



Chapter 9700

Liaison Manual

**Communication with Elected Officials, Agencies,
Tribes and Stakeholders during Environmental
Emergencies Northwest Area:
Washington, Oregon, Idaho**

T able of Contents

Section	Page
9700 Liaison Manual	9700-1
Introduction.....	9700-1
Liaison Officer.....	9700-1
LNO Staffing Policy of the Northwest Area Contingency Plan.....	9700-2
LNO Responsibilities.....	9700-2
Liaison and Natural Resources Damage Assessment.....	9700-2
Liaison and Incident Investigations.....	9700-3
Liaison Coordination and the Joint Information Center.....	9700-3
Liaison Organization, Positions, Strategies, and Tactics.....	9700-4
Assistant Liaison Officer.....	9700-4
Agency Coordinator.....	9700-4
Elected Officials Coordinator.....	9700-5
Community Relations Coordinator.....	9700-5
Internal Communications Coordinator.....	9700-6
Liaison Documentation Coordinator.....	9700-6
Liaison Information and Situation Assistant.....	9700-6
Liaison Communications Assistant.....	9700-6
Liaison IT Assistant.....	9700-6
Liaison Strategies and Tactics.....	9700-7
Daily Phone Briefs.....	9700-7
Community Meeting.....	9700-7
Elected Officials Briefing.....	9700-7
VIP Tour.....	9700-7
Liaison Tools.....	9700-7
VIP/Visitors Tools:.....	9700-7
Command Post Tools.....	9700-7
Information for Handouts.....	9700-8
Appendix I Useful ICS Forms for the Liaison Group.....	9700-15
Appendix II Useful Tips.....	9700-16

Liaison Manual

Introduction

Incidents that are multi-jurisdiction, or have several agencies involved, may require the establishment of the Liaison Officer (LNO) position on the Command Staff. This manual is designed to establish a common framework and policy for agency and responsible party communicators during response to environmental emergencies that occur in the Northwestern U.S. – Washington, Oregon, and Idaho. This Liaison Manual serves as Section 9700 of the Northwest Area Contingency Plan.

The Liaison Unit is responsible for proactively fostering good communication and cooperation within and outside of the Unified Command. This position and unit is essential for facilitating a close working relationship between people and organizations, and is necessary to assist Command in establishing and maintaining unity of purpose, command and message. The Liaison Unit is also responsible for being the external ears of the Unified Command that is listening to, capturing, responding to and forwarding external concerns to Command, Planning and the JIC.

The Liaison Unit supports the Unified Command's strategic goal of implementing a rapid, aggressive and well coordinated response action. The Liaison Officer (LNO) and their team are specifically responsible for working with Command and the Joint Information Center to ensure the Unified Command is the primary source of timely and credible information for the public, their elected officials and others.

To submit comments or corrections, please use the RRT/NWAC Website:
<http://www.rrt10nwac.com/Comment/Default.aspx>

Liaison Officer

One of the primary incident objectives is to keep government officials, agencies, the public and other interested parties informed during a spill incident. Liaison staff are responsible for meeting this objective by ensuring that elected officials and other key stakeholders are well informed of the status of the incident, the decisions made, actions taken by the Unified Command.

LNO Staffing Policy of the Northwest Area Contingency Plan

The RRT/Northwest Area Committee recognizes there is a shared responsibility among the Unified Command representatives to ensure accurate and credible information is made available. It is also the shared role of the Unified Command representatives to ensure appropriate staffing in all positions within the Incident Command System. However, given the importance of the LNO duties, and to ensure public confidence and trust, it is the policy of the RRT/Northwest Area Committee for the LNO position to be filled by a qualified representative of a federal, state, tribal, or local agency, if available. If no such agency representative is initially available, qualified, or willing to be the Liaison Officer, a responsible-party representative will, upon the Unified Command's concurrence, fill that role. Furthermore, a transition to a responsible party designated LNO may occur with the concurrence of the Unified Command. The RRT/Northwest Area Committee also encourage responsible parties to designate an Assistant Liaison Officer, who will participate in all the meetings attended by and briefings made by the Liaison Officer.

LNO Responsibilities

- The LNO has the following responsibilities:
- Be a contact point for Elected Officials, and assisting and cooperating Agency Representatives.
- Maintain a list of assisting and cooperating agencies and Agency Representatives, including name and contact information. Monitor check-in sheets daily to ensure that all Agency Representatives are identified.
- Assist in establishing and coordinating interagency contacts.
- Keep elected officials, tribes, and agencies supporting the incident, aware of incident status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing limitations and capability of assisting agency resources.
- Coordinate response resource needs for Natural Resource Damage Assessment and Restoration (NRDAR) activities with the OSC during oil and HAZMAT responses.
- Coordinate response resource needs for incident investigation activities with the OSC.
- Coordinate activities of visiting dignitaries.
- Ensure that all required agency forms, reports and documents are completed prior to demobilization.
- Brief Command on officials' and agency issues and concerns.
- Have debriefing session with the IC prior to demobilization.
- Maintain Unit Log.

