Annex B
Liaison Manual

Communication with Elected Officials, Agencies, Tribal Governments, Business and Community, and Involved Parties during Environmental Emergencies
Northwest Area:
Washington, Oregon, Idaho

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Liaison Manual

1 Introduction

This manual establishes a common framework and provides tools for agency and responsible party communicators during environmental emergencies occurring in the Northwestern U.S. – Washington, Oregon, and Idaho. The Liaison Officer (LOFR) is responsible for proactively fostering good communication and cooperation within and outside of the Unified Command (UC). This position is essential for facilitating a close working relationship between people and organizations and is necessary to assist UC in establishing and maintaining unity of purpose, command, and message. The LOFR is responsible for being the external ears of the UC, listening to, documenting, responding to, and forwarding external concerns to the decision makers.

To ensure accurate and coordinated information dissemination during emergency responses, it is highly recommended that the Liaison Office, whose roles and responsibilities are outlined in this manual, work closely with the Joint Information Center (JIC), whose roles and responsibilities are outlined in this annex. While the two units work with different audiences, they deliver the same messages about the response.

To facilitate this coordination, it is recommended that the Liaison Office and JIC be integrated as much as possible. This can be accomplished by locating the units in adjacent spaces and by working from the same communication documents such as press releases, talking points, FAQs, the response website, and social media. The two units should also collaborate on planning and implementing community events, conducting VIP tours, and preparing specialized communications for specific involved or interested parties like elected officials and community leaders. It is also recommended that once each day the Liaison Officer and Public Information Officer jointly brief the Liaison Office and JIC staff to ensure they have current information and to enable a coordinated approach to their work. This briefing would be especially useful following the Command and General Staff meeting. Ensuring that this coordination is implemented is the responsibility of the JIC Manager and the Assistant Liaison Officer.

In staffing the Liaison function, these are the types of skills and abilities that are preferable as a best practice:

- Have superlative interpersonal skills and the ability to function calmly in a high-stress environment.
- Have previous oil spill response or drill experience and knowledge of spill terminology, the Northwest Regional Plan policies and tools, and local community considerations during oil spills.
- Be familiar with the Incident Command System (ICS).
- Be trained in risk communication, consensus building, and public relations.

The Liaison function supports the UC's strategic goal of implementing a rapid, aggressive, and well-coordinated response. The LOFR and the liaison staff are specifically responsible to ensure the UC is the primary source of timely and credible information for agencies, the public, their elected officials, tribes, and others.

2 Liaison Officer

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

The LOFR has the following major responsibilities:

- Establish the Liaison Team and review the 96-Hour Plan Supplemental Toolkit and Liaison Job Aid Checklist on page 15.
- Meet with the PIO, JIC Manager, and Assistants to review Section 2.3 and the Coordination Checklist tool.
- Be a contact point for Elected Officials, tribal governments, 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, tribal governments, and agencies supporting the incident, aware of the spill response and the Incident Action Plan (IAP).
- Monitor incident operations to identify current or potential inter-organizational problems.
- Develop the Liaison Communication Plan for UC review and approval and review the Liaison Job Aid Checklist on page 15 during each operational period.
- Brief Command on officials' and agency issues and concerns.
- Arrange consultations with tribal governments as appropriate.
- Supports development of Critical Information Requests in support of the UC.
- Participate in planning meetings, providing limitations and capabilities of assisting agency resources.
- Coordinate needs for Natural Resource Damage Assessment (NRDA) activities. Coordinate response resource needs for incident investigation activities.
- Coordinate activities of visiting dignitaries.
- Determine the need for a Volunteer Coordinator.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.

- May be given responsibility for community outreach, in coordination with the Public Information Officer (PIO) and as determined by UC.
- Have a debriefing session with the IC prior to demobilization.
- Maintain Unit Log.

The goal of evaluation is to:

- Improve current and future dialogue and communication efforts.
- Assess changes in involved or interested parties' concerns, issues, and opinions.
- Change, modify, or enhance the Liaison Plan

The LOFR identifies the agency, elected official, tribal government, and involved or interested parties' perceptions and concerns regarding the response. This is important feedback that might alter the Liaison Plan to better meet the communication needs. To do this, the LOFR must continually evaluate the effectiveness of the dialogue and communication with all parties.

2.1 Liaison and Natural Resources Damage Assessment

NRDA involves identifying the type and degree of impacts to public, biological, and cultural resources 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 ICS. However, particularly in the early phases of a spill response, many NRDA activities overlap with environmental assessments 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 LOFR to coordinate with the UC, Environmental Unit, Wildlife Branch, and the National Oceanic and Atmospheric Administration 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 still important.

2.2 Liaison and Incident Investigations

Civil and criminal investigators from federal and state agencies may not be a part of the UC, except to the extent that their expertise may help identify the cause(s) of the accident that resulted in the spill and determine immediate mitigating actions in coordination with the salvage group to deal with such issues. While investigations personnel may report to individuals who 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 UC where collaboration and cooperation are key to a rapid and well-coordinated response. Coordination with, and access to, the UC is conducted through the LOFR.

2.3 Liaison Coordination and the Joint Information Center

Liaison and the Joint Information Center (JIC) require close coordination. The LOFR and PIO should discuss and decide on the delineation of closely aligned responsibilities. This coordination is essential because lines of jurisdiction overlap and the external message must be accurate and consistent. It is recommended the Liaison Unit be located adjacent to the JIC if possible. If not, a runner must be assigned to ensure consistent coordination and that information is shared in a timely manner. The JIC should be consulted during the development of the Liaison Communication Plan, before UC approval, to ensure planned activities described in the document are well-coordinated. An example of such delineation would be the following:

- LOFR is responsible for interaction with the assisting and cooperating agencies, and any public entity, namely involved parties or tribal governments, which have a vested interest and will be expected to provide input into the response process.
- PIO is responsible for interacting with and providing information to the public or community.

3 Liaison Organization, Positions, Strategies, and Tactics

Below is an example of the Liaison Office organizational chart. Please see page 27 for a fillable version of the chart for use during incidents and events.

