARIO 1 - POSSIBLE TEXTBOOK ANSWERS

**Note:** Visual intentionally does not appear in Student Manual.

## SCENARIO 2

## SCENARIO 2 - POSSIBLE TEXTBOOK ANSWERS

**Note:** Visual intentionally does not appear in Student Manual.



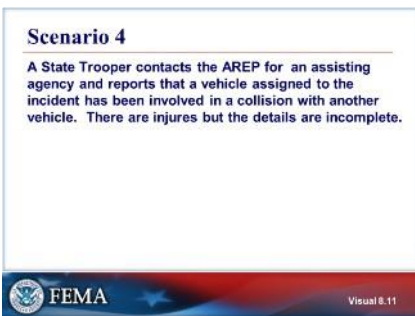
Visual 8.9

## SCENARIO 3

### SCENARIO 3 - POSSIBLE TEXTBOOK ANSWERS

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Visual 8.10



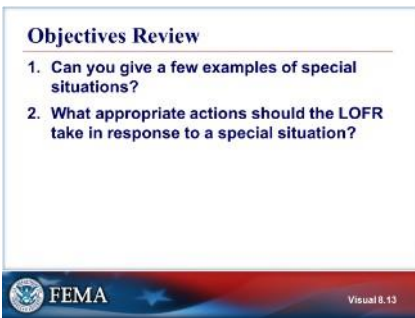
Visual 8.11

## SCENARIO 4

**SCENARIO 4 - POSSIBLE TEXTBOOK ANSWERS**

**Note:** Visual intentionally does not appear in Student Manual.

Visual 8.12



Visual 8.13

**OBJECTIVES REVIEW**

- Identify examples of special situations.
- Interpret appropriate actions for the Liaison Officer to take in response to four special situation scenarios.

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# Unit 9: Demobilization

STUDENT MANUAL

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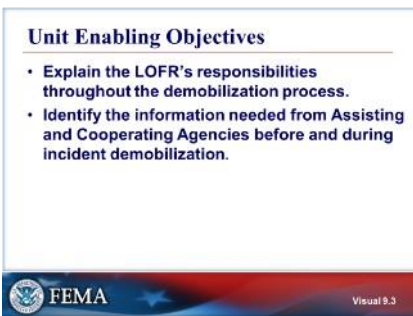




Visual 9.1



Visual 9.2



Visual 9.3

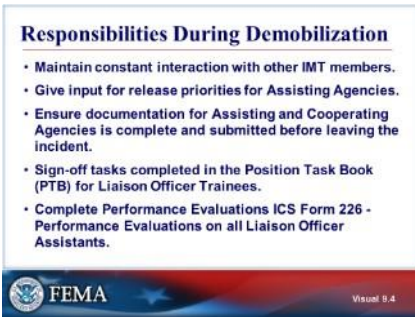
## UNIT 9: DEMOBILIZATION

### UNIT TERMINAL OBJECTIVE

Identify the demobilization process as it relates to the duties of the LOFR.

### UNIT ENABLING OBJECTIVES

- Explain the LOFR's responsibilities throughout the demobilization process.
- Identify the information needed from Assisting and Cooperating Agencies before and during incident demobilization.



Visual 9.4

## RESPONSIBILITIES DURING DEMOBILIZATION

Demobilization activities occur throughout the incident, and demobilization issues may be **“Mission Critical.”**

Regarding documentation:

- Assisting Agencies will likely have good knowledge of the documentation for which they are responsible.
- Cooperating Agencies and Non-Governmental Organizations may know this, however, may need guidance.

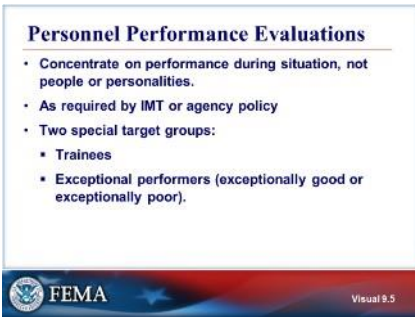
Incident documentation must take place on the incident.

