



City of Kenmore - 18120 68th Avenue NE - Kenmore, WA 98028
Phone: 425-398-8900 - E-mail: cityhall@kenmorewa.gov

City Council Special Meeting

ON-SITE

MONDAY, MARCH 4, 2024 - 7:00 PM

In addition, we try to provide access to the meeting virtually:

ZOOM LINK: <https://kenmorewa-gov.zoom.us/j/87560981081>

ZOOM PASSWORD: EOC

Or One tap Mobile: US: +12532158782,,87560981081#

Or Telephone Dial US: +1 253 205 0468

Webinar ID: 875 6098 1081

ZOOM PASSWORD: EOC

If you have technical difficulties accessing the meeting virtually, please contact the Deputy City Clerk at mkang@kenmorewa.gov.

Technical Difficulties - If the virtual component of the meeting disconnects, and we cannot resolve technical difficulties to reconnect the virtual component, the in-person meeting will continue at City Hall if there is a quorum of the body to conduct business.

Land Acknowledgement to Honor First Peoples

We acknowledge that the City of Kenmore is situated upon the ancestral lands of the Snohomish, Snoqualmie, Sauk-Suiattle, Duwamish, Stillaguamish, Tulalip, Suquamish, Muckleshoot, and other tribes who are part of the Coast Salish Peoples. We recognize and express our deepest respect for their enduring stewardship and profound relationship with this land, which they have cherished and protected since time immemorial. We honor the First Peoples, acknowledge their vibrant cultures, and commit ourselves to learning from their wisdom in our journey to promote justice, equity, and mutual understanding. We pledge to stand alongside these communities in acknowledging past injustices and working towards a future that respects and celebrates the diverse heritage of this land.

I. CALL SPECIAL MEETING TO ORDER - 7:00 PM

II. ROLL CALL

III. TRAINING **TRAINING HELD**

- A. Emergency Operations Center (EOC) Training: Operations for Elected Officials, presented by Northshore Emergency Management Coalition (NEMCo) Emergency Manager Kevin Lowery
[Presentation - EOC Operations for Elected Officials](#)

IV. ADJOURN SPECIAL MEETING

NOTICE OF POTENTIAL QUORUMS

[Click here for information about Potential Quorums of the City Council.](#) Now found on the City website under City Council Meetings.

EOC Operations For Elected Officials

March 4, 2024

Kevin Lowery

Course Purpose and Objectives

- ▶ Describe the role of the EOC
- ▶ Describe the factors in staffing and organizing the EOC
- ▶ Describe factors of an effective EOC
- ▶ Identify considerations for deactivating the EOC
- ▶ Identify the key EOC concepts during an incident

The Role of the EOC - Coordination

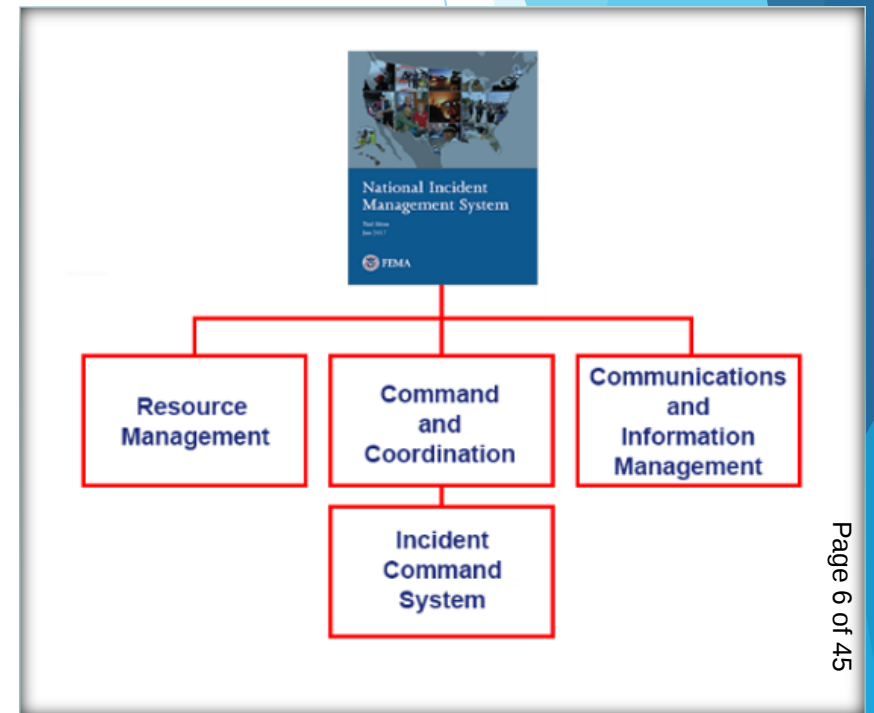
- ▶ Provides multiagency coordination of information and resources to support on-scene operations.
- ▶ Demonstrate the NIMS principle of flexibility, adapting to jurisdictions requirements across agencies and disciplines.
 - ▶ Do not normally command the on-scene response but share the load with Incident Command by managing operations such as emergency shelters or points of distribution.
 - ▶ May perform Incident Command functions when on-scene incident command is not established, such as snow emergencies or large area responses.
- ▶ Carries out coordination functions through:
 - ▶ Collection, analysis, and sharing of information
 - ▶ Supporting resource needs and requests
 - ▶ Coordinating plans and determining future needs
 - ▶ Providing coordination and policy direction

The Role of the EOC - Coordination

- ▶ Consolidate and exchange information, support decision-making, coordinate resources, and communicate with personnel on scene and at other EOCs.
- ▶ Decision-making at the EOC is not normally tactical.
 - ▶ The EOC is the facility from which multiple agencies or organizations involved in an incident coordinate their support.
 - ▶ The EOC plays a critical role in support of the on-scene response.

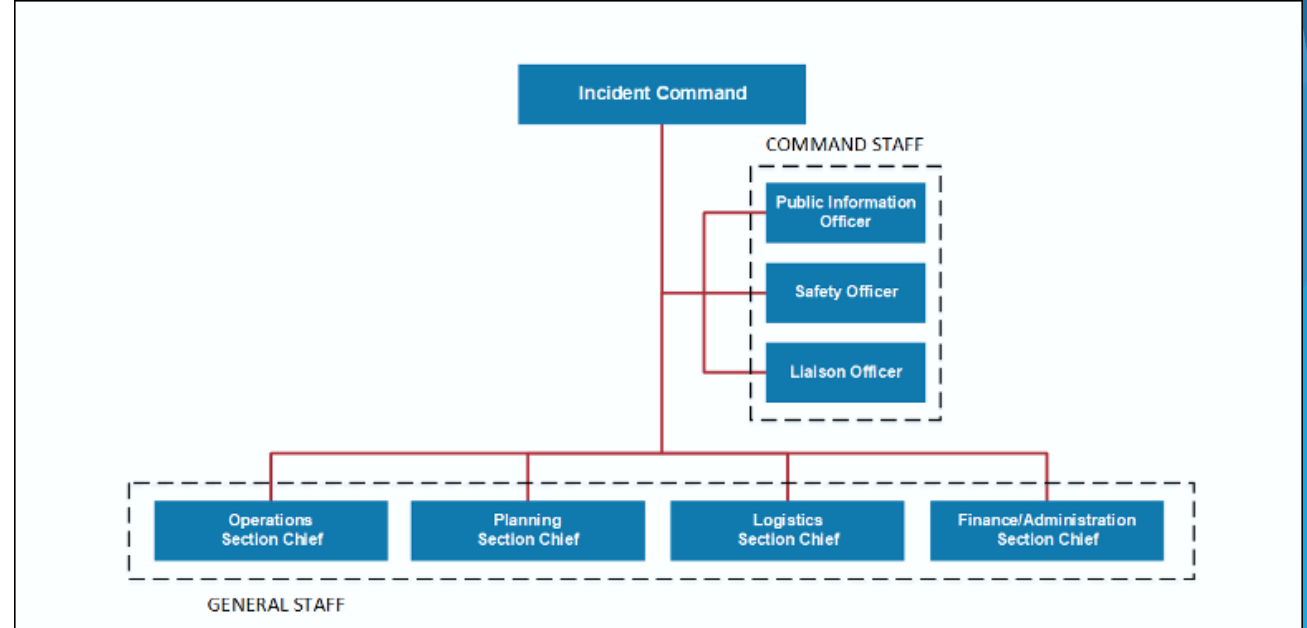
EOCs and NIMS

- ▶ NIMS consists of three major components:
 - ▶ Resource Management
 - ▶ Command and Coordination
 - ▶ Communications and Information Management
- ▶ NIMS is a flexible framework that is applicable to all hazards and jurisdictions.
- ▶ NIMS is not:
 - ▶ An operational incident management plan
 - ▶ A resource allocation plan
 - ▶ A terrorism-specific plan
 - ▶ An international plan