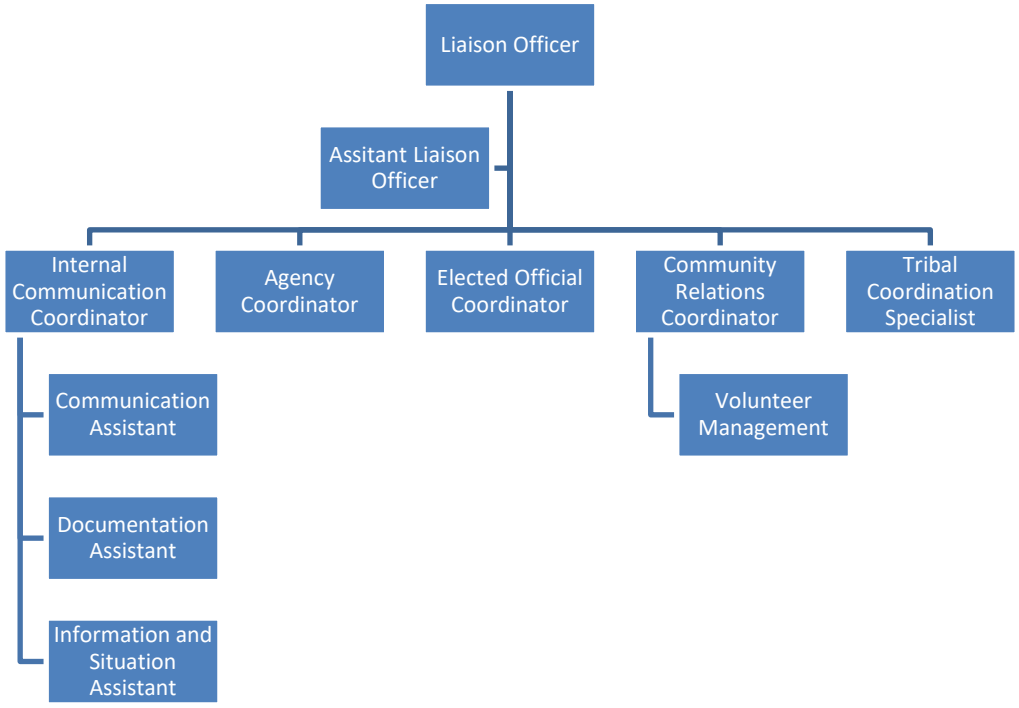


Figure 1 Organization of the Liaison Officer

3.1 Assistant Liaison Officer

- Assist the LOFR and provide overall direction and oversight of the Liaison Unit while the LOFR is in meetings, etc.
- Coordinate communications between the Liaison Unit and the LOFR. Holds regular meetings with the Liaison Unit staff to keep the group informed of incident status and overall Liaison taskings.
- Meets regularly with the JIC Manager to ensure effective coordination and use of joint resources and tools.
- Reviews Liaison Officer Effectiveness Checklist during each operational period.
- Handles routine team management, assigns tasks, and keeps staff and work moving. Tracks the status of all Open Action Items.

3.2 Agency Coordinator

- Contacts and communicates with Assisting and Cooperating Agencies at the Incident Command Post (ICP) or other off-site locations (Emergency Operations Center [EOC], others).
- Establishes communication links and determines Agency concerns and addresses them appropriately.
- Maintain a list and contact information of assisting and cooperating agencies.
- Identify and track developing and potential issues of concern. Report these issues to the LOFR. Coordinates with Logistics for accessing local resources, including volunteer opportunities.
- Develop an action plan to ensure regular communication and coordination with appropriate involved parties and submit a draft of the plan to LOFR for review and approval.
- Keeps the LOFR 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 tribal governments, unless a dedicated coordinator is assigned to liaise with tribes assisting and/or potentially affected by the incident.
- Ensures that all assisting and participating agencies receive acknowledgment and credit.
- Ensures that all agency representatives receive a copy of the IAP as appropriate.

West Coast states and British Columbia have signed a mutual aid agreement. The LOFR may be asked to work with other jurisdictions to request assistance for the response.

A best practice for daily updates for Agencies – when updating agencies and asking for their support of the IAP, the meeting should occur after the Planning Meeting to present the plan for the next operational period.

For incidents involving international trans-boundary issues where separate ICPs are established, ensure liaisons are integrated into the respective ICPS to optimize coordination between the international regimes.

Definitions:

- Assisting Agency – an agency that directly contributes resources to operations.
- Cooperating Agency – an agency that provides assistance outside of the response operation, in direct support of incident objectives.

Demobilization Brief with Agencies

The LOFR should be involved in demobilization planning, representing the agencies with respect to their needs and desires for the removal of agency resources from the incident. Once demobilization procedures and priorities have been established, the LOFR informs agencies on the demobilization plan.

3.3 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 a draft of the plan to LOFR for review and approval.
- Leads the development of Elected Officials and VIP meetings.
- Manages VIP visits and tours at the ICP. Identifies and tracks developing and potential issues of concern. Reports these issues to the LOFR who will pass them on to the UC/JIC.
- Coordinates with the LOFR when arranging logistics for tours for elected officials.
- Identifies and maintains lists and contact information of elected officials and other key involved or interested parties.
- Keeps LOFR informed if any elected official adverse feelings/relationship challenges develop.

3.4 Community Relations Coordinator

- This function may be staffed within the JIC. If it is staffed within the Liaison Unit, close coordination with the PIO and their staff is necessary.
- Establishes Community and public meetings.
- Determines the need for the following community outreach methods:
  - Community bulletin boards.
  - Community websites.
  - Community web calendar(s).
  - Walk-in or walk-up information center.
  - Recorded message information.
  - Social media
- Door-to-door canvassing. Provides information to the PIO 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 and community organizations to update; including, schools, churches, community centers, and non-profit service organizations.

The State of Washington maintains a registration system for oil spill volunteers and vessel of opportunity volunteers should the need arise during a response. Contact a Department of Ecology representative to access this registration.

Check on claims and compensation process in order to communicate this information in messages.

- Establish contact with key business community leaders and local chambers of commerce to ensure information is shared and economic concerns are integrated.*
- Keeps the LOFR and other coordinators up-to-date and informed of who is listed and what their roles and interests are.

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

3.4.1 Volunteer Coordinator

If assigned, the Volunteer Coordinator is responsible for managing volunteers which includes the coordination of a volunteer reception process, ensuring volunteers are assigned to appropriate tasks and locations, and that volunteers have been provided the appropriate personal protective equipment and training to safely complete their assigned tasks. When there is significant volunteer participation, a Volunteer Unit may be established and the Coordinator duties will transition into the Volunteer Unit within the Planning Section. Volunteer Coordinators should be used to identify volunteer interest, availability, and capabilities, and work with the LOFR during large-scale incidents.