**Agencies may not take it home and send it back later.**

The following are some of the responsibilities of a LOFR during demobilization:

- Maintain constant interaction with other IMT members
- Give input for release priorities for assisting agencies:
  - Release priorities are incident specific:
    - Federal
    - Out of State
    - State agency
    - Local government
- Ensure documentation for Assisting and Cooperating Agencies is complete and submitted before leaving the incident:
  - Timesheets, if required by the agency.
    - If the AREP is representing an assisting agency that supplies tactical resources, then the personnel working in the tactical position need to fill out the Crew Time Reports.
  - ICS Form 214 – Activity Log

- Any items that need to go into the incident file (e.g., cooperative agreements)
- Sign-off on tasks completed in the PTB for LOFR Trainees:
  - Training Specialists can help with the PTB and evaluation process if the incident has many trainees (more than 20)
- Complete ICS Form 225 or 226 (depending on the incident type) – Performance Evaluations on all Assistants:
  - Always perform the evaluation based on their performance on the incident, not the Assistant's day job.



Visual 9.5

## PERSONNEL PERFORMANCE EVALUATIONS

Performance evaluations are an extremely important part of the demobilization process and are especially important for certain target groups. To be most effective, evaluations should be done in certain ways and have certain characteristics.

Try to keep the evaluation specific to the incident and hope that the agency realizes that poor performance on an incident means that the person assigned shouldn't be a LOFR, not that it reflects on their day-to-day job performance at home.

Make sure that evaluations receive the right time and attention and that they properly reflect that the LOFR or Assistant LOFR is or is not the right person for the job. Good evaluations at this stage help to determine a good fit.

Communicating expectations is critical to success. If you don't tell your IMT what you want done (performance) and the quality you expect (standards), don't be surprised when you don't get it. People will normally do their best, but may miss the mark if they don't know what's expected.

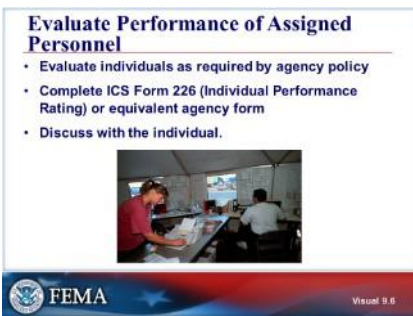
Model the expected behavior as a function of leadership. If you want an injury free incident operation, model safe practices. If you want a discrimination-free operation, be sensitive to all persons and do not tolerate unacceptable behavior. If you want good documentation keep a good log and check to make sure that other logs are being done.

If you desire evaluations or want everyone to get a performance appraisal, that needs to be stated at the beginning so supervisors can be prepared. Performance appraisals should focus on the PTB requirements. Using the checklist as the basis of appraisal makes it very objective.

The characteristics of performance evaluations:

- Be candid and objective.
- Emphasize results rather than processes.

- Concentrate on performance during situations, not people or personalities.
- Emphasize the important issues.
- Base evaluations on objectives and direction provided.
- Finalize evaluations in a face-to-face exchange:
  - Complete performance evaluations before the individuals are released from the incident.
  - Discuss performance evaluations with the individuals.
  - Facilitate a process to deal with substandard performance or conduct.
- Ensure evaluations are documented and distributed.

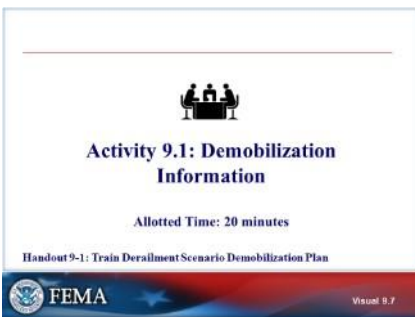


Visual 9.6

## EVALUATE PERFORMANCE OF ASSIGNED PERSONNEL

The following are steps to evaluating performance of assigned personnel:

- Evaluate individuals as required by agency policy.
- Complete ICS Form 225 – Incident Personnel Performance Rating or equivalent agency form.
  - ICS Form 225-WF – Incident Personnel Performance Rating may be used in the wildland context.
  - Provide a copy of the rating to the individual.
  - List training if needed or desired.
- Discuss performances with individuals.
- Maintain accuracy and fairness.
- Submit signed form to Documentation Unit.

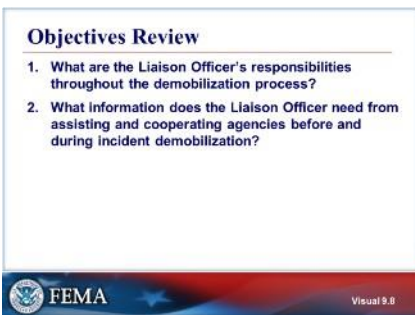


Visual 9.7

## ACTIVITY 9.1: IDENTIFY LOFR ROLES AND RESPONSIBILITIES DURING THE DEMOBILIZATION MEETING

The instructor will explain Activity 9.1.