EOCs and ICS

- ▶ ICS is a standardized approach to the command, control, and coordination of on-scene incident management.
- ▶ ICS includes five major functional areas:
 - ▶ Command
 - ▶ Operations
 - ▶ Planning
 - ▶ Logistics
 - ▶ Finance/Administration

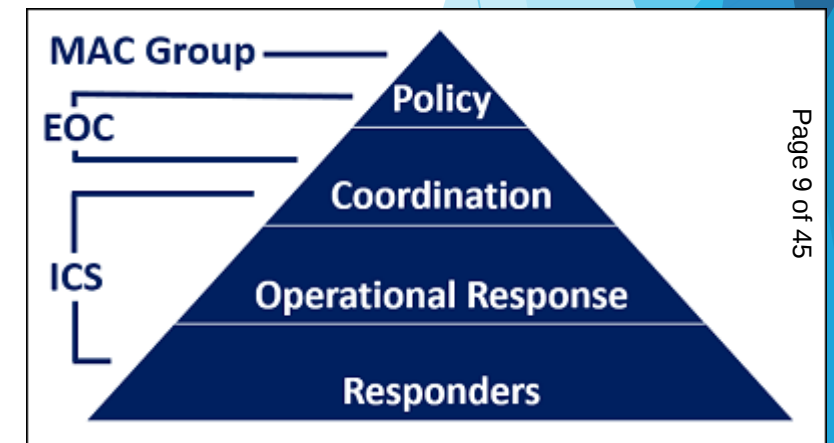


The Critical Link of the Response

- ▶ EOCs coordinate with on-scene incident managers and their agencies to:
 - ▶ Acquire, allocate, and track resources
 - ▶ Manage and share information
 - ▶ Liaison and coordinate with other jurisdictions and other levels of government
 - ▶ Provide legal, financial, and administrative support
- ▶ EOCs also coordinate and support Multiagency Coordination Group (MAC Group), also called the policy group, to make decisions such as:
 - ▶ Determining resource prioritization and allocation among incidents
 - ▶ Enabling decision making among elected/appointed officials and the Incident Command

The Critical Link of the Response

- ▶ Jurisdictions with well-organized EOCs have several distinct advantages over other jurisdictions during an emergency because they:
 - ▶ Serve as a conduit for information passed from the incident scene to higher-level coordination entities such as the MAC Group
 - ▶ Serve as a conduit for information passed from higher-level coordination entities such as the MAC Group to the incident scene
 - ▶ Allow the Incident Commanders to focus on managing the incident
 - ▶ Promote problem resolution at the lowest practical level
 - ▶ Provide strategic guidance and direction, normally from the MAC Group, to support incident management activities



EOC Functions

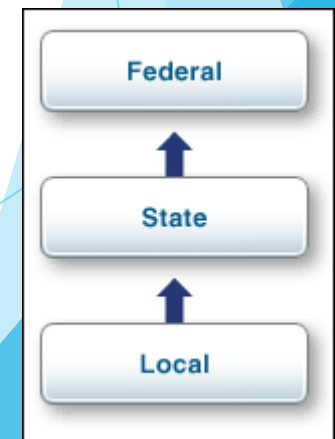
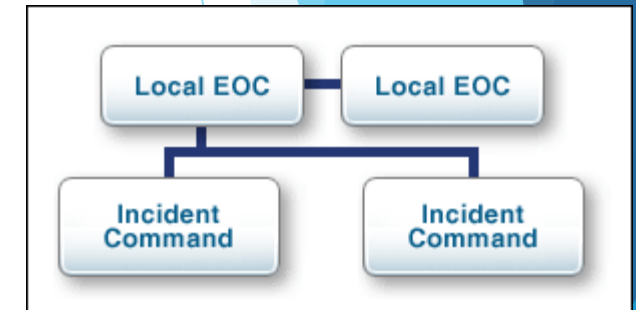
- ▶ EOCs enable multiagency coordination by ensuring that response systems are interconnected and complementary
- ▶ They reinforce interoperability among the various system components, and make response more efficient and effective by coordinating available resources
- ▶ EOCs serve several main functions within NIMS Command and Coordination:
 - ▶ Information management
 - ▶ Resource management
 - ▶ Planning
- ▶ EOCs can make decisions based on established policies and procedures within the authority given to them by their jurisdiction

EOC Functions

- ▶ EOCs may also:
 - ▶ Manage operations such as emergency shelters or points of distribution
 - ▶ Direct tactical operations when an Incident Command is not established
 - ▶ Coordinate the efforts of several geographically separated incidents or activities
 - ▶ Provide coordination and policy direction
- ▶ Jurisdictions may conduct Incident or Area Command from the EOC

EOC Purpose

- ▶ The purpose of an EOC is to establish a central location where government at any level can provide coordinated support to Incident Command
- ▶ Incidents are best managed at the lowest possible level:
 - ▶ Geographically
 - ▶ Organizationally
 - ▶ Jurisdictionally
- ▶ When local resources are unavailable, EOCs will request resources from other local jurisdictions, State EOCs, or from the Federal Government



EOC Benefits

- ▶ An effective EOC:
 - ▶ Helps establish, maintain, and share situational awareness
 - ▶ Facilitates long-term operations
 - ▶ Improves continuity
 - ▶ Provides ready access to essential information
 - ▶ Simplifies information analysis and verification
 - ▶ Promotes resource identification and assignment
- ▶ A Single EOC functions more efficiently

EOC Benefits

- ▶ EOCs provide Incident Commanders with several critical needs:
 - ▶ Situational awareness - the collection and sharing of essential information that provides a shared picture of the incident
 - ▶ Policy direction - can identify policy issues and communicate policy decisions from the MAC Group to Incident Commanders
 - ▶ Communication support - assists in resolving communications issues and providing support of on-scene communications
 - ▶ Resources - process resource requests, acquiring the needed resources, and ensuring that the resources are delivered to the incident
 - ▶ Strategic planning - focuses on longer term planning so that Incident Commanders can focus on tactics
 - ▶ Legal and financial support - manage functions such as legal advice and financial or administrative support

Factors for an Effective EOC

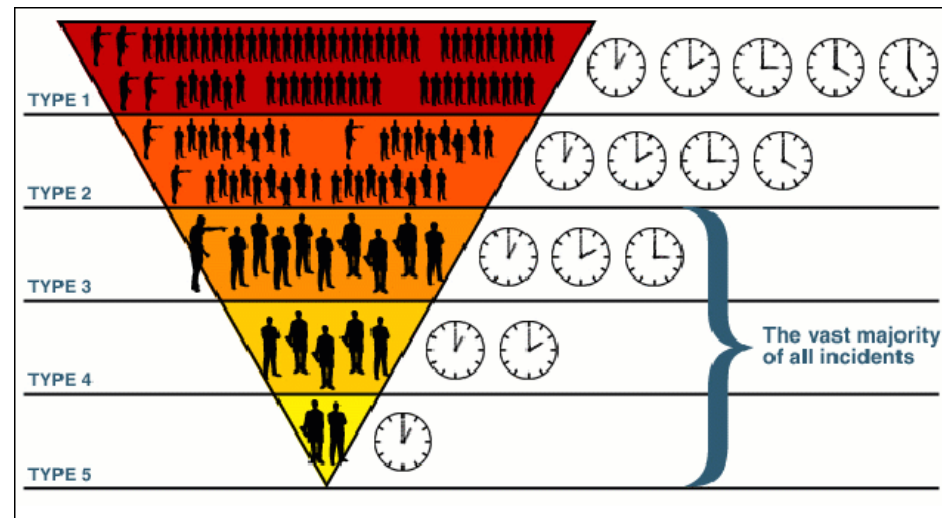
- ▶ Factors to consider when designing an effective EOC include:
 - ▶ Threats and hazards the jurisdiction may face
 - ▶ EOC organizational structure
 - ▶ Personnel/staffing requirements
 - ▶ Facility requirements
 - ▶ Equipment requirements
 - ▶ Established EOC authorities and procedures
 - ▶ Communication

Activating the EOC

- ▶ The decision to activate the EOC can be made by the City Manager/Administrator or Mayor (depending on the city), City Emergency Management Director/Coordinator, or Emergency Manager - on-scene incident commanders request or suggest activation based on their assessment against activation triggers
- ▶ Activations levels are:
 - ▶ Level 3: Monitoring Activation - maintaining situational awareness and a state of readiness to call additional staffing resources
 - ▶ Level 2: Partial Activation - limited EOC staff positions are filled as needed and supporting ESFs are activated; may operate for multiple operational periods but rarely includes 24/7 activities
 - ▶ Level 1: Full Scale Activation - all EOC staff positions will be filled; usually operates for 24/7 over multiple operational periods