Major Volunteer Coordinator Responsibilities

The major responsibilities of the Volunteer Coordinator are:

- Work with Command Staff to assess current and upcoming volunteer resource needs.
- Coordinate with the JIC to assess the "chatter" regarding interest in volunteer opportunities.
- Meet with UC to discuss the need for volunteers.
- Work with Section Chiefs or their designees to identify any training, experience, credentialing, etc. prerequisites.
- Utilize Jetty to target and advertise the call(s) for volunteers (Note: Washington State Department of Ecology manages the site for volunteers).
- Work with Logistics to establish a volunteer reception area and onboarding process, if needed.
- Conduct volunteer screening, pre-briefs, and post-deployment debriefs.
- Coordinate with the Resource Unit Leader, Planning Section Chief, and On-Scene Coordinator to determine volunteer assignments.
- Attend Tactics Meetings as appropriate.
- Assist in the development of Assignment Lists (ICS 204-CG) for volunteers.
- Provide input for the Incident Status Summary (ICS 209) regarding volunteer usage.

3.5 Internal Communications Coordinator

- Supervises the following staff, if needed:
  - Liaison Documentation Assistant.
  - Liaison Information & Situation Assistant.
  - Liaison Communications Assistant.

- Ensures staff complete tasks.
- Update LOFR on progress on a regular schedule.

3.6 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.

3.7 Liaison Information and Situation Assistant

- Develops and maintains the Liaison situation board.
  - Work with the Situation Unit to get started.
  - Maintain updates, phone numbers, meeting schedules, web sites, and district maps.
  - Order maps and other tools from the Logistics Section.
- Communicates directly with the JIC and others at the ICP as directed by the internal communication coordinator.
  - Helps to develop documents that may be needed for local officials' briefings, VIP tours, or community meetings.
  - Ensures coordination on meetings.
- Identifies and establishes communication links with NRDA and Incident Investigators.

3.8 Liaison Communications Assistant

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

3.9 Liaison Internet Technology Assistant

- Immediately provide internet technology (IT) support to allow for external communication.
- Establish communications between laptops, printers, etc.
- Create an email account for liaison staff and external involved parties to exchange information.
- Set up virtual conferences for official meetings and communication sharing.

- Create an email account to share information between JIC and Liaison.

3.10 Tribal Coordination Specialist

- Determine which tribe(s) are impacted, and have Usual and Accustomed rights, or interests in the spill.
    - Invite tribes with jurisdictional or Usual and Accustomed rights to participate in Unified Command.
    - Develop a complete list of all potentially impacted tribes using Bureau of Indian Affairs, federal, state, and local tools and agencies, and the Response Partner Roles and Contacts. Include at minimum the following information: contact name(s), email address(es), fax, and 24-hour number(s).
- Notify tribe(s) of incident and possible impacts to tribal resources. Be accessible and include contact information for the Liaison Unit where tribal representatives can have their questions and concerns addressed. Initial notification methods include:
    - Reach out to invite tribal representatives to take part in Unified Command or other roles in the response, depending on jurisdiction if applicable.
    - Utilize both general and tribal-specific forms and notification templates.
- Create a tribal communication plan (A-17-20). Continue to communicate with a tribal representative(s) regularly throughout the situation and consider the below tactics:
    - Establish a virtual or physical meeting e-schedule to provide tribal representatives with the latest information on the status of the response. Meetings will also provide opportunities for tribal representatives to give input on any priorities and make requests.
    - Capture tribes' concerns and priorities and inform Command of any priorities/requests.
    - Greet and log all tribes participating in the response, their individual levels of jurisdiction, and any representatives that visit the ICP.

Be the main contact for any needs the tribal representative(s) may have while in the ICP.

- Ensure Safety has completed a briefing for all tribal representatives at the ICP.
- If requested by the tribe(s), arrange for tours of field operations and/or ICP.
- Assess tribe's/tribes' interests and capabilities to support response efforts.

- Maintain a log of all activities (ICS 214).
- <u>As the response evolves, continue to evaluate which tribes are affected and/or interested and if jurisdictional or Usual and Accustomed rights have changed.</u>
- <u>Ensure all outgoing information/responses are approved.</u>

4 Liaison Strategies and Tactics

4.1 Coordinating with Local Emergency Managers and the Local Emergency Operations Center

- May have tools for issuing targeted emergency alerts to affected communities.
- Establish coordination quickly and if appropriate, invite them to participate in the response.

4.2 Coordinating with Assisting and Cooperating Agencies

- Seek support for the IAP.
- Set meetings for the same time each day.

4.3 Elected Officials Briefing

- Provide firsthand information on the spill.
- Opportunity to assess questions/concerns from constituents. Provide ICS process updates, if needed.

4.4 Community Meetings

- Provide information on spill response.
- Platform to share information on specific response activities (e.g., wildlife plans, response technologies, SCAT, etc.).
- Public Health issues and evacuation plans.
- Claims and compensation process.
- Volunteer opportunities http://www.oilspills101.wa.gov/.

4.5 Other Strategies and Tactics

- Utilize daily phone calls or emails to provide updates.
- Consider the use of virtual online meetings to maximize direct participation and interaction with key officials and involved or interested parties.
- Language Interpreters as needed.

VIP Tours

- May be given upon request or scheduled as appropriate. Can include a tour of the ICP or spill site by land, water, or air.
- Ensure you have someone professional and informed to conduct the tours.
- The UC should be notified and may be needed for upper-level representatives. Ensure you advise and schedule members of the UC for their participation.
- Coordinate with Safety and other units as necessary to arrange for necessary security and/or resources.

Use of Volunteers to Support a Response
Note: The Washington State Department of Ecology manages volunteers through the Jetty system. If volunteers are used, work with an Ecology personnel to have access.

- Work with Command Staff, and assess the need for volunteers in current or upcoming operational periods.
- Determine the experience, qualifications, and training required of any potential volunteers.
- Utilize the existing volunteer pool in Jetty to narrow down the search for appropriate volunteers.
- Send out a Jetty message to volunteers to request their availability to assist with the response.

