



# Virtual Tabletop (VTTX) for HazMat Response

## Module 2: Expanding Incident Position: Liaison Officer (LOFR)

This VTTX Playbook is your guidebook for progressing through the scenario. This gives you the required tasks that you need to complete based on your assigned ICS position. The Playbook will be different for each module and each role - please double check your playbook and intended training prior to starting work.

You will be asked to create any forms necessary in the performance of your position. Challenge questions are designed for you to demonstrate PQS or position knowledge where the creation of a form or product is not applicable. Please record your responses to the challenge questions on your ICS 214 Activity Log. Your exercise facilitator or ICS Coach will instruct you on how to submit your exercise materials, including any position specific deliverables, your ICS 214, Record of Training, and request for PQS signatures based on the proficiency you are able to demonstrate.

If you are short on time or are only needing specific PQS items, please discuss the appropriate tasks to complete with your ICS coach prior to starting the exercise. If you run out of time, stop wherever you are and jump to the final three tasks for DEMOB document submission.

Upon conclusion of the exercise, please take a moment to complete the Hot Wash/Exercise Evaluation (button located at the bottom of exercise website). Please identify at least two positives from your training experience and two things that can be improved. This honest feedback will enable the exercise support team to continue developing relevant training modules that provide valuable trainee experiences. Please remember, the feedback form is for evaluation of the exercise (design, materials, etc), not for an evaluation of your performance with the exercise tasks. Individual performance will be captured in your own ICS 225 and PQS completion with your designated ICS coach. \*Your Verifying Officer may require completion of the Hot Wash/Exercise Evaluation as a condition of eligibility to receive PQS sign offs.

Please review the Scenario and the ICS 201 prior to starting your exercise play. Both documents are available under the Exercise Document Library of the exercise website.

# STARTEX

| Task     | EXERCISE PROMPTS   | LOFR           |
|----------|--|----------------|
| <b>1</b> | You received notification that a hazardous materials incident has occurred about an hour away from your residence. It is an expanding incident in the process of transitioning to an Incident Command System structure, and you are being asked to respond as part of the Incident Management Team.  | ICS-GEN-24     |
|          | You decide to pull out an ICS-214 to start documenting all activities beginning with the initial notification of deployment.   | ICS-214        |
| <b>2</b> | What information and materials will you pack (or double check that you have already packed) in your go-kit? <i>Reminder – please record your responses on your ICS 214</i>   | ICS-GEN-01     |
| <b>3</b> | What information do you need to know or verify prior to your arrival on-scene?   | ICS-GEN-02     |
|          | If the point of contact who notifies you of your deployment status is not familiar with the requirements, who might you connect with in order to obtain missing information?   |                |
| <b>4</b> | You arrive on-site as instructed. What will you do upon check-in at the incident?  | ICS-GEN-03     |
| <b>5</b> | You are handed an ICS 201 and told the initial brief for the IMT will be in 10 min, giving you plenty of time to read through the 201.   | ICS-GEN-05     |
|          | Please list any questions you have or information needed in order to begin your position assignment. If this information is not provided at the initial brief – where might you find it?   |                |
| <b>6</b> | What deadlines will you need to be aware of?   | ICS-T3-LOFR-33 |
|          | Is there anything else you will need in order to support your position?  |                |
| <b>7</b> | At the initial brief, your section is assigned a general workspace in the ICP. The facility is large and does not have anything pre-set but has everything you need available on demand. Each section can lobby for "prime space" within the ICP.  | ICS-T3-LOFR-04 |
|          | What is the ideal location and set-up for your section? What environmental conditions do you need (noise, light, traffic, etc) or who do you need easy access to? What level of privacy is required? Technology or supplies? What else is important to create a functioning workspace for your section? Will your entire section be located within the ICP or do you require additional facilities/locations to be identified and activated? What are the requirements for any additional locations? |                |
|          | Please identify on an ICS-213-RR what equipment and supplies you will need in order to set up the workspace for your entire section.   |                |
| <b>8</b> | About 15 minutes in to your first family huddle (section meeting), you realize that the team on site is not sufficient to handle the rapidly expanding incident, nor do you have access to all the resources you need.   | ICS-T3-LOFR-05 |
|          | On your 214, please indicate what the ideal make-up of your section would be, including justification for each position request.   | ICS-213-RR     |
|          | Don't forget to request your replacement so you can demob or avoid working both night shift and day shift! Submit an ICS-213-RR for your position as well as one other position in your section.   |                |