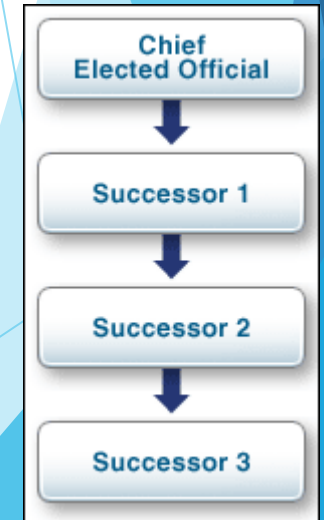
Factors for staffing the EOC

- ▶ How the incident is typed will impact the level of activation
- ▶ Incidents are typed on a scale of 5 to 1 based on the incident complexity, resource needs, and the ICS structure
- ▶ Level of activation with the EOC grows as the size, scope, and complexity of the incident grows



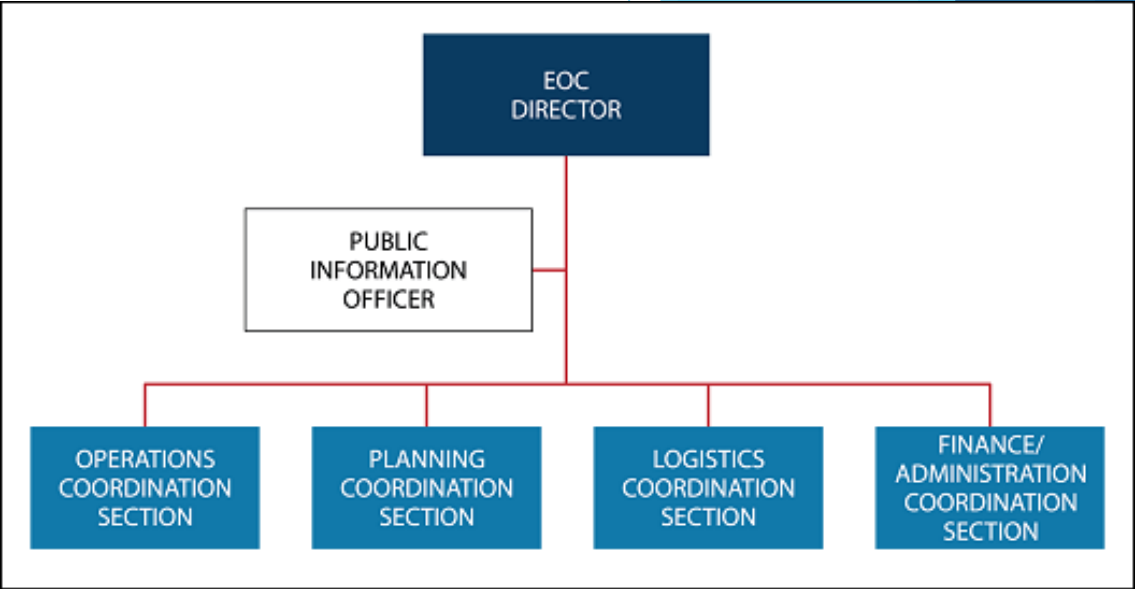
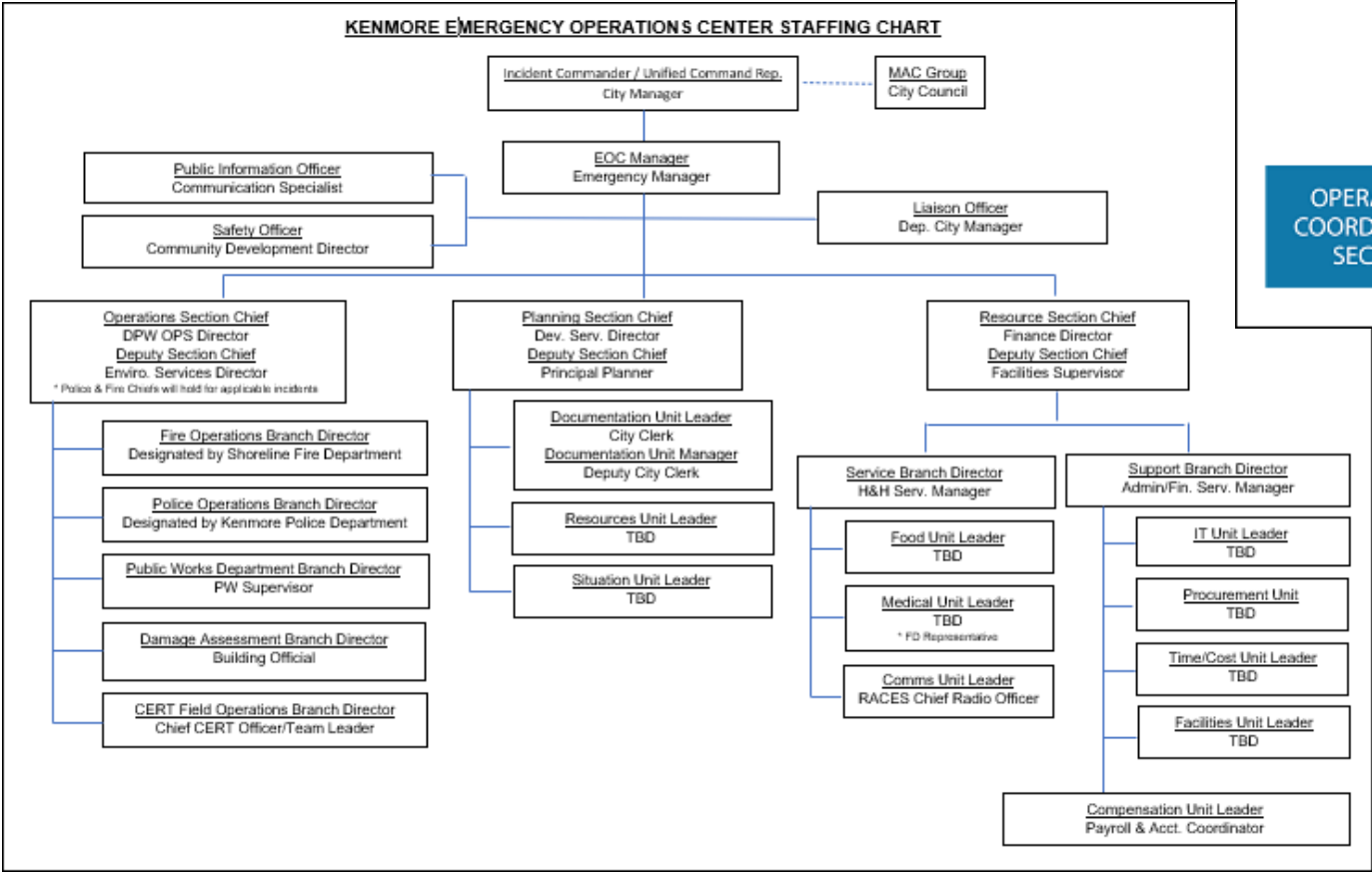
EOC Staffing Considerations

- ▶ What must be done? - identify essential functions to be performed
- ▶ What is the timeframe? - extended operations will require planning for additional shifts and support personnel
- ▶ Who has the knowledge, skills, and abilities to perform critical tasks? - knowledge of functions the EOC must perform, and skillsets required to perform
- ▶ Who has the authority to make critical decisions? - must have the authority to execute the plan or implement the decisions made (delegation of authority is routinely use so decision can be made in the absence of key decision-makers



EOC Organization

► ICS or ICS-like EOC Structure

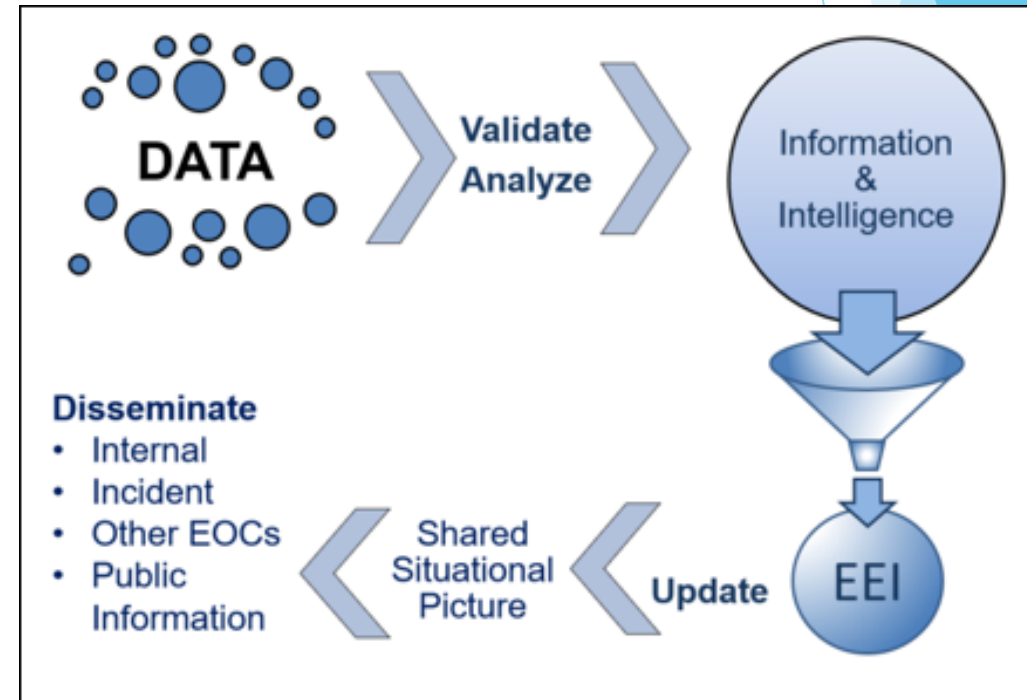


EOC Effectiveness - Communications

- ▶ NIMS identifies four principles of communications and information management that are part of an effective EOC
 - ▶ Interoperability - enabling personnel and organizations to communicate within and across jurisdictions and organizations
 - ▶ Reliability, scalability, and portability - should be suitable for use within a single jurisdiction and agency, single jurisdiction with multiple agencies, or multiple jurisdictions with multiple agencies
 - ▶ Resilience and redundancy - ability of a system to withstand and perform after damage or loss of infrastructure
 - ▶ Security - ability to protect sensitive information in accordance with data protection and privacy laws