Town Hall Meetings

- Assess the options for public meeting formats (Town Hall vs. Community Meeting; virtual vs. in-person). The best option will vary with each incident.
- Account for travel time for external meetings that involve the UC to ensure their availability at those meetings.

5 Useful Incident Command System Forms for the Liaison Group.

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

ICS-214 Unit Log. Maintained by the Liaison Documentation Assistant or as directed by LOFR. 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 Unit. A personal log of activities and major events.

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

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 ICP meetings.

ICS-231 Meeting Summary. This form is used to capture notes from external meetings and Liaison Unit meetings.

ICS form 233 Open Action Tracker. This form is used to make assignments 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 considerations for the respective Operational Period. This form includes general direction to the Liaison Unit from Command and may be useful as a presentation tool for involved and interested parties.

ICS-202b Critical Information Requirements. The Critical Information Requirements form supplements the ICS 202 form by documenting the
IC/UC strategic direction and guidance through Critical Information Requirements for use during the next operational period.

6 Liaison Tools

These tools are available in the Appendices for Liaison Tools. They are also available in fillable and downloadable formats located on the www.oilspills101.wa.gov website.

- Liaison Officer Punch List
- Liaison Job Aid Checklist Form
- Shift Relief Briefing Form
- Liaison/JIC Coordination Discussion Checklist
- Liaison Notifications Form
- Examples of Public Health Messages
- Example of Initial tribal Notification
- VIP/Visitor Tour Liaison Tools
    - Initial Calling Elected Officials Script
    - VIP Tour Ground Rules
    - Agenda for the VIP Tour Briefing
- Liaison Plan Templates
    - Liaison Communication Plan Template
    - Liaison Communication Plan
- Town Hall Meeting Logistics Worksheet

Liaison Officer's Punch List

For all: Maintain a personal log, remember to convey milestone decisions/information to the keeper of the unit log. Add your name to our Unit's Organization List so we can assign you. Be clear of your role and your responsibilities. And while you are working this incident, be open to including and helping others in the Unit so we can be a strong team.

Be the Credible Voice – this means being responsive, timely, and accurate with information dissemination. We must be in sync with the JIC and coordinate consistent messaging.

Assistant Liaison – For all- the assistant will be managing the group while I am out. **P**lease write the overall plan for liaison work for the incident – this means what we are planning to do to be the credible voice. Meet with the JIC as soon as we are settled in.

Elected Officials Coordinator– Understand the key decisions where we want to make sure to inform elected officials before the JIC informs the media.

Agency Coordinator – Think about the jurisdiction of the agencies, and understand whether they simply need to be informed about the incident or whether they have resources to contribute or protect. The best time to inform agencies may be after the planning meeting, so we can brief on the next day's plans.

Tribal Coordinator – Develop an understanding of potential tribal interests/concerns and be able to steer them to a person or part of the ICS process where the interests or concerns can be addressed. We need to be prepared to help the tribes navigate the system.

Community Relations Coordinator – Let's establish a division of duties with the JIC. Volunteers should be driven to the OilSPills101 site.

Internal Communications Coordinators – For all – don't forget to look up and stay on top of the evolving situation. Work with the JIC to establish a shared situational board. Efficiencies can be gained for both JIC and Liaison when we share information.

Liaison Job Aid Checklist Form

INITIAL ACTIONS

- ☐ Organize staff and make position assignments, hold staff meeting - follow position assignment job aid and assign team appropriate to the complexity of the incident.
- ☐ Assign staffing based on needs of the response, and qualifications/experience of the staff.
- ☐ Initiate and maintain unit log and individual logs.
- ☐ Establish working phone line (s) for incoming calls and an email for email inquiries. Establish a team to answer phones and answer calls as they come in. Advertise phone number and email address with JIC/PIO and other outreach activities.
- ☐ Establish a location to store phone messages, notes, responses, and documents. Ensure all phone messages are documented with the time taken and whether the response was completed. Close the loop on everything if possible.
- ☐ Establish a situation board with key information for the Liaison Unit. Be sure to include an up-to-date meeting schedule at all times.
- ☐ Establish rapport and coordination with JIC, PIO, etc. Collocate Liaison and Joint Information Center if possible. Ensure a clear division of duties between LNO and PIO for community relations.
- ☐ Develop an immediate message to be broadcast to key elected and tribal governments and agency representatives. Coordinate closely with JIC to ensure messaging is consistent and timely provided. It is important to inform them early even if the information is very incomplete.
- ☐ Verify public health impact information with the safety officer, Unified Command, and local health authority and coordinate public health information with local governments, health agencies, and concerned citizens.
- ☐ Develop a “To Do” List using an Open Action Tracker (ICS-233).

AGENCY, ELECTED OFFICIAL, TRIBAL & INVOLVED PARTIES’ OUTREACH

- ☐ Monitor check-in sheets daily to ensure that all Agency Representatives in the command post are identified.
- ☐ Rapidly develop and maintain a list of elected officials, tribes, involved or interested parties, Non-government organizations (NGOs), and assisting and cooperating agencies, including name, phone number, and email address.
- ☐ Develop email distribution lists for key groups. Typically one for elected officials, one for tribes, one for NGOs, and one for agencies, etc.
- ☐ Provide detailed messages as the incident situation is clarified/verified. Ensure you highlight corrections to any prior information passed that may have been inaccurate or has been verified.
- ☐ Set a regular daily meeting/briefing/email update schedule for elected officials and key government agencies and Tribes. 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.

- ☐ Consider daily call-ins for key elected officials, community officials, and Tribes.
- ☐ Develop templates for messages, meeting agenda announcements, etc. to facilitate timely and complete communications.
- ☐ Ensure key Agency Representatives are included whenever possible.
- ☐ Prepare for the possibility of command post tour requests from VIPs, Elected Officials, and Agency Representatives.
- ☐ Determine the need for volunteers to assist with the response.
- ☐ Record and address the tribes' concerns and priorities. Establish a meeting schedule to provide tribal representatives with the latest information on the status of the response.