Liaison and Natural Resources Damage Assessment

NRDA involves identifying the type and degree of impacts to public biological and cultural resources in order to assist in restoring those resources. NRDA may

involve a range of field surveys and studies used to develop a monetary damage claim, or may involve immediately developing a restoration plan with the responsible party. NRDA activities for small spills typically involve simplified assessment methods and minimal field data collection.

Given that the goals of NRDA are outside the sphere of most emergency spill response actions, NRDA activities generally do not occur within the structure, processes, and control of the Incident Command System. However, particularly in the early phases of a spill response, many NRDA activities overlap with environmental assessment performed for the sake of spill response. Because NRDA is carried out by natural resource trustee agencies and/or their contractors, personnel limitations may require staff to perform NRDA and response activities simultaneously. Therefore, NRDA staff should remain coordinated with the spill response organization, and need to work with the LNO to coordinate with the Unified Command, Environmental Unit, Wildlife Branch and the NOAA Scientific Support Coordinator to resolve any problems or address areas of overlap. While NRDA resource requirements and costs may fall outside the responsibility of the Logistics and Finance sections, coordination is again important.

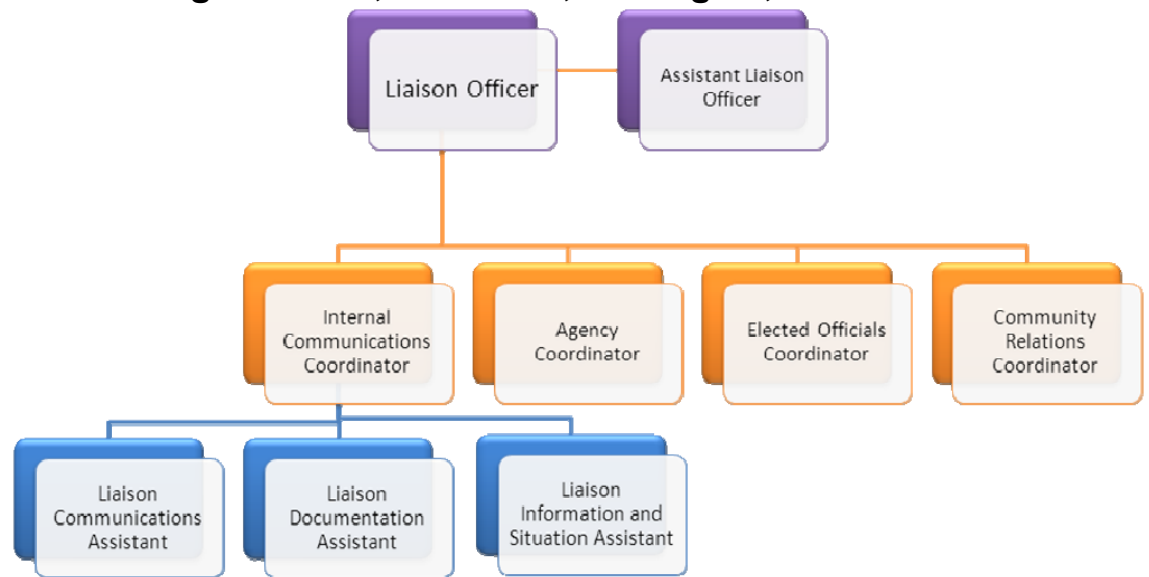
Liaison and Incident Investigations

Civil and criminal investigators from federal and state agencies will not normally be a part of the Unified Command, except to the extent that such expertise may help identify cause(s) of the accident that resulted in the spill and determine immediate mitigating actions in coordination with salvage group to deal with such issues. While investigations personnel may report to individuals that are part of the UC, the investigators are separate, and should be clearly delineated as such so as not to introduce potentially polarizing forces into the Unified Command where collaboration and cooperation are key to a rapid and well coordinated response. Coordination with, and access to Unified Command is done through the Liaison Officer.

Liaison Coordination and the Joint Information Center

Liaison and the JIC require close coordination. This coordination is essential because lines of jurisdiction may be blurred and the external message must be accurate and consistent. It is recommended the Liaison function be located adjacent to the JIC if possible. If not, a runner must be assigned to ensure good coordination and that information is shared in a timely manner.