EOC Effectiveness - SitPic

- ▶ Obtaining situational awareness is key to the early stages of an EOC activation because accurate and timely information will enable more informed and effective decision-making
- ▶ Situational awareness leads to the development of a Shared Situational Picture (SitPic) that includes:
 - ▶ Incident objectives and meeting objectives
 - ▶ Current status - what's happening now
 - ▶ Evolving situation - what's going to happen
 - ▶ Availability and location of resources
 - ▶ Needed resources
 - ▶ Policy guidance and delegations in effect
 - ▶ Public/media perceptions of the incident



EOC Effectiveness - Documentation

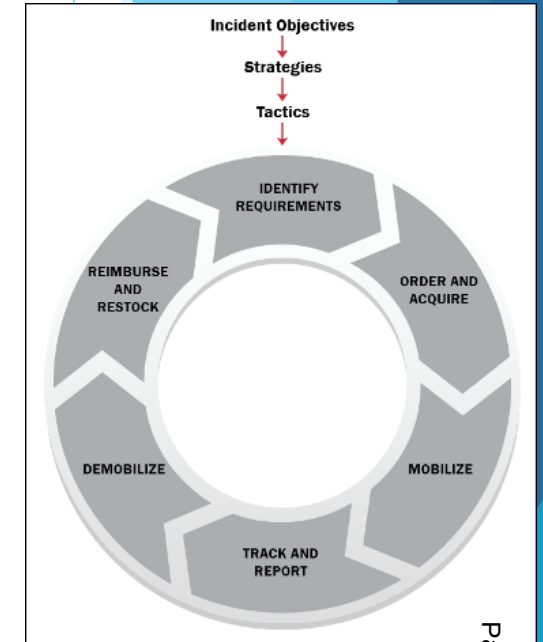
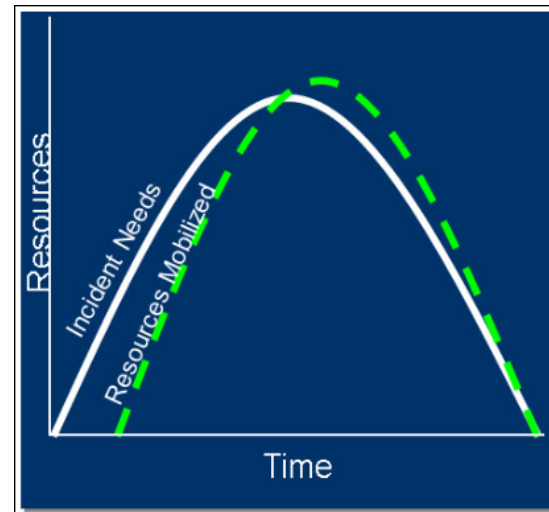
- ▶ Documenting information from an EOC's activation is important and can be done using several tools, including:
 - ▶ EOC management software (WebEOC)
 - ▶ Online portals/shared data storage
 - ▶ Internal plans, logs, and forms
 - ▶ State and Federal disaster assistance forms
 - ▶ Video, still pictures, and audio recordings
 - ▶ GIS and hazard modeling software
 - ▶ SOPs and policy statements
 - ▶ Public information/media releases

EOC Effectiveness - Public Information

- ▶ To meet the public's information needs, the Joint Information System (JIS) must include:
 - ▶ Protocols for coordinating information dissemination to the public
 - ▶ Templates for key communication, such warning, PSAs, and other disaster communications
 - ▶ A Joint Information Center (JIC) as a central location for disseminating information to the media
 - ▶ Trained PIOs staffing the JIC

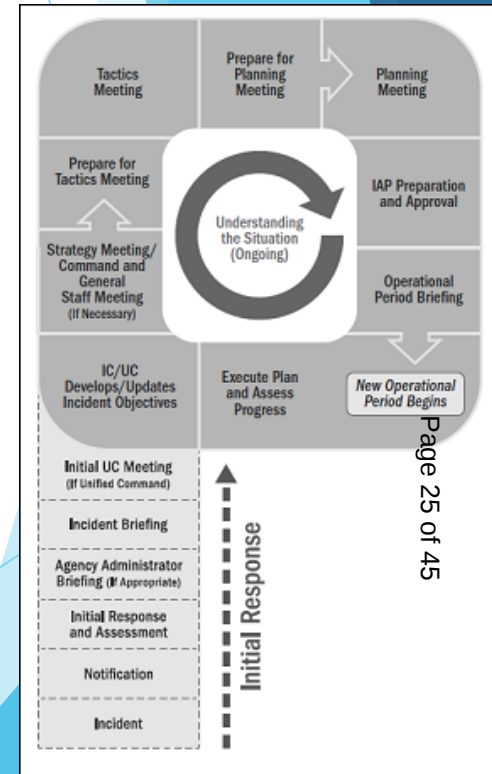
EOC Effectiveness - Incident Resources

- ▶ Use the Incident Resource Management Process to create standardized procedures to complete six key resource management tasks during an incident
- ▶ Resource needs at an incident build faster than resources can arrive so incident planning is key to anticipating workloads and their corresponding staffing and resource needs



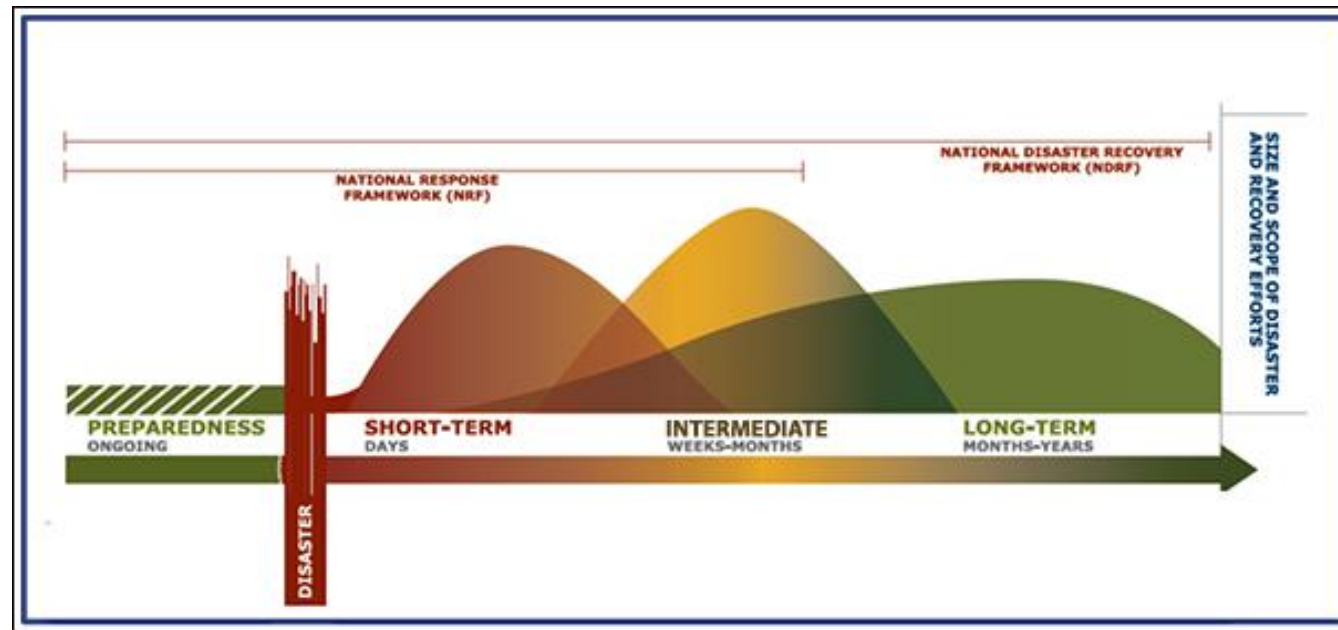
EOC Effectiveness - Planning P

- ▶ The Operational Period Planning Cycle is used to develop the incident action plan for the next operational period by utilizing a progression of meetings and briefings known as the Planning P
- ▶ The operational period of the incident and EOC may not be the same
- ▶ The key is synchronizing inputs and outputs between the two so that each has the information necessary for situational awareness, decision support, and proactive actions