LIAISON PLAN DEVELOPMENT AND ACTIVITIES

- ☐ Develop a liaison plan using the liaison plan template. The plan is to be developed and signed off by the UC. The plan must include a strategy for elected officials and citizen outreach. This takes a great deal of planning, scheduling, and resource ordering. Establish a good team to work on this product. Possibly employ resources from JIC/PIO and ensure all JIC/PIO activities are coordinated.
- ☐ Develop Liaison objectives that align with the UC incident objectives. Document in the plan.
- ☐ Scope for Local Elected Officials/VIP Briefings. The goal is to be ahead of key press briefings to ensure elected officials are updated ahead of public information. Ensure all information is documented in the Liaison Plan.
- ☐ Scope for public meetings to inform communities and concerned citizens about the response. Ensure all information is documented in the Liaison Plan. Use Template.
- ☐ Use templates in the NWRCP for VIP/Meeting rules, messages, etc.
- ☐ Plan for Elected Officials/VIP tours to keep them informed.

NRDA and INVESTIGATIONS

- ☐ Ensure critical resource needs are met for Natural Resources and Damage Control Assessment and Restoration Activities.
- ☐ Ensure coordination with investigations if necessary.

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:_____

Liaison Notifications Form

Organization/ Person Contacted	Initials	Date/Time	Phone/e-mail contact information

Example of Public Health Messages

In concert with the PIO, to ensure consistent messaging and with approval of the UC, the Liaison officer should release the following information regarding public health to identified community members and organizations. Depending on the mode of delivery (reverse 911 calls, texts, emails, or voice mails), there may be limitations on the length of the message.

Example of boating alert:

The U.S. Coast Guard has issued a boater's alert and is recommending all boaters to vacate INSERT SPECIFIC TO GENERALIZED LOCATIONS (e.g., the Columbia River from the I-205 Bridge downstream to Longview, Washington.) Please refer to this (WEBSITE LINK) for updated information regarding boating alerts from the U.S. Coast Guard.

The INSERT APPLICABLE AGENCIES (e.g., Washington/Oregon Departments of Health and the Washington/Oregon Departments of Wildlife) are issuing an emergency closure for recreational and commercial fishing activities on INSERT LOCATION until further notice. This is to ensure public safety from the impacts of oil and to ensure responders are not interfered with in their response operations.

Example of health and safety alert:

Health and safety of the public and responders is the number one priority of Unified Command.

Health threats arising from the oil spill on the INSERT LOCATION near INSERT CITY, STATE may include air, water, and seafood contamination.

Area residents can face health risks if they come into contact with oil on shorelines, beaches, or other contaminated waterways. People are encouraged to avoid boating and other activities along INSERT SPECIFIC TO GENERALIZED LOCATIONS (e.g. the river beaches from the I-205 Bridge downstream.) and to stay away from oiled areas. If anyone has touched oil, we advise them to wash their hands immediately with soap and water. If you feel sick or are having any symptoms, consult your doctor. If an emergency, call 911 and seek immediate medical attention.

Please also refer to this (WEBSITE LINK) for updated information regarding public health and safety from the Washington State Department of Health.

Examples of air monitoring messages:

Response professionals are conducting Community Air Monitoring (CAM) to actively monitor air quality in real-time. Monitoring stations have been set up at (LOCATION) and mobile stations have been deployed to collect air samples in (LOCATIONS).

Under certain conditions, spills of (PRODUCT) can cause health effects. Inhalation of oil vapors or aerosolized particles (from wind-blown waves) can cause headaches, dizziness, nausea, vomiting, irritation of the eyes and throat, and difficulty breathing. People with asthma or other lung diseases could be more sensitive to these effects. Direct skin contact can cause various kinds of rashes, including generalized skin irritation.

At this time, there are no readings above levels that are a cause for concern. However, if you believe the (NAME) spill has caused you to feel ill or if you are experiencing any of the above side effects, please seek medical attention immediately. A claims number has been established at (NUMBER).

Benzene-specific example:

Responders are currently monitoring Benzene concentrations in the air using direct-reading meters which are capable of measuring benzene to a detection limit of approximately 1 ppm. One ppm is the occupational exposure limit for Benzene, above which we will be working in respiratory protection. As of this time, responders have not detected any high levels of Benzene.

At the same time, response crews are mobilizing specialized equipment capable of sampling the air and analyzing for benzene at low concentrations, to a level of approximately 1 part per billion. The turnaround time to obtain results will be in the timeframe of 24 to 48 hours.

Example of seafood alert:

According to the APPLICABLE AGENCIES, seafood in the marketplace has not been affected by the spill. If you have questions about whether it is safe to consume fish in your area, please contact the following agencies for more information: (insert relevant agencies and contact information).

***Note**: The details of this template may not be accurate for all incidents. Change words and details as appropriate to the specific incident and target audience.*

Initial Tribal Notification Template

Dear NAME OF RELEVENT TRIBE(S),

On DAY OF WEEK MONTH DAY YEAR at approximately TIME (AM or PM), NAME/DESCRIBE SITTUATION occurred near NAME CITY, STATE, AND TRADITIONAL TERRITORY.
The following organizations have formed a Unified Command at the LOCATION OF COMMAND POST in CITY, STATE.

- NAME of FOSC AGENCY
- NAME of SOSC AGENCY
- NAME of LOSC AGENCY
- NAME of PARTICAPATING AGENCY OR TRIBE
- NAME of PARTICAPATING AGENCY OR TRIBE
- RESPONSIBLE PARTY

LIST PREVIOUS AND CURRENT RESPONSE ACTIONS TAKEN TO DATE IF APPROPRIATE.
LIST FUTURE/PLANNED RESPONSE ACTIONS IF APPROPRIATE.
INCLUDE A STATEMENT SHOWING RESPECT FOR TRIBES, REASSURANCE, AND CONCERN FOR THOSE EFFECTED.

We will send emails and host daily briefings to keep you informed as the situation develops. I am your point of contact for this incident. You can reach me at EMAIL ADDRESS and PHONE NUMBER. Response information is also available on our website and Twitter page: WEB LINK and TWITTER LINK.

Our first briefing for Tribal Representatives is DAY OF WEEK MONTH DAY YEAR at TIME (AM or PM). During the briefing we will provide you with the latest information and give you a chance to ask questions. Please CALL THIS PHONE NUMBER/USE THIS LINK to attend this briefing.

If you would like to be involved in the response, in addition to regular briefings, please let me know.

INSERT VOLUNTEER MESSAGE, CLAIMS, WILDLIFE MESSAGE, PUBLIC HEALTH MESSAGE ETC AS APPORPRIATE.