Liaison Organization, Positions, Strategies, and Tactics



Assistant Liaison Officer

- Assist the LNO and provides overall direction and oversight of the Liaison group while the LNO is in meetings, etc.
- Coordinate communications between Liaison group and the LNO. Holds regular meetings with the Liaison Unit staff to keep the whole group informed of incident status and overall Liaison taskings.
- Handles routine team management, assigns tasks and keeps staff and work moving; tracks the status of all Open Action Items.

Agency Coordinator

- Contacts and communicates with Assisting and Cooperating Agencies at the CP or other off-site locations (EOC, others).
- Establishes communications links and determines Agency concerns and addresses them appropriately.
- Maintain a lists and contact information of assisting and cooperating agencies.
- Identify and track developing and potential issues of concern. Report these issues to the LNO. Coordinates with Logistics for accessing local resources, including volunteer opportunities.
- Develop an action plan to ensure regular communication and coordination with appropriate stakeholders and submit draft of plan to LNO for review and approval.
- Keeps the LNO up-to-date and informed of who is listed and what their roles and interests are.
- Contacts and coordinates the above activities with any affected Native American Tribes, unless a dedicated coordinator is assigned to liaise with Tribes assisting and/or potentially affected by the incident.

- Contacts and coordinates the above activities with any affected Native American Tribes, unless a dedicated coordinator is assigned to liaise with Tribes assisting and/or potentially affected by the incident.

Elected Officials Coordinator

- Notifies and maintains close communication with elected and other officials. Coordinates closely with JIC and Agency Coordinator(s) to get consistent early messages out before media releases.
- Develops an action plan to ensure regular communication and coordination with appropriate elected officials and submit draft of plan to LNO for review and approval.
- Leads the development of Community and VIP meetings.
- Manages VIP visits and tours at the Command Post. Identifies and tracks developing and potential issues of concern. Reports these issues to the LNO who will pass them on to the UC/JIC.
- Coordinates with the LNO when arranging logistics for tours for elected officials.
- Identifies and maintain lists and contact information of elected officials and other key stakeholders.
- Keep LNO informed if any elected official adverse feelings/relationships challenges develop.

Community Relations Coordinator

- Establishes Community and public meetings.
- Determines need for the following community outreach methods:
 - Community bulletin boards.
 - Community web sites.
 - Community web calendar(s).
 - Walk-in or walk-up information center.
 - Recorded message information.
- Door-to-door canvassing. Provides information to the IO and JIC Manager about affected communities including local economic and cultural concerns, past impacts from spills or other disasters/emergencies, organizations that can provide community and individual support, and opinion leaders.
- Identifies and maintains lists and contact information of communities update.
- Includes, schools, churches, community centers, non-profit service organizations.
- Ensure contact with affected tribes and tribal concerns are integrated*.
- Establish contact with key business community leaders and local chambers of commerce to ensure information is shared and economic concerns are integrated.*
- Keeps the LNO up-to-date and informed of who is listed and what their roles and interests are.

*May want to assign a Tribal Communications Coordinator and Business Community Relations Coordinator, depending on the complexity of the incident.

Internal Communications Coordinator

- Supervises the following staff if needed:
 - Liaison Documentation Assistant.
 - Liaison Information & Situation Assistant.
 - Liaison Communications Assistant.
- Ensures staff complete tasks.
- Update LNO on progress on a regular schedule.

Liaison Documentation Coordinator

- Responsible for maintaining Liaison paper and electronic communications records and security; Maintains the Unit Log (ICS 214)
- Assists with the tracking documentation
- Works closely with the Documentation Unit
- Assists with documentation needs of the Liaison Information and Situation Assistant.

Liaison Information and Situation Assistant

- Develops and maintains the Liaison situation board.
 - Work with the situation unit to get started.
 - Updates, phone numbers, meeting schedule.
 - Web sites, district maps.
 - Order maps and other tools from the Logistics Section.
- Communicates directly with the JIC and others at the CP as directed by the internal communication coordinator.
 - Helps to develop documents that may be needed for local officials briefing, VIP tours or community meetings.
 - Ensures coordination on meetings.
- Identifies and establish communication links with NRDA and Incident Investigators.

Liaison Communications Assistant

- Receives calls and messages coming into the CP. Deals with them directly or routes them appropriately.
- Works closely with Agency Coordinator, and the Elected Officials Coordinator.
- Keeps the Internal Communications Coordinator up to date on important communications.