EOC Deactivation - Entering Recovery

- ▶ The recovery process is a sequence of events that move a community toward recovery, usually with overlapping interdependent activities



EOC Deactivation

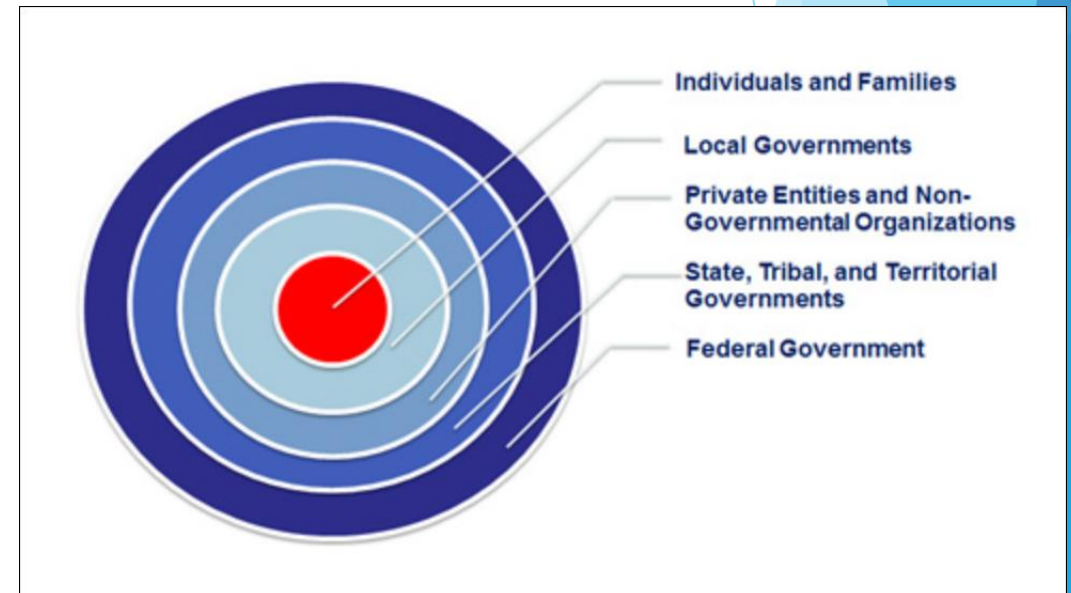
- ▶ EOC deactivation can be considered when the on-scene commander is aware of the current incident status and knows:
 - ▶ Requirements for continued coordination and support
 - ▶ Ongoing and future requirements to meet incident objectives
 - ▶ Length of time required to meet incident objectives
 - ▶ When the demand for resources and coordination slows down
- ▶ EOC operations should be evaluated after every activation and this information should be used to develop an After-Action Report (AAR)

The Role of the Elected Official

- ▶ Responsible for ensuring the public safety and welfare of the people of that jurisdiction.
- ▶ Provide strategic policy guidance response and recovery efforts.
 - ▶ Life Safety
 - ▶ Incident Stabilization
 - ▶ Property Conservation (to include environmental and economic impacts)
- ▶ Lead the public through the incident by representing their interests to the response system and participating in the communication of important information to the community.
 - ▶ Speaking with one voice

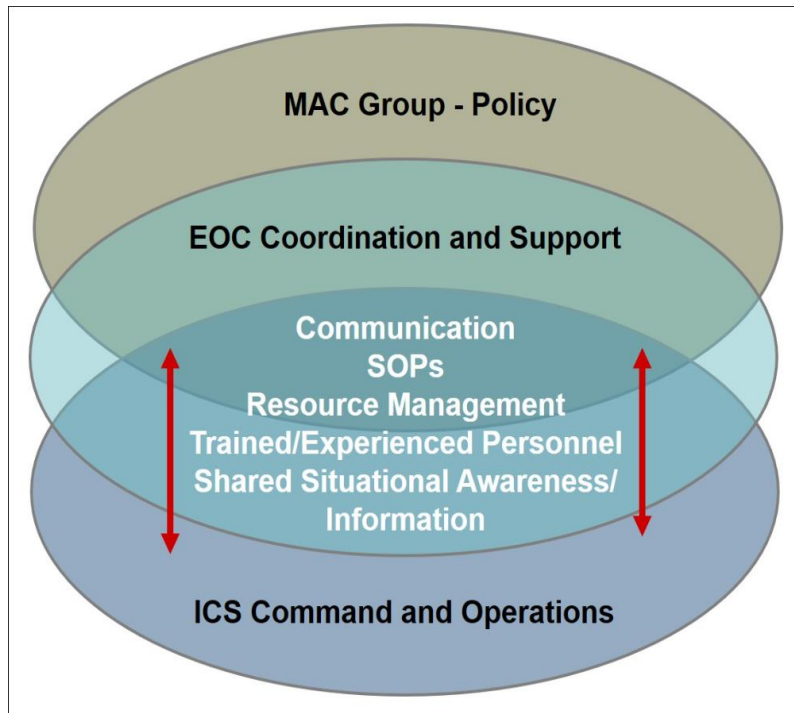
The Role of the Elected Official

- ▶ Promote Community Preparedness
 - ▶ 29 percent of Americans have not prepared because they think that emergency responders help them and over 60 percent expect to rely on emergency responders in the first 72 hours after a disaster.
- ▶ Preparedness Principles
 - ▶ Collaboration
 - ▶ Integration
 - ▶ Personal/Organizational Preparedness
 - ▶ Volunteer Service



The Role of the Elected Official

- ▶ Support interconnectivity to enable incident managers to act in a unified and consistent manner.



EOC Scenario: Liberty County

Scenario: Liberty County

The scenario for this activity takes place in Liberty County.

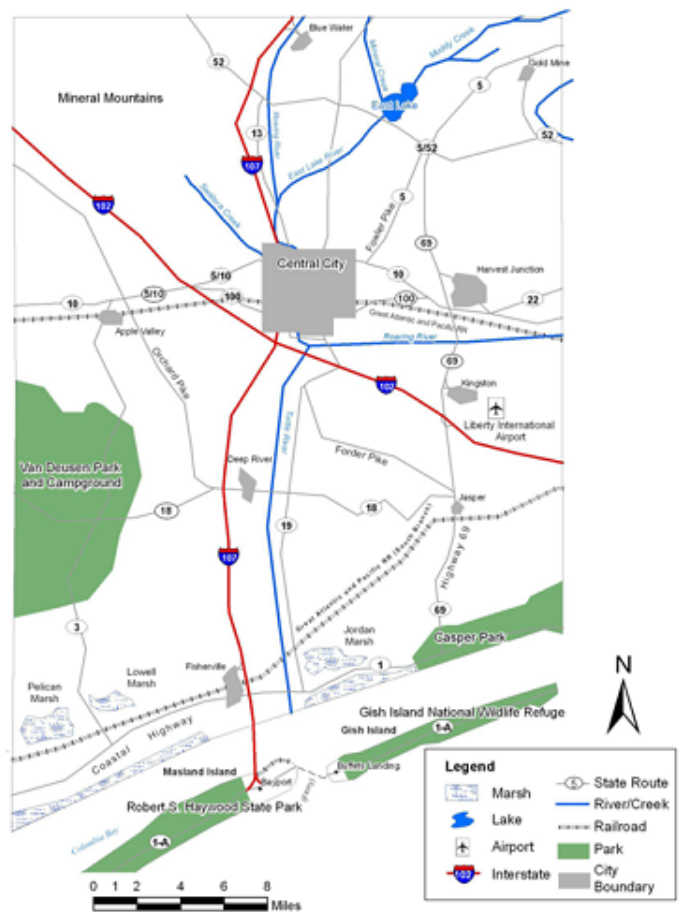
Liberty County is located in the fictional State of Columbia, on the Atlantic Coast between Canada and Mexico.

Liberty County is primarily rural with large tracts of forests, grazing lands, and farmlands.