Sincerely,
YOUR NAME
ICS TITLE (LIAISON OR TRIBAL COORDINATION SPECIALIST)
YOUR EMAIL
YOUR PHONE NUMBER

Initial Elected Officials

Message Template

Oil Spill Response Underway; Unified Command Established

Dear Elected Officials,

On DAY OF WEEK MONTH DAY YEAR at approximately TIME (AM or PM), ESTIMATED QUANTITY (GALLONS) AND TYPE OF PRODUCT was released to the NAME OF WATERBODY near CITY AND STATE. The spill occurred during a TYPE OF ACCIDENT/TRANSFER (VESSEL-TO-FACILITY, ETC) transfer at the NAME OF FACILITY/VESSEL/ETC. The tank held NUMBER OF GALLONS (OR OTHER DESCRIPTION OF THE WORST CASE VOLUME). It is not known how much of the product was discharged. The cause for the incident is currently unknown and an investigation is underway.

The following organizations have formed a Unified Command at the LOCATION OF COMMAND POST in CITY, STATE.

- NAME of FOSC AGENCY
- NAME of SOSC AGENCY
- NAME of LOSC AGENCY
- NAME of PARTICAPATING AGENCY OR TRIBE
- NAME of PARTICAPATING AGENCY OR TRIBE
- RESPONSIBLE PARTY

I am your point of contact for this incident. You can reach me at EMAIL ADDRESS and PHONE NUMBER. The Liaison Unit for this incident will send frequent emails detailing updates on the response and host daily virtual briefings for elected officials. Response information is also available on our website and Twitter page: WEB LINK and TWITTER LINK.

Our first briefing for elected officials is DAY OF WEEK MONTH DAY YEAR at TIME (AM or PM). During the briefing we will provide you with the latest information and give you a chance to ask questions. Please use THIS LINK to attend this briefing.

INSERT VOLUNTEER MESSAGE, CLAIMS, WILDLIFE, PUBLIC HEALTH MESSAGE, ETC AS APPORPRIATE.

YOUR NAME
Elected Officials Coordinator
YOUR EMAIL
YOUR PHONE NUMBER

VIP Tour Ground Rules

Before the tour begins, let's first go over some ground rules. You are being given a unique opportunity to observe an Incident Command Post during a spill/drill. This opportunity is not often extended. Please respect the responder's need to work the response/drill and stay within these ground rules.

During the tour if you have questions please direct them to the tour guide. We will also have a Q & A period at the end of the tour.

Work is not suspended during the tour or lunch. Responders should not be interrupted or distracted from their tasks.

Agenda for the VIP Tour Briefing

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

Agenda

11:00	Introductions (Name)
11:15	Overview of the response and Incident Command System (Federal, State, Responsible Party)
11:30	Situation Briefing
11:45	Drill Tour
12:15	Q & A
12:30	Adjourn / Lunch

VIP Packet (as applicable):

- Drill Program Overview
- Incident Command System Fact Sheet http://www.rrt10nwac.com/Files/FactSheets/130301055838.pdf
- Oil Spill Fact Sheet
- Geographic Response Plans Fact Sheet https://apps.ecology.wa.gov/publications/documents/1408012.pdf
- In-situ Burning Fact Sheet http://www.rrt10nwac.com/Files/FactSheets/20020722.pdf
- Dispersant Fact Sheet
- Dispersant White Paper http://www.rrt10nwac.com/Files/FactSheets/210730115016.pdf
- Elected Officials Reference Guide 151006043930.pdf (rrt10nwac.com)
- Other tools from the NWAC reference library: Regional Response Team Northwest Area Committee | RRT/NWAC Reference Library (rrt10nwac.com)

Town Hall Meeting Logistics Worksheet

TOWN HALL MEETING LOGISTICS WORKSHEET

SPOKESPERSON	
TOWN HALL MEETING TIME AND DATE	*Start:* *Stop:*
UC REPS ATTENDING	
OTHERS COMMAND POST REPS ATTENDING	

1. VENUE REQUEST

Requested	*Logistics Confirmed*	VENUE	*Seats*	*Venue* / *Equipment Provided*

2. *TRANSPORTATION REQUEST*

Requested	*Logistics Confirmed*	Transportation Type	Time	Details			
		VAN:		8 Pass	12 pass	15 Pass	Cargo
		HELO/PLANE:					
		BUS					
		PICKUP TRUCK					
		OTHER:					