Liaison IT Assistant

- Immediately provide IT support to allow for immediate external communication.
- Establish communications between lap tops, printers etc
- Create email account for liaison staff and external stakeholders to exchange information
- Set up web and phone conferences for official meetings and communication sharing

- Create email account to share information between JIC and Liaison

Liaison Strategies and Tactics

Daily Phone Briefs

- Communicate with large number of people.
- May require one for elected officials and one for agencies and one for business interests.
- Set for same time each day.

Community Meeting

- Provide information on spill details.
- Public Health issues and evacuation plans.
- Claims and compensation process.
- Volunteer opportunities.

Elected Officials Briefing

- May be given at the local government Emergency Operations Center (EOC).
- Provides first hand information on spill.
- ICS process update.
- Constituent issues aired.

VIP Tour

- Invitation list
- Command post.
- Spill Site.
- Aerial tour.

Liaison Tools

VIP/Visitors Tools:

- VIP Tour Checklist
- VIP Tour Agenda
- VIP Tour ground rules
- Elected Officials Briefing Agenda
- Calling elected officials script

Command Post Tools

- Organizational Charts (lamented for multiple use)
- Position assignment list
- Supplies checklist
- Projector
- Printer
- Maps of legislative districts (this can also be linked online at: http://www.leg.wa.gov/LIC/Documents/EducationAndInformation/Legislative_District_Map.pdf)

Information for Handouts

Available on NWAC/RRT website: <http://www.rrt10nwac.com/FactSheets.aspx>

- Factsheets: Overview of Area Planning and RRT
- Factsheets: Oil Spill Prevention, Planning, and Response Measures
- Factsheets: Geographic Response Plans
- Factsheets: Oil Spill Shoreline Assessment and Cleanup
- Factsheets: In-Situ Burning in Oil Spill Response
- Factsheets: Containment and Recovery of Spilled Oil
- Factsheets: Incident Command System
- Factsheets: Oil Spill Contingency and Response Planning

ICS Forms (Appendix I)

Useful Tips (Appendix II)

Calling Elected Officials Script

Hello, my name is [your name],

We are conducting a drill for [name of incident or drill] today in [city], [state].

We are calling to invite you to attend a VIP Tour today at [time] at he [place].

The tour will begin at [time] with lunch.

It will be followed with a brief introduction, overview of the incident command system and drill program.

A brief tour will give you an opportunity to see the drill in action and ask questions.

There will also be an elected officials briefing at [time] from unified command.

Please RSVP by calling [phone number].

Thank you.

We are located at: [location]

VIP Tour

Ground Rules:

You are given an opportunity that is not often extended. Please respect the company's need to work these issues and stay within these ground rules.

Save you questions until end. We have a Q & A period.

During the tour if you have questions please direct them to the tour guide.

Play is not being suspended during tour or lunch. It is critical that players not be interrupted or distracted from the task at hand.

If you want copies of documentation – you can get copies at the situation board as you depart.

(Name of Incident)
VIP Tour
(Date)
(Location)

Agenda

- | | |
|-------|---|
| 11:00 | Introductions (Name) |
| 11:15 | Overview of Drill Program (Federal, State, Responsible Party) |
| 11:30 | Situation Briefing |
| 11:45 | Drill Tour |
| 12:15 | Q & A |
| 12:30 | Adjourn / Lunch |

VIP Packet:

- Ecology Drill Program Overview
- Incident Command System Fact Sheet
- Oil Spill Fact Sheet
- Geographic Response Plans Fact Sheet
- In-situ Burning Fact Sheet
- Dispersant Fact Sheet

VIP Tour Checklist

- Setup security for VIPs.
- Room for VIP debriefing.
- Information packet including:
 - VIP agenda for tour
 - Ground rules for tour
 - Map of spill area
 - FAQs (available at the NWAC website: www.rrt10nwac.com)
 - Spill Effects
 - Marine Oil Spill Prevention
 - Oil Spill Prevention, Planning and Response Measures
 - Geographic Response Plans
 - Inland Oil Spill Prevention
 - Oil Spill Shoreline Assessment and Cleanup
 - In-Situ Burning in Oil Spill Response
 - Containment and Recovery of Spilled Oil
 - Oil Spill Contingency and Response Planning
 - Incident Command System
 - Copy of Form 215 or 209 or IAP, etc.