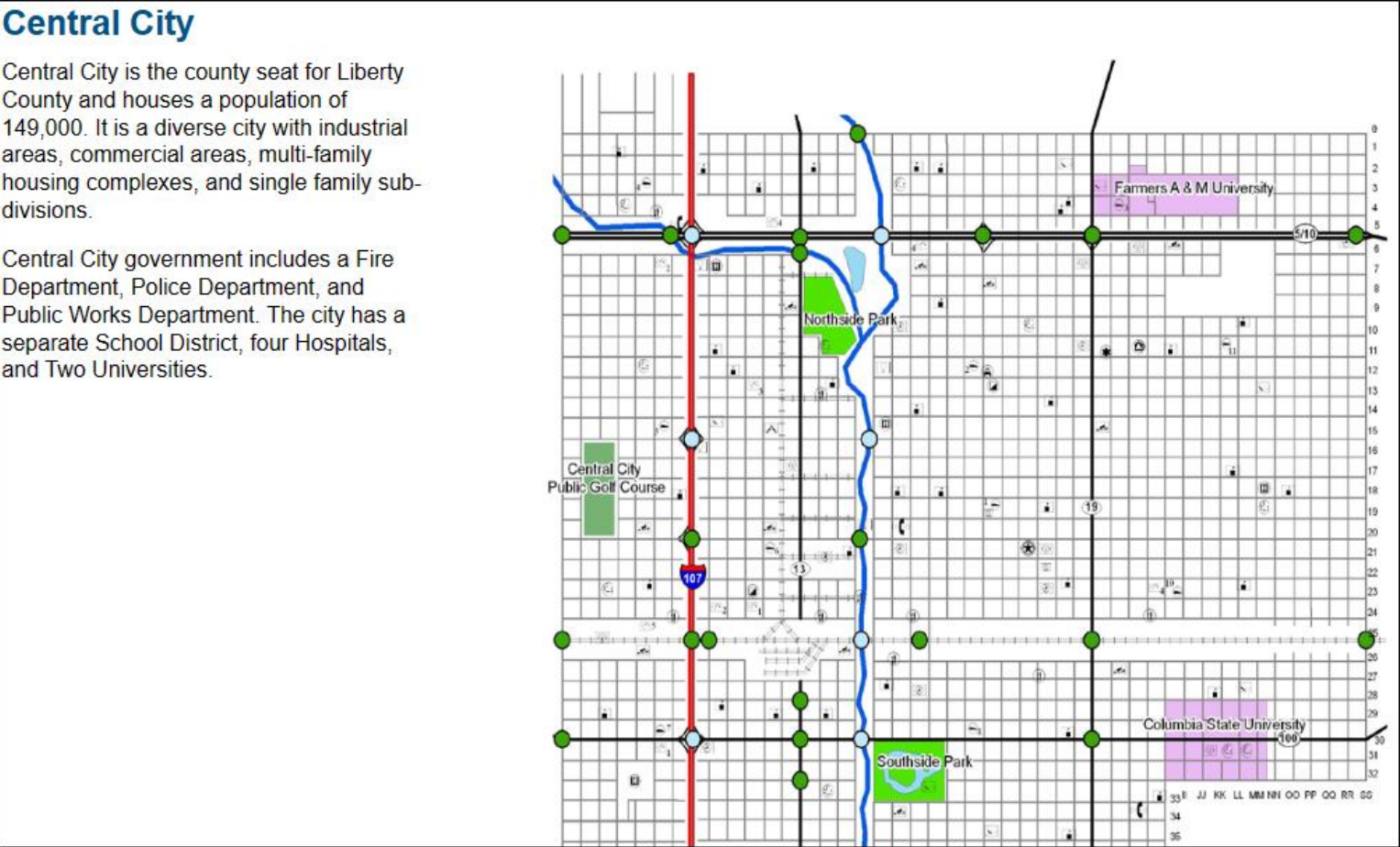
The population of the county is 302,412. Almost half of the population resides in Central City, and another quarter of the county's permanent residents live in four smaller cities: Fisherville, Harvest Junction, Kingston, and Bayport.

Liberty County government includes a Sheriff's Department, Emergency Management Center, Public Health Department, Public Works Department, and Board of Schools. The county infrastructure includes a dam and reservoir, a seaport, and two airports.

Liberty County Map



EOC Scenario: Liberty County



EOC Scenario: Liberty County

Liberty County Fairgrounds

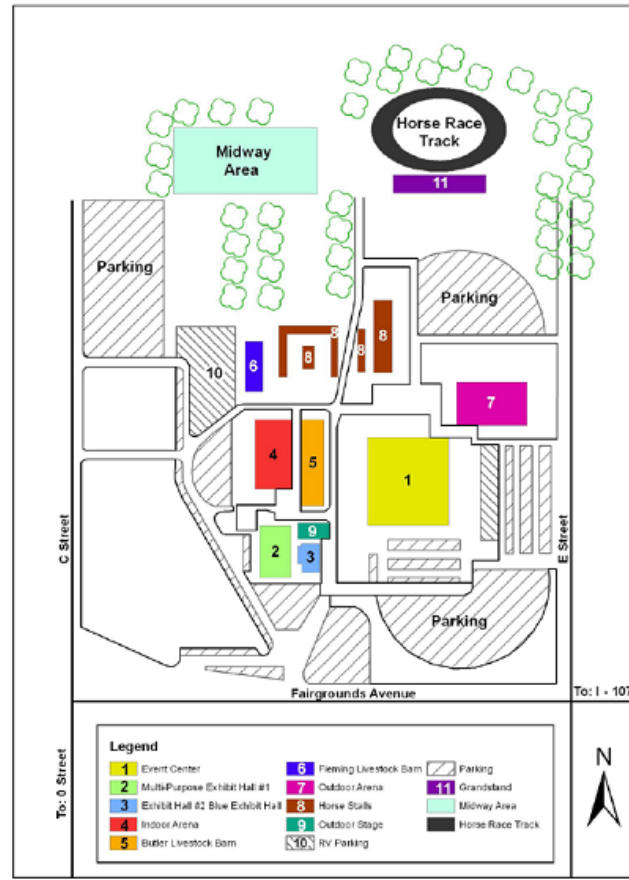
The Liberty County Fairgrounds are located northwest of Central City. Fairgrounds Avenue, the southern boundary of the fairgrounds, is one street north of the city limits, within the jurisdiction of Liberty County.

The indoor and outdoor facilities at the Liberty County Fairgrounds are utilized throughout most of the year.

Your Role

You are a member of the emergency management community within Liberty County.

You are senior supervisory level person in the EOC during this incident. In this activity, you will apply what you have learned in this course to choose the appropriate EOC actions to support the initial response by the Incident Command.



Liberty County Fair and Rodeo

It is the week of the annual Liberty County Fair and Rodeo. This event is hosted at the fairgrounds and attracts several thousands of visitors daily.

Early in the evening large crowds fill the 127 acre complex. People stream to and from the parking areas; traffic is congested; and the Midway area, outdoor stage, and Grandstand are filled to capacity.

Small elements of the County Sheriff's office, the Central City Police Department, the Central City Fire Department and County Emergency Medical Services (EMS) are located in and around the fairgrounds to provide for public safety at the event. These organizations are operating cooperatively, but no centralized incident command structure has been established.

EOC Scenario: Liberty County

Tanker Truck Crash

At about 5 p.m., a large truck traveling fast heading west on Fairgrounds Avenue veered off the road, jumped the curb near the fairgrounds entrance, and passed through the crowd. The vehicle stopped when it collided with an exhibit hall next to the outdoor stage.

A few moments later, as the crowd began to react, the large truck caught fire. Several people were injured as the tanker truck passed through the crowd. The scene was chaotic as some attempted to flee and others tried to help.

Public safety personnel on scene, law enforcement, fire, and EMS responded immediately to the incident. Both the Central City and Liberty County Emergency Operations Centers were notified of these events.

At the time of the incident, the city and county EOCs were at a normal/steady state activation level. EOCs are assessing any additional resources or other support required for the incident. The State of Columbia EOC is at normal/steady state activation level and has not yet been notified of this incident.

Establish Command

It is now 5:15 pm, 15 minutes after the incident began.

The Central City Fire Department established Incident Command.

Several single resources such as fire trucks, ambulances, and law enforcement have responded to the incident.

The incident is anticipated to be resolved within a few hours (a single operational period).