3. ASSIST TEAM PERSONNEL REQUEST *(Personnel to help set-up & secure)*

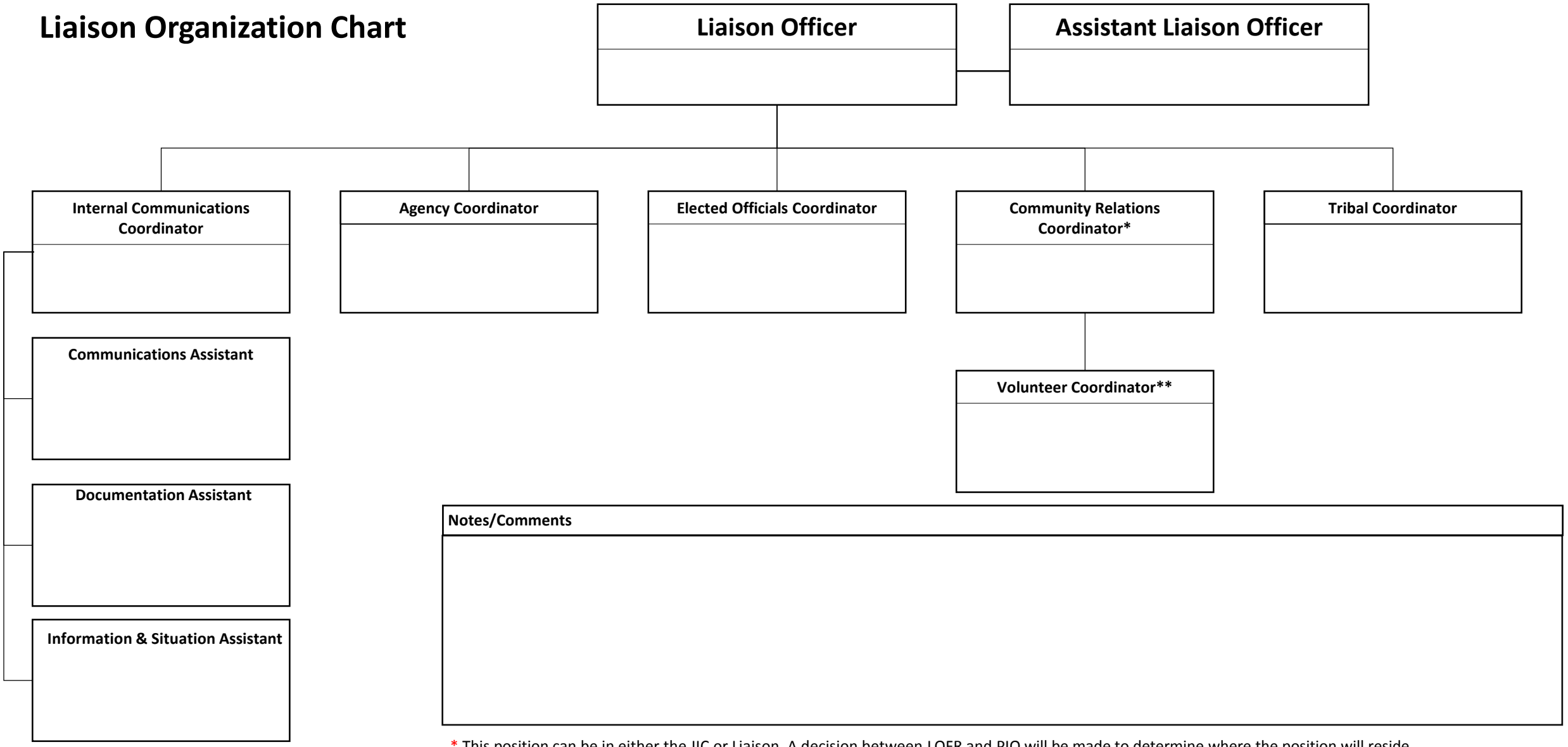
# Requested	*Logistics Confirmed*	POC:		
		Assist Team Names Below		
1.		5.		9.
2.		6.		10.
3.		7.		11.
4.		8.		12.

TOWN HALL MEETING LOGISTICS WORKSHEET

4. INITIAL VENUE SET-UP & PREPARATION			
Completed	**ITEM:**	**TIME**	**DETAILS**
	VENUE RESERVED & CONFIRMED		
	VENUE SET-UP		*Attach copy Of Venue Set-Up*
	Security for Venue		
Completed	**Transportation for:**	**TIME**	**DETAILS**
Completed	**Equipment:**	**Time**	**Details**

5. SECURE / BREAK-DOWN / WRAP-UP / RETURN TRANSPORTATION			
Completed	***ITEM***	**TIME**	**DETAILS**
	VENUE Cleaned and Secured		
	RETURN TRANSPORTATION FOR:		
	•		
	•		
	•		
	•		
	Equipment		
	•		
	•		
	•		
	•		

Liaison Organization Chart



* This position can be in either the JIC or Liaison. A decision between LOFR and PIO will be made to determine where the position will reside.

** This position starts in Liaison and may transition to Volunteer Unit if one is formed in Planning Section.

Liaison Manual:
Communication Plan

Name of Incident/Drill:

Liaison Unit Location:

Date:

Liaison Communication Plan

Name of Incident/Drill: Date:

This document is a working template for individuals to utilize in an incident or drill to ensure consistency and support approval processes. Please use the drop-down option in the footer to select *"THIS IS A DRILL"* when applicable.

How to use this template:

- The following is a template for producing a Liaison Communication Plan for an incident. It is a general format intended to help in starting to develop a plan.
- Write this plan for the next operational period(s). What will you be doing tomorrow and beyond?
- Additional templates have been developed to support modifications to institutions and organizations.
- Use the questions to help think through the issues and provide information on how the Liaison Unit will address them.

Best practices for drills:

- Coordinate with the Joint Information Center (JIC) and Public Information Officer to ensure activities are not in conflict with JIC.
- Once a plan has been developed and approved by the Liaison Officer, request a time to brief the Unified Command and make changes as needed.
- The plan is a living document intended to be changed as the incident evolves and new needs arise.

Liaison Communication Plan

Name of Incident/Drill: Date:

Liaison Plan: *Signature Approvals*

Unified Command	**Name**	**Signature**	**Date** *(MMDDYYYY)*
FOSC			
SOSC			
RPIC			
LOSC			
TOSC			
Additional Signatures*			

*** Use additional signatures as required*

TYPE: **APPROVED BY:** **APPROVED DATE:**

Liaison Communication Plan

Name of Incident/Drill: Date:

Liaison Plan: *Purpose and Goals*

The liaison communication plan is an outline of the activities that the Liaison Unit will be conducting to ensure communication with involved or interested parties are accurate and timely. The liaison communication plan is intended to work in conjunction with media outreach by the Joint Information Center. The plan covers key issues of the response, strategies for how to communicate to each involved or interested parties and tools that will be used. The plan is a living document intended to be changed as the incident evolves and new needs arise.

Purpose:
Goals:

TYPE: **APPROVED BY:** **APPROVED DATE:**

Liaison Communication Plan

Name of Incident/Drill: Date:

Liaison Unit Organization Contacts:

Role	Name	Contact Information	
		Phone:	
		Email:	
		Phone:	
		Email:	
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TYPE: **APPROVED BY:** **APPROVED DATE:**

Liaison Communication Plan

Name of Incident/Drill: Date:

Briefing Template:

Incident Summary		
Time *(24hr clock)*	**Overview**	**Notes**

TYPE: **APPROVED BY:** **APPROVED DATE:**

Liaison Communication Plan

Name of Incident/Drill: Date:

Activities and Tools:

A Liaison (LOFR) Unit will be established by Unified Command to be the primary point of contact for elected officials, agencies, and tribes. The unit should establish a regular notification process to ensure timely communication with identified constituencies. Below are activities and tools that can be used to engage with the identified stakeholders. Additional activities and tools can be added, as needed, and requested based on the incident type. Recommendation to coordinate with Public Information Officer (PIO) Unit as needed to support timely and open communication with involved and interested parties.