(Name of Incident)
Initial Elected Officials Briefing
(Date)
(Location)

Agenda

- 2:30 Introductions (moderator)
- 2:40 Situation Briefing (Situation Unit Leader)
- 3:00 Unified Command Staff

Elected Officials Packet:

- Information Fact Sheet
- Situation Map
- Press release
- Incident Command System Fact Sheet
- Geographic Response Plan Fact Sheet
- Containment and Recovery of Spilled Oil

Shift Relief Briefing Form

Situation/response status highlights:

Present staffing (supervisor and subordinates):

Deliverables & schedule (include products, briefings and meetings)

HOT Items:

Prepared by: _____ Position: _____

Date and time prepared _____

Appendix I Useful ICS Forms for the Liaison Group.

The following is a list of the most commonly used ICS forms for the Liaison Group.

ICS-214 Unit Log. Maintained by the Liaison Documentation Assistant or as directed by Liaison Officer. This form is used to capture activities the unit has taken and staffing. It can be used as documentation for inclusion in any after-action reports.

ICS-214a Individual Log. Maintained by each member of the Liaison Group. A personal log of activities and major events.

ICS-213 General Message. May be used by any members of the Liaison Group. This form is used to capture information or requests and actions taken in response to requests. It's also used to announce significant event to other members of the ICS organization. Each is reviewed by the Liaison Officer or Assistant.

Stakeholder Contact List (adapted from the ICS 205a). Used by the Agency Coordinator, Elected Officials Coordinator and the Liaison Communications Assistant. This form has been adapted to be used as a list of contacts you have made with stakeholders. This form should be regularly reviewed to ensure that new additions are added to the master-list contact/communications sheets.

ICS-230 Daily Meeting Schedule. The Liaison Information, Situation Assistant and Community Relations Coordinator are responsible for ensuring that significant liaison related meetings are included on this form. The completed form will be available from the Situation Unit and will track all Command Post meetings.

ICS-231 Meeting Summary. This form is used to capture notes from external meetings and Liaison Group meetings. Use the ICS form 233 Open Action tracker to make assignments and track action items from meetings

ICS form 233 Open Action Tracker. This form is used to make assignment and track action items.

ICS-211p Check In List Personnel. Made available by a Check-in/Status Recorder of the Resources Unit in the Planning Section. Entries are to be made by each Liaison Group member at the beginning and end of each work period.

ICS-202 Incident Objectives. This form describes the basic incident strategy, control objectives, command emphasis/priorities and safety consideration for the respective Operational Period. This form includes general direction to the Liaison Group from Command and may be useful as a presentation tool for stakeholders.

Appendix II Useful Tips

The following tips may be useful in establishing and maintaining an effective Liaison Group

- ❑ Develop an immediate message to be broadcast to key elected and tribal officials and agency representatives. Coordinate closely with JIC to ensure messaging is consistent and timely provided. It is important to inform them early even if information is very incomplete.
 - ❑ As soon as practicable, follow-up with more detailed messages as incident situation is clarified/verified. Ensure you highlight corrections to any prior information passed that may have been inaccurate.
 - ❑ Set a regular daily meeting/briefing schedule for elected officials and key government agencies and tribes
- ❑ Maintain your individual logs (ICS 214a) as a rolling journal of your activities and communications
- ❑ When scheduling a meeting, make sure it does not conflict with the commonly held meetings already listed, especially if you need to have members of UC present at your meeting.
 - ❑ Ensure you account for travel time for external meetings that will involve the Unified Command to ensure their availability at those regularly scheduled UC meetings.
- ❑ Develop templates for messages, meeting agenda announcements, etc to facilitate timely and complete communications
- ❑ Develop email distribution lists for key officials and agencies (update regularly) for major geographic regions (e.g. North Puget Sound, Elliott Bay, South Puget Sound)
- ❑ Develop a “To Do” List using an Open Action Tracker (ICS-233). If feasible, project image or create Poster-size form and place in prominent location for entire group to maintain visibility of Open Action Items.
- ❑ Ensure key Agency Representatives are included whenever possible.
 - ❑ For incidents involving international trans-boundary issues and separate ICPs are established, ensure liaisons are integrated into the respective ICPS to optimize coordination between the international regimes.
 - ❑ Ensure U.S. Department of State is contacted for any international trans-boundary incident
- ❑ Staffing permitting, assign two Assistant Liaison officers to facilitate group functionality. One Asst. would accompany Liaison Officer at all meetings and maintain information loop for Liaison group while second Asst. Liaison coordinates work of group as a whole.
- ❑ If feasible, establish WiFi router for multiple computer users to facilitate communication/networking ability
- ❑ Use “GoTo” or WEBex online meetings to maximize direct participation and interaction with key officials and stakeholders.

- ❑ Collocate Liaison and Joint Information Center if possible.
 - ❑ Work closely with IO/JIC to develop incident website content and messaging appropriate for officials' briefings.