You will have 20 minutes to complete the activity.



Visual 9.8

## OBJECTIVES REVIEW

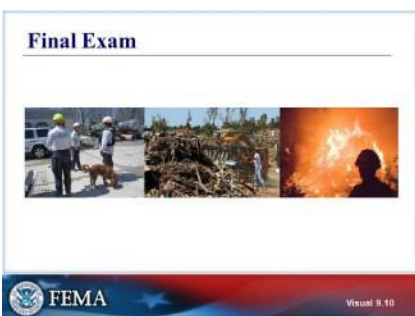
### Unit Enabling Objectives

- Describe the LOFR's responsibilities throughout the demobilization process.
- Identify and list the information needed from Assisting and Cooperating Agencies before and during incident demobilization.



Visual 9.9

## REVIEW COURSE EXPECTATIONS



Visual 9.10

## FINAL EXAM

## **Supplemental Materials**

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## Activity 9.1: Identify LOFR Roles and Responsibilities During the Demobilization Meeting

### Demobilization Activity 9.1 Overview - Unit 9

#### Purpose

The purpose of this activity is to provide students with an opportunity to identify the LOFR's roles and responsibilities during the Demobilization meeting.

#### Objectives

Students will:

- Create a basic agenda for use by the LOFR during a Demobilization meeting with Assisting Agency AREPs.

#### Activity Structure

This activity is scheduled to last approximately 15 minutes, including small group discussions and presentations of group findings.

#### Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Create basic bullet points for the agenda of your Demobilization meeting with Assisting Agency AREPs.
3. Write your answers on easel pad paper.
4. Present your group's approach to the full class.

**Facilitators** moderate discussions, answer questions, and provide additional information as required.

### Activity 9.1 Schedule

Task	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	5 minutes	Small Groups
Debrief/Review	5 minutes	Classroom

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## Handout 9-1: Train Incident Demobilization Plan

# TRAIN INCIDENT DEMOBILIZATION PLAN

Reviewed By: \_\_\_\_\_ Planning Section Chief

Reviewed By: \_\_\_\_\_ Operations Section Chief

Reviewed By: \_\_\_\_\_ Finance Section Chief

Reviewed By: \_\_\_\_\_ Logistics Section Chief

Reviewed By: \_\_\_\_\_ Safety Officer

Reviewed By: \_\_\_\_\_ Liaison Officer

Reviewed By: \_\_\_\_\_ Information Officer

Approved By: \_\_\_\_\_ Incident Commander

Date Approved: \_\_\_\_\_ 1-22-xx

## DEMOBILIZATION PLAN

- I. **General Information:** This Demobilization Plan will be adjusted and implemented within the operational/planning cycle of the incident. Guidelines contained within this plan will be used by the Command and General Staff in their efforts to properly release personnel and equipment from the scene with the approval of the Incident Commander. Staffing standards, work hours, overtime, and other personnel matters will be noted within this plan.

II. **Responsibilities:**

A. General.

1. All field deployed personnel and equipment can only be demobilized with the approval of the Incident Commander. Demobilization of critical resources is mentioned later.
2. No personnel or equipment will leave the incident until authorized to do so.
3. Demobilization will be accomplished in a cost effective manner.
4. Safety of personnel is paramount during demobilization.
5. All incident response personnel shall follow the guidelines put forth in this plan.
6. All equipment checked out must be returned to the appropriate originator.

B. Emergency Operations Center Director

1. The role of EOC Director is to facilitate demobilization through normal operating procedures and assure the demobilization priorities are consistent with geographic area and national guidelines.

C. Incident Commander

1. The Incident Commander will follow normal procedures of developing and approving the Demobilization Plan and implementation procedures. The Incident Commander may use the County/State's plan if it meets the needs or develop a new plan that addresses these issues.

**D. Planning Section Chief**

1. Shall ensure demobilization information is disseminated in sufficient time to ensure the orderly downsizing or reorganization of incident resources.
2. Submit proposed release of resources for the proper approvals. Ensure approved releases receive and comply with the Demobilization Check-out Form (ICS 221).

**E. Operations Section Chief**

1. Identify surplus personnel and equipment to the Incident Commander.
2. Communicate excess personnel and equipment available for demobilization to the Planning Section Chief.

**F. Logistics Section Chief**

1. Coordinate all personnel and equipment transportation needs to final destinations.
2. Ensure all communications, facilities, and ground equipment and other returnable items are checked in and verified.