Initial & Daily briefing: Elected Official	*A conference hotline can be established to brief elected officials on response efforts and address any specific concerns from elected officials. It should be held at be at the same time every day.* • *When is this happening? What is the call number? Who is participating?* • *Prepared a script for the call and identify the facilitator.* • *Update on current status and open up for Q & A.*
Initial & Daily briefing: Tribal Leaders	*A conference hotline can be established to brief tribal officials on response efforts and address any specific concerns from tribal officials. It should be held at be at the same time every day.* • *When is this happening? What is the call number? Who is participating?* • *Prepared a script for the call and identify the facilitator.* • *Update on current status and open up for Q & A.*
Liaison Email Messages	*These can be used to send daily updates to elected officials, agencies, tribal governments, business and community members and other interested parties.*
Town Hall Meeting/ Press Conference	*These types of meetings can be conducted to address community concerns, inform, and educate.*
Door-to-Door Communication	*This may need to be done if communities are small, language is a barrier, at-risk populations, or economically and ethnically diverse.*
Mobile Claims Unit/Store Fronts	*This can be set up to establish a presence in the community to assist impacted community members with information on making claims, grocery vouchers and other necessities.*
VIP Tour	*This can be used to provide tours and site visits to local elected officials or important involved parties. These should be planned and coordinated with the JIC, UC, Security, Operations and conducted as requested or needed.* • *Give heads up to UC (this will likely be a reporting threshold to the UC)* • *Organize with Planning for scheduling.* • *Coordinate with Logistics, Security, and JIC.* • *Develop agenda and prepare the UC for the event.* • *Who is leading the tour, and what will they tour? Are you planning overflight?* • *Who needs to be present to give information*
Open House	• *Stations staffed by subject matter experts.* • *Translators* • *Where is the oil going? Do we need to organize another one downriver/elsewhere?*

TYPE: **APPROVED BY:** **APPROVED DATE:**

Liaison Communication Plan

Name of Incident/Drill: Date:

Involved or Interested Parties Communications

- *Who are the impacted involved or interested parties?*
- *What are their issues and concerns?*
- *When making the list, include a column to track their issues, whether they have resources that might be impacted, or they just want information updates.*
- *This list should be kept up to date as more involved or interested parties are contacted.*
- *Coordinate as needed with the Public Information Officer (PIO) Unit to provide timely information to community members and the public.*

Involved or interested parties to consider based on emergency type:

1. Elected Officials	2. Local Tribes
○ Governor's Office ○ U.S. Congressional Delegation ○ State Legislators ○ County Government officials ○ City Mayors	INSERT LINK OR SUPPORTING NOTE HERE
3. Agencies	**4. Involved or interested parties**
○ Relevant Health Authorities ○ Federal Emergency Management Agencies ○ Pipeline and Hazardous Materials Safety Administration ○ U.S. Army Corps of Engineers ○ U.S. Environmental Protection Agency ○ U.S. Fish & Wildlife Service ○ Washington Department of Ecology ○ Washington Department of Fish & Wildlife ○ Washington Department of Natural Resources ○ Washington Department of Health ○ Washington Governor's Office ○ Washington Utilities and Transportation Commission ○ Washington State Patrol ○ Other relevant government bodies	○ Local/Nearby Businesses ○ Local/Nearby residents ○ Landowners ○

EXCEL DOCUMENT TEMPLATE ATTACHED

TYPE: **APPROVED BY:** **APPROVED DATE:**

Liaison Communication Plan

Name of Incident/Drill: Date:

Concerns and Issues for Response - Overview

The following list are some of the issues that might be considered during the incident and can be populated into the supplied template with incident/drill specific details and or messaging.

Dispersant use or In-situ burn *(These issues are on the table until then are ruled out. It is very important to get a message about the possible use until it is determine not to be in use)*	• What are the possible use, when, where, and how will results be communicated. • Who will you work with to get technical information from, schedule for when application will occur? • Who are the impacted communities and who are we communicating with? • The EU will ask Liaison to communicate with specific involved or interested parties such as tribes or coordinating agencies to get input. • Coordinate the messages with JIC. • Use the decision process flow chart from the Northwest Area Plan Contingency Plan to identify when Liaison should communicate messaging.
Volunteers *(Liaison manages the issues. If volunteers are used, a volunteer unit under Planning Section will be established to implement the volunteer management plan)*	• Assess the need for volunteers from the other sections of the response. • If there is a need, develop a volunteer management plan. • Coordinate with Planning Section, Logistics, Finance and JIC.
Claims/Economic Impacts	• Work with Finance Unit to ensure process for claims is clearly communicated. • Who are the groups, associations, agencies and other organizations that might be used to help get messages out about claims process? • Do we need to setup a “store front” in impacted communities?
Salvage and Places of Refugee *(for vessel incidents)*	• This is a very visible activity and early communication to impacted communities, especially in the case of places of refugee, will help minimize concerns.
Community air monitoring *(early messaging about air quality is critical especially in densely populated cities)*	• Work with EU to get information about what assets are in place or on the way to conduct air monitoring in communities. • Work with operations for how to address if communities call to repot odors or fumes.

TYPE: **APPROVED BY:** **APPROVED DATE:**

Liaison Communication Plan

Name of Incident/Drill: Date:

Environmental Justice/Language Considerations	• Consider your audience and community at large for language considerations. • Most local municipalities will have a good idea of the languages that are most used in their communities. They may also have translation services. • Language Data
Tribal	• This should be priority for the Tribal Coordinator. • Identify which tribes are impacted, have treaty right or usual and accustomed rights or areas of interest. • How do they want to be involved? • Who do they represent?
Ferry/Road Traffic	• Closure issues?
Health Issues	• Food consumption issues are handled by county health departments. • Representatives from Dept of Health should be connected in Liaison to help with messages about food consumption.
Oiled wildlife	• Get messages out about oiled wildlife reporting. • Coordinate with Wildlife branch for possible use of volunteers. • Inform public to not approach wildlife
Public Health	• *Where to get medical aid if needed* • *Remain out of the area*
Other	• *Add any additional concerns/issues that are incident or drill specific. Suggested topics are: Fishing, boating and other recreational activity, traveling etc.*

ISSUES TRACKER - TEMPLATE

EXCEL DOCUMENT TEMPLATE ATTACHED

TYPE: **APPROVED BY:** **APPROVED DATE:**

ISSUES TRACKER - TEMPLATE

	Topic	Issue Overview	Issue Response	Owner	Received Date	Closed Date	% Completion Status
	TOPIC TYPE:						
	TOPIC TYPE:						

	TOPIC TYPE:						

	TOPIC TYPE:						