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| <b>9</b>  | You have been assigned a team of relatively inexperienced personnel, who are needing a refresher on their job roles.   | ICS-GEN-09               |
|           | Please list and describe the ICS forms your position is responsible for, either as a primary owner/creator or as a contributor. What about the rest of your section?           |                          |
|           | Where does your section fall within the organization structure, and what is your immediate chain of command?   |                          |
|           | Please briefly describe the Operational Planning Process, highlighting where your position and section play a major role.  |                          |
| <b>10</b> | In addition to a roles and responsibilities overview, it is critical for all personnel to be keenly familiar with the safety precautions in place for the incident.            | ICS-GEN-34               |
|           | What tools or resources are used to identify, evaluate, and communicate safety hazards? What are the primary purposes/uses for each of the tools or resources?                 |                          |
|           | How will you ensure your team follows all safety related guidelines for incident-specific hazards appropriately?   |                          |
| <b>11</b> | It is critical to foster positive and productive interpersonal and interagency working relationships when responding to an incident.   | ICS-GEN-08<br>ICS-GEN-18 |
|           | Explain your positions relationship and interactions with the rest of your section, the rest of the IMT, and with external stakeholders?                                       |                          |
|           | What are some of the essential keys to successful relationship building and in your position?  |                          |
| <b>12</b> | Please describe your methods for establishing cohesiveness among your team.  | ICS-GEN-17               |
| <b>13</b> | What does success look like in your position/section? How will you communicate this expectation?   | ICS-GEN-16               |
|           | If you supervise others, how will you evaluate your subordinate's success or performance deficiencies?   |                          |
|           | If you do not supervise others, how will you communicate your accomplishments or your needs to your supervisor?  |                          |
| <b>14</b> | What does effective supervision look like for your team? How will you measure success, and what triggers would indicate the need to change the size or structure of your team? | ICS-T3-LOFR-13           |
| <b>15</b> | What does a respectful work environment look like? How will you go about creating a mutually respectful and equally opportunistic environment for response personnel?          | ICS-T3-LOFR-11           |
| <b>16</b> | How will you go about ensuring the safety, welfare, and accountability of assigned personnel throughout the incident?  | ICS-GEN-14               |
|           | If you do not supervise anyone, please describe what steps can you take to look out for your shipmates and fellow responders?  |                          |
|           | What risk management practices and tools will help ensure safety throughout your section?  |                          |
| <b>17</b> | As the incident continues to grow, please describe your methods for coordinating with the other Liaison functions, both internal and external to your organization.            | ICS-T3-LOFR-24           |
| <b>18</b> | How will you facilitate your relationships with Agency Reps, assisting and cooperating agencies, and stakeholders?   | ICS-T3-LOFR-34           |

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| <b>19</b> | What is the best way to establish critical reporting with the IC for any sensitive information, emerging issues, or stakeholder needs?   | ICS-T3-LOFR-26 |
|           | What Agency or stakeholder issues would need to be escalated to the IC/UC?   | ISC-T3-LOFR-37 |
|           | What are some ways to establish collaborative relationship with the IC/UC in order to facilitate open and proactive conversations regarding stakeholder concerns and recommendations for resolution?   |                |
|           | What should be briefed directly to the IC/UC, and what should be shared widely with the IMT and other response partners?   |                |
| <b>20</b> | What is your role in procuring, preparing, communicating, distributing, or displaying incident information?  | ICS-GEN-07     |
|           | How will you ensure your section is working with the most current situation status?  |                |
| <b>21</b> | Members of the Planning Team have approached you with a concern about communication flow with external stakeholders. They are concerned about not receiving all the appropriate updates and are worried about missing something critical in planning for the following operational period. | ICS-T3-LOFR-12 |
|           | You are tasked with creating and maintaining a central point of contact for Liaison and stakeholder issues. How will you go about doing this? What tools or resources will aid in this task?   |                |
|           | Please elaborate on how you will direct your team to handle potentially sensitive information. What are the considerations for determining information sensitivity requirements, and ensuring only approved information is shared with external stakeholders?                              |                |
| <b>22</b> | Please describe the types of requests for information you anticipate receiving for an oil spill response?  | ICS-T3-LOFR-38 |
|           | What are any potential problems or requests that the Liaison network may be tasked with resolving?   |                |
| <b>23</b> | When might diplomacy be necessary to resolve concerns between multiple agencies?   | ICS-T3-LOFR-25 |
|           | What are the expected stress points or triggers for potential inter-agency conflicts?  |                |
|           | What conditions could be mitigated, and by what means?   |                |
| <b>24</b> | What is your position's (or section) role in the Command and General Staff Meeting?  | ICS-GEN-06     |
|           | Who are the rest of the participants, and what are their roles?  |                |
|           | What is the purpose of this meeting? What information do you expect shared/received at this meeting?   |                |
| <b>25</b> | Please describe span of control and what are the effective limits for your position.   | ICS-GEN-10     |
|           | What are the indicators that you are no longer operating under an effective span of control situation?   |                |
| <b>26</b> | The requirements of your section continue to expand and you need more help in your section. Please describe your process for evaluating your resource requirements, and assigning and supporting your subordinates/resources.  | ICS-T3-LOFR-20 |
| <b>27</b> | What is your position's (or section) role in the Planning Meeting?   | ICS-T3-LOFR-27 |
|           | Who are the rest of the participants, and what are their roles?  |                |
|           | What is the purpose of this meeting? What information do you expect shared/received at this meeting?   |                |