Hazards and Safety Concerns

The Incident Commander has identified the following hazards:

- Vehicle fire with a potential to spread to structures
- Potential for explosions if the fire encounters fuel or compressed gas cylinders
- Damaged utilities that could harm incident survivors and responders
- Potential structural collapse of the building hit by the tanker truck

The identified safety concerns include:

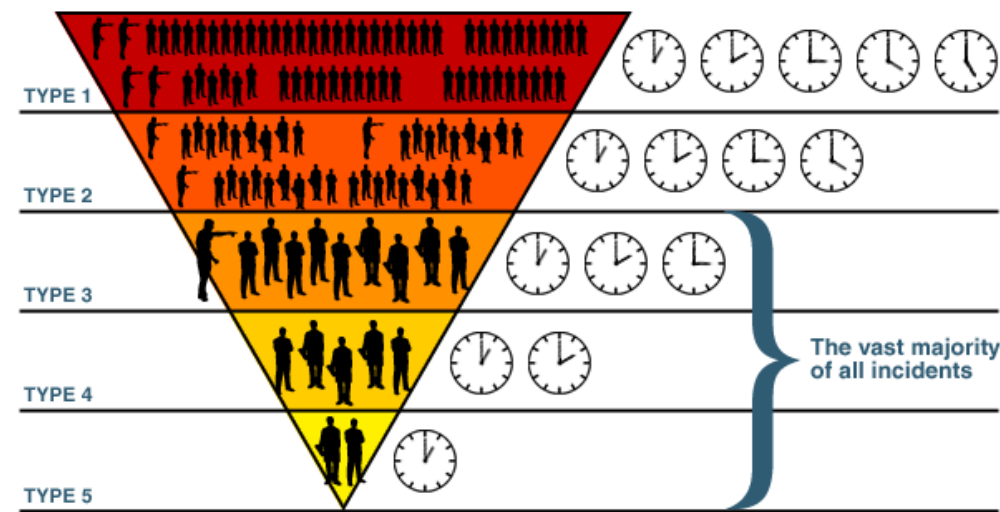
- Harm to survivors or responders from the hazards
- Injured people unable to self-evacuate from the immediate area of the fire
- Uninjured people fleeing the incident scene
- Traffic congestion that restricts responder vehicle access to the incident

EOC Scenario: Liberty County

Incident Typing (Continued)

Review the following definitions and determine what Incident Type is appropriate for the incident in this scenario.

- **TYPE 5 INCIDENT:** One or two single response resources with up to 6 response personnel, the incident is expected to last only a few hours, no ICS Command and General Staff positions activated
- **TYPE 4 INCIDENT:** Several single response resources required, response will be limited to one operational period, select ICS Command and General Staff activated only as needed
- **TYPE 3 INCIDENT:** Resource requirements will exceed the initial response resources, may extend into multiple operational periods, some or all ICS Command and General Staff are activated
- **TYPE 2 INCIDENT:** Regional or National resources will be required, the incident will extend into multiple operational periods, most or all ICS Command and General Staff positions are filled
- **TYPE 1 INCIDENT:** National level resources are required, the incident will extend into multiple operational periods, all ICS Command and General Staff positions are utilized and Branches need to be established



Clocks do not depict the length of the incident.

EOC Scenario: Liberty County

Activation Levels

EOCs are activated for various reasons based on the needs of a jurisdiction, organization, or Incident Commander; the context of a threat; the anticipation of events; or in response to an incident.

The level of activity within an EOC often grows as the size, scope, and complexity of the incident grow.

Based on your assessment of Incident Type, what would you recommend as an appropriate activation level for the Liberty County EOC?

	Activation Level	Description
3	Normal Operations/Steady State	- Activities that are normal for the EOC when no incident or specific risk or hazard has been identified - Routine watch and warning activities if the EOC normally houses this function
2	Enhanced Steady-State/Partial Activation	Certain EOC team members/organizations are activated to monitor a credible threat, risk, or hazard and/or to support the response to a new and potentially evolving incident
1	Full Activation	EOC team is activated, including personnel from all assisting agencies, to support the response to a major incident or credible threat

EOC Scenario: Liberty County

Media Attention

As you increase your EOCs activation level to Level 2 partial activation to better support the incident, you receive additional information about media attention to the incident.

Numerous first-hand reports of the incident are on social media. One local TV station was on-scene when the incident occurred, but has not yet interrupted normally scheduled programming to report on the incident.

The incident has not yet been reported through online news sources but the EOC is receiving initial media inquiries.

It is anticipated that there will be reporting on this incident by the news media no later than the next news cycle at 6 pm.

EOC Functions

From this course you have learned that the primary functions of staff in EOCs include:

- Collecting, analyzing, and sharing information
- Supporting resource needs and requests, including allocation and tracking
- Coordinating plans and determining current and future needs
- In some cases, providing coordination and policy direction

We will explore these functions from your perspective as the supervisor in the Liberty County EOC.

Incident Objectives

You also receive information from the Incident Commander on incident objectives.

The Incident Command has not yet developed a written IAP for the incident.



The Incident Commander identified the top priorities were to evacuate and treat the injured personnel. He identified the following initial incident objectives:

1. Evacuate all injured personnel from the vicinity of the crashed tanker truck to the on-scene medical personnel within 15 minutes (by 5:30 pm)
2. Provide on-site triage, stabilization, and hospital transport for incident survivors within 30 minutes (by 5:45 pm)
3. Extinguish vehicle fire within 30 minutes (by 5:45 pm)
4. Mitigate leaks of flammable fuels and compressed gas to prevent expansion of the fire within 1 hour (by 6:15 pm)
5. Establish a controlled perimeter around the incident within 45 minutes (by 6 pm)
6. Manage traffic on Fairgrounds Avenue, C Street, and E Street to ensure responder access within 30 minutes (by 6:45 pm)

EOC Scenario: Liberty County

EOC Objectives

As the EOC supervisor, you must direct the actions of the EOC staff. This includes defining what the EOC staff should be focused on.

Think about what you know about the incident and the Incident Commander's objectives. Then, based on your knowledge of EOC functions, develop some initial guidance, or objectives, for the EOC staff.

Initial EOC Objectives

Answer: Compare your answer to the Initial EOC Objectives suggested below:

1. Establish effective communications channels with the incident, the Central City EOC, and the State Emergency Management Agency within 10 minutes (by 5:25)
2. Conduct appropriate notifications for the incident to the Liberty County Senior Official and MAC Group within 10 minutes (by 5:25 pm)
3. Identify, notify and recall all appropriate personnel to staff key EOC skillsets within 15 minutes (by 5:30 pm)
4. Define Essential Elements of Information required for EOC to gain situational awareness and effectively support the incident within 15 minutes (by 5:30 pm)
5. Determine if there is a sufficient volume of resource requests to make a transition from the county dispatch to the EOC necessary within 15 minutes (by 5:30)
6. Prepare an initial media statement in preparation for the next news cycle within 25 minutes (by 5:40)

EOC Scenario: Liberty County

Incident Information Requirements

Collecting, analyzing, and sharing information is an EOC function.

EOCs need appropriate information to develop and maintain situational awareness and to support decision making.

Remembering that the EOC is supporting the incident, what important information do you assess the EOC should be seeking for this incident?

Key Information that the EOC Might Be Seeking

Answer: Compare your answer to the key information suggested below.

- Current Incident Status (what is happening at the incident)
- Anticipated course/ direction of the incident (is the incident under control or growing)
- Current status of resources (what is committed to the incident and what jurisdictional resources remain uncommitted)
- Anticipated resource requirements (particularly any that may not be available within the jurisdiction)
- Incident hazards that may require public warning or evacuations
- Media inquiries and reporting (what questions are the media asking and what is being said about the incident)
- Public inquiries and perception

EOC Scenario: Liberty County

Incident Resource Requirements

Supporting resource needs and requests and planning for current and future needs are functions of EOCs.

The Incident Commander has identified the following additional incident resource requirements that must be met:

- Ambulances with medical personnel
- Fire trucks with firefighter personnel
- Law enforcement for traffic control

These are resource requirements that can currently be met using the internal resources of Liberty County and Center City.

The EOC is in partial activation and resource requests are increasing so resource requests will now be handled by the EOC.

At this point in the scenario, do you see any actions related to resources that the EOC can take to support the incident?

Suggested Actions for the EOC Related to Resources

Answer: At this point, the incident is requiring resources that are within the normal capability of Liberty County and Center City.

The primary resource actions of the EOC will be related to:

1. Understanding the status of resources
2. Maintaining an EOC capability to receive and action resource requests
3. Analyzing the information on the direction of the incident in order to anticipate potential future resource requirements
4. Planning for how any identified potential future resource requirements can be met with internal and external resources

EOC Scenario: Liberty County

Incident Action Planning Process

You can see that anticipating requirements is important for an effective EOC.

In this course, you learned about the Operational Period Planning Cycle, a sequence of meetings and briefings followed by the Incident Command to develop an Incident Action Plan for the next Operational period.



Which of the following Operational Period Planning Cycle events can provide the EOC with an early indication of potential specific future resource requirements of the Incident Command?

Select the best answer from the following:

- ☐ Agency Administrator Briefing
- ☐ Tactics Meeting
- ☐ Planning Meeting
- ☐ Operational Period Briefing

Answer Feedback

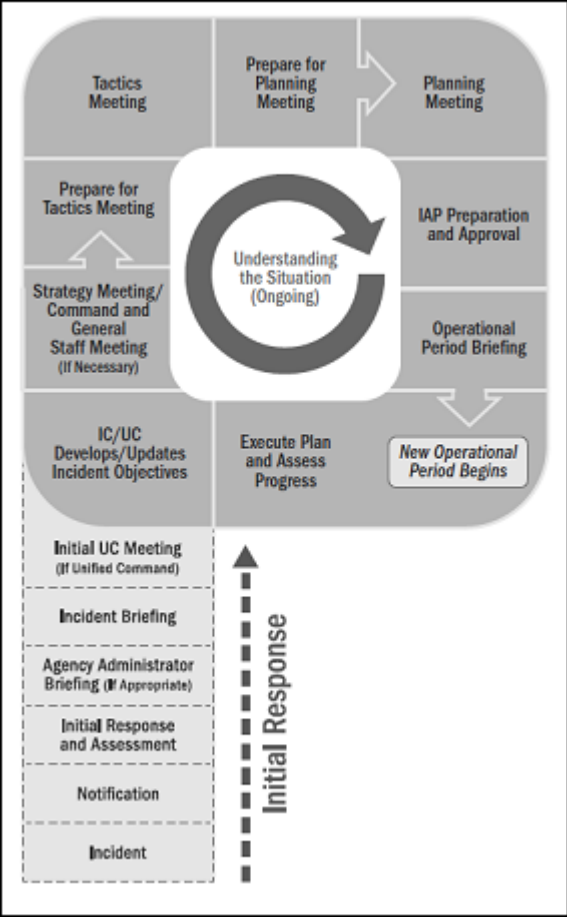
Correct!