**G. Finance/Administration Section Chief**

1. All personnel time reports are up-to-date.
2. All equipment time reports are completed.
3. All known claims are recorded.

**III. Critical Resource and Release Priorities:****A. Critical Resources**

1. The EOC will assist the Incident Commander in identifying critical resources.
2. The Incident Commander will determine the release priorities for any critical resources in the Incident Management Organization. Prior to scheduling the release of a critical resource, the Planning Section Chief will notify the EOC Director.

**B. Non-Critical Resource Exchange**

1. All non-critical resources will be demobilized through normal procedures.

**C. Priority Release Guidelines.****Personnel:**

1. Personnel that have worked continuously for 14 days. This time standard should not be flexible based on the national work rest guidelines.
2. Out-of-County Personnel
3. Assisting Agency personnel will be released in accordance with agreements or other arrangements made with their respective agency.
4. Local Personnel

**Equipment:**

1. Equipment designated as a critical resource.
2. Equipment staged for long periods of time and no longer expected to be needed.
3. Rented or leased equipment.
4. Equipment vital to other regional operations.

**IV. Personnel Demobilization Guidelines:****A. Personnel Demobilization.**

1. Demobilization Checkout Form (ICS 221): For each operational period where personnel demobilization is anticipated, the Demobilization Unit shall complete a Demobilization Checkout Form (ICS 221). This form is attached to this plan.
2. Check-out: All personnel demobilizing permanently from the incident shall complete a Demobilization Checkout Form (ICS 221). This form will facilitate the return of:
  - Non-expendable equipment

- Communications gear
  - Vehicles
  - Other equipment or administrative matters that need to be addressed before the release of the individual (i.e., removal of person for rosters, employee profile database, etc.).
3. Debrief: Each demobilized person will receive an operational and safety/medical debrief. This is to ensure that the job they were performing is either complete or the person has been properly relieved by another worker to address ongoing issues. The safety/medical debriefs serves as a check to the Incident Management Team to determine any unsafe conditions not previously reported and to ensure that the person is leaving the incident in a healthy state.
  4. Departure: For safety reasons, demobilized personnel should insure they are properly rested before beginning their travel to their normal work place or home (especially if driving).
  5. Travel Restrictions: Travel shall be conducted in accordance with existing rules and guidelines as per individual travel authorizations.

## **V. Equipment Demobilization Guidelines:**

### **A. Equipment Demobilization.**

1. Check-out. All equipment demobilizing permanently from the incident shall be noted on the Demobilization Checkout Form (ICS 221).

## Personnel Check-out Process Checklist

		<b>General Check-out</b>
<b>Preparing for Departure</b>	<input type="checkbox"/>	<b>General.</b> All persons demobilizing from the response shall ensure that they are cleared to leave with their immediate supervisor. If onsite relief is necessary, time should be planned to accomplish that task.
	<input type="checkbox"/>	<b>ICS 211.</b> Each person demobilizing under the IMT or Incident Command shall ensure that the Resources Unit is aware of their <u>departure</u> so you can be signed out from the response via the ICS 211 or ICS 211.
		<b>Logistics</b>
	<input type="checkbox"/>	<b>Logistics.</b> The Logistics Section Chief will ensure that lodging and other support needs are in place for the demobilized individual while they are returning to their quarters. This would include transportation and other applicable issues needed to support their departure.
<b>Equipment Return</b>	<input type="checkbox"/>	<b>Non-Expendable Equipment.</b> Non-expendable equipment shall be returned before departure. People shall not be allowed to fully demobilize without returning non-expendable property.
<b>Transportation</b>	<input type="checkbox"/>	<b>Vehicles.</b> Vehicles shall be returned prior to departure. Individuals are responsible for the return of the vehicle assigned to them clean and inspected.
		<b>Finance</b>
	<input type="checkbox"/>	<b>Timekeeping.</b> Each person will be responsible for insuring their time records are completed prior to departure from the incident.
		<b>Health and Safety / Medical Debrief / Critical Incident Stress Management (CISM) Debrief</b>
<b>Health and Safety</b>	<input type="checkbox"/>	<b>Health and Safety Debrief.</b> Each person shall receive a health and safety debrief prior to departure to document any outstanding issues.
	<input type="checkbox"/>	<b>Medical Issues.</b> Each person with outstanding medical issues shall have them addressed prior to departure.
	<input type="checkbox"/>	<b>Departure Rest.</b> All responders shall ensure that they receive the proper amount of rest before departing the incident. This is especially important for those driving.