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| <b>28</b> | Describe how and why you would provide assisting and cooperating agencies' input to the planning process?   | ICS-T3-LOFR-29                         |
| <b>29</b> | You receive a message that there is some concern over social media about a culturally sensitive area downstream from the spill and decide to call a huddle between the PIO, LOFR, and OSC in order to strategize before briefing the IC.  | ICS-T3-LOFR-36                         |
|           | What is your role in ensuring those concerns or needs are communicated and addressed?   |  |
|           | Who might be an ally or additional resource in addressing any concerns?   |  |
| <b>30</b> | What other agency or stakeholder concerns may need to be addressed in the IAP?  | ICS-T3-LOFR-36                         |
| <b>31</b> | You have just been notified that a local conservation group has volunteered to monitor the shoreline downriver from the incident, but they need directions on what to do and how to communicate with the responders. You don't have time or bandwidth to work with them directly.   | ICS-T3-LOFR-35                         |
|           | What are your options for additional support? How would you activate them?  |  |
| <b>32</b> | What is your position's (or section) role in the Operations Briefing?   | ICS-T3-LOFR-27                         |
|           | Who are the rest of the participants, and what are their roles?   |  |
|           | What is the purpose of this meeting? What information do you expect shared/received at this meeting?  |  |
| <b>33</b> | Please describe, in your own words, what the Coast Guard Core Values of Honor, Respect, and Devotion to Duty mean. How are these applicable to incident response?   | ICS-GEN-11<br>ICS-GEN-12<br>ICS-GEN-13 |
|           | How will you go about exhibiting and modeling these principles as a leader, as a subordinate, as a teammate, as a public servant?   |  |
| <b>34</b> | It's nearing the end of your shift and you need to start preparing to transfer your duties to your replacement. Since you don't know if you will have time to complete a lengthy verbal hand-off, you decide to write down all critical information that they will need to be successful in taking over your position.                              | ICS-GEN-33                             |
|           | Please record your hand-off conversation outline or full briefing report for your incoming replacement, as well as list of notifications that need to be made concerning a change in assigned personnel (internal or external stakeholders). Also, what will your subordinates and supervisor need to know before you hand off to your replacement? |  |
| <b>35</b> | What will your relief with assisting or cooperating agencies entail? What information needs to be captured or shared with any change in personnel?  | ICS-T3-LOFR-41                         |
| <b>36</b> | Please review the demob plan to ensure you meet all the requirements to be released from the incident.  | ICS-GEN-29                             |
| <b>37</b> | What documentation is required to be submitted to the Documentation Unit Leader upon completion of your work assignment/deployment?   | ICS-GEN-27                             |
|           | Please submit all documentation created to your assigned PQS signer / ICS Coach for evaluation and exercise credit.   |  |
| <b>38</b> | Please return to the exercise website to submit your Hot-Wash / Exercise Evaluation.  | ICS-GEN-21                             |
|           | Lessons Learned and AAR/RAI will be discussed with all exercise participants at the next drill weekend (or other time as appropriate if the exercise is being conducted outside of a scheduled drill)   |  |

Congratulations – you have completed the exercise!