The **Tactics Meeting** is a forum for key players to review the proposed tactics developed by the Operations Section staff and to conduct planning for resource assignments.

The **Agency Administrator's Briefing** provides information, guidance, and direction—including priorities and constraints—necessary for the successful management of the incident.

The **Planning Meeting** serves as a final review and approval of operational plans and resource assignments developed during and after the Tactics Meeting.

The **Operational Period Briefing** presents the incident objectives, reviews the current situation, and shares information related to communications or safety.



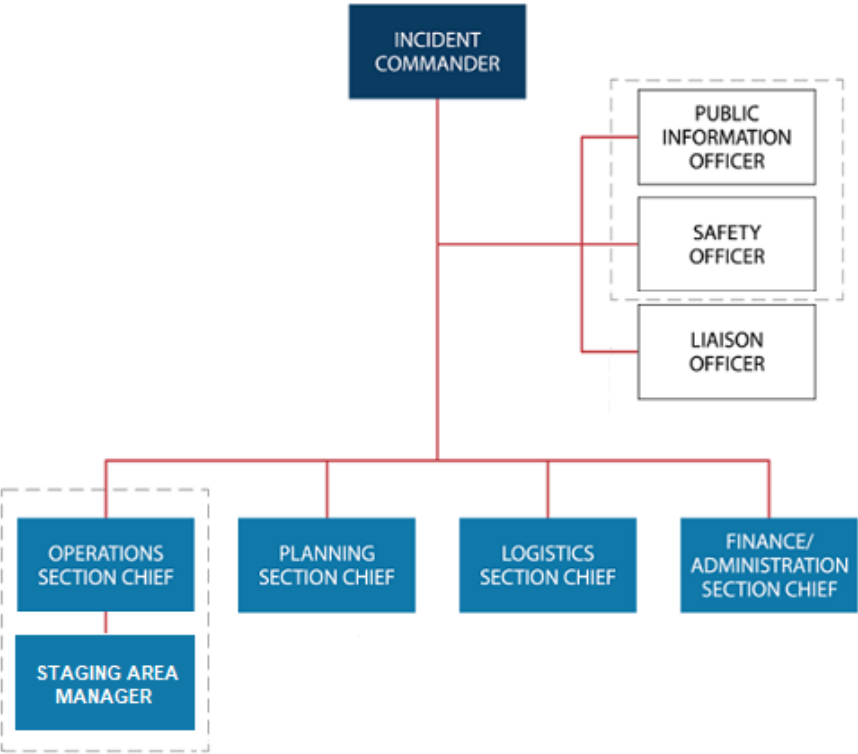
EOC Scenario: Liberty County

Incident Command Structure

As the Incident commands is established, the Incident Commander informs the EOC that the following ICS functions were activated:

- A Public Information Officer (PIO) to interface with the media and others needing incident information.
- A Safety Officer to monitor incident operations and advise the Incident Commander on health and safety.
- An Operations Section to plan and perform tactical activities to achieve the incident objectives.
- A Logistics Section has not been established, but a staging area manager was designated under the Operations Section to meet the incident's initial resource management needs.

The Incident Commander did not establish Planning, Intelligence/ Investigations, Logistics and Finance/Administration because he assessed they were not needed based on the size, complexity, and expected duration of the incident.



EOC Scenario: Liberty County

EOC Staffing

Acting as the EOC supervisor, you have set objectives and determined your initial information and resources support requirements.

Now that you understand what you are trying to accomplish and what support is needed for the Incident Command, you need to think about how to ensure that your EOC structure will meet the support requirements.

There are several NIMS Management Characteristics that can be applied to determining the appropriate EOC staffing for an incident:

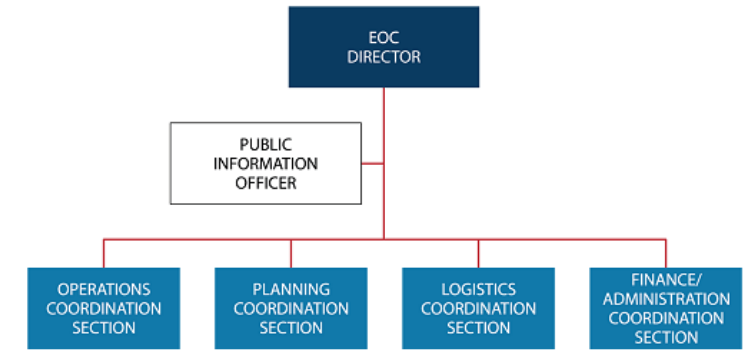
- **Manageable Span of Control:** The EOC structure must be of a sufficient size to assist the EOC director in effectively supporting the incident. A key to this is controlling the number of subordinates or functions that each supervisor manages.
- **Modular Organization:** What pieces of the EOC structure are needed to support the incident? Think ahead to the next operational period because what you need then often must be asked for now.

EOC Staffing (Continued)

The Liberty County EOC uses an ICS-like EOC Model. You are in the position of the EOC Director. The EOC is at a partial activation and you have limited staff.

Review the EOC Graphic and select two other functions that - based on what you know about the incident and the EOC role - you assess should be prioritized to be filled with available staff.

Keep in mind that all of these functions will be needed – the question here is what functions will need the greatest level of staffing at this point in the incident?



Which EOC functions should take priority in staffing at this point in the incident? Select two.

- ☐ **Public Information Officer** who will ensure the dissemination of timely, accurate, and accessible information to the public.
- ☐ **Operations Coordination Section** who will ensure that on-scene incident personnel have the resources and operational support necessary to achieve incident objectives and address leadership priorities.
- ☐ **Planning Coordination Section** who will managing situational awareness efforts and developing activation-related plans.
- ☐ **Logistics Coordination Section** who will provide advanced resource support to the incident through contracts, mutual aid, and other government assistance.
- ☐ **Finance/ Administration Coordination Section** who will manage the activation's financial, administrative, and cost analysis aspects.

Answer Feedback

Incorrect!

The Public Information Officer will be important to manage information dissemination to the public and media.

The Planning Coordination Section can support gaining situational awareness and planning for future requirements.

You may have answered the Operations Coordination Section. If you are familiar with ICS, the Operations Section is normally filled first. In an EOC you will need to conduct operations coordination with the incident command, but the initial requirements in this incident for situational awareness and public information may be greater than those for operational coordination. Similarly, Logistics and Finance/ Administration will be needed, but may initially be less of an EOC staffing priority.

EOC Scenario: Liberty County

Scenario Update

It is now just after 6 p.m. and the situation appears to be contained and improving.

There were over a dozen casualties and one death. All casualties were successfully stabilized and transported to local hospitals.

The vehicle fire initially spread to the building, but was extinguished before it could spread to surrounding structures.

The crowds are under control, but traffic has not yet completely cleared from the area and continues to slow the ingress and egress of emergency management resources.

The vehicle driver was located and the origin and contents of the large truck have been identified. Concerns that this could have been an intentional act or that the truck could have been transporting something hazardous have been eliminated.

This incident is decreasing in complexity and will transition to recovery.

EOC Deactivation

Based on the scenario update, what are some considerations for deactivating the EOC?

As the EOC Director, assess the following items:

- Incident Command
- Nature and magnitude of the incident
- Hazards and safety concerns
- Priorities and resource requirements
- EOC activation level and staffing

Suggested EOC Deactivation Considerations

- As the EOC Director, you make this assessment:
- **Incident Command:** The Incident Command is expected to begin demobilizing.
 - **Nature and magnitude of the incident:** The incident has been stabilized and is decreasing in complexity.
 - **Hazards and safety concerns:** The number of concerns has decreased.
 - **Priorities and Resource Requirements:** No additional resources will be required for incident response. As the final incident response objectives are accomplished and resources demobilize, there will be a need for recovery planning and coordination.
 - **EOC Activation Level and Staffing:** The EOC may be able to decrease EOC activation level and staffing. However, there will be requirements related to transition to recovery that the EOC may have to coordinate as the Incident Command demobilizes.

Questions?