Activity 3.1: EOC Skillsets

This activity familiarizes students with the twenty EOC Skillsets.

Activity Instructions

Forty-five (45) minutes are allotted for the completion of this activity.

1. The class will be divided into teams of approximately two (2) people.

2. Refer to the supplemental materials on EOC Skillsets and the information available on the FEMA website https://www.fema.gov/national-qualification-system. Handout 3-5 contains the summary of the NQS EOC Skillsets derived from the NIMS EOC Skillsets User Guide. It is recommended that the full EOC Skillset descriptions are used for Activity 3.1.

3. Each team will be assigned one of the Skillsets.

4. Your team will be given 10-15 minutes to review and summarize your assigned skillset(s). Prepare and brief the following for your assigned Skillset(s):
   - Briefly summarize the role that the Skillset performs in the EOC.
   - Describe an example of how this Skillset is implemented in an EOC that the team is familiar with. What type of EOC is it and how is the Skillset assigned (i.e., Operations, Planning, etc.)?
Handout 3-5: EOC Skillset Summary

This handout (3-5) contains the summary of the NQS EOC Skillsets derived from the *NIMS EOC Skillsets User Guide*. This guide and the full EOC Skillsets are available as downloads from the FEMA NQS website: https://www.fema.gov/national-qualification-system. If students have internet access during the course, it is recommended that the full EOC Skillset descriptions are used for Activity 3.1.

**Level of Responsibility Skillsets (where in the structure the position falls)**

1) Coordination and Individual Contribution: Common tasks related to individual accountability and coordination that apply to all EOC positions.
   a) Complete common coordination and accountability tasks associated with all positions within the EOC

2) Leadership: Generic leadership tasks that apply to anyone in an EOC leadership position.
   a) Be proficient in the job, both technically and as a leader
   b) Supervise staff to ensure understanding and accomplishment of duties and tasks
   c) Coordinate to foster unity of effort

3) Policy and Direction: Tasks suitable for MAC Group/Policy Group roles, to support coordinated incident management among all parties.
   a) Demonstrate an understanding of the authorities, policies, priorities, capabilities, constraints, and limitations of the organization/jurisdiction you represent
   b) Demonstrate an understanding of coordinated response/Unified Command and the roles and responsibilities of the parties involved

**Functional Skillsets (what a position will do)**

4. Action Tracking: Tasks for communicating and tracking action items through resolution.
   a) Perform action tracking

5. Center Management: Tasks related to overseeing all center activities.
   a) Establish EOC support for incident/event
   b) Coordinate EOC activities
   c) Ensure proper support for resource needs and requests, including allocation and tracking
   d) Ensure development and coordination of plans
   e) Ensure collection, analysis, and sharing of information internally and externally
6. Document and Records Management: Tasks for gathering, handling, sharing, and archiving incident documentation.
   a) Collect and store documents and records
   b) Provide documents and records upon request
7. EOC Facility Management: Tasks associated with the operational and logistical management of the EOC facility.
   a) Ensure that EOC infrastructure is operational
   b) Support the needs of EOC personnel
   c) Ensure security of the EOC
8. Finance: Tasks related to EOC procurement policies and fiscal management activities.
   a) Administer financial management for jurisdictional expenditures
   b) Advise EOC leadership and staff on financial matters associated with jurisdictional activities
9. Legal Counseling: Tasks for advising EOC personnel on relevant laws and regulations
   a) Advise EOC leadership and staff on legal matters and provide other legal services
10. Organizational Representation: Tasks associated with representing your organization in the EOC to support incident operations.
    a) Represent your organization and support EOC activities
    b) Understand discipline-specific resource streams
11. Performance Improvement: Tasks for collecting and analyzing information about EOC operations to support process and performance improvements during and after an incident.
    a) Collect and analyze information regarding EOC activation and activities
    b) Suggest process improvements and solutions during EOC operations
    c) Support process improvement following EOC deactivation
12. Planning: Tasks focused on developing incident specific plans.
    a) Reference pre-incident plans
    b) Develop and write EOC action plans and other incident-specific plans
    c) Disseminate plans
    d) Facilitate the ongoing planning process
13. Public Affairs Coordination: Tasks for working with the media and disseminating information to the public.
   a) Manage EOC-related efforts to provide information and warning to the public
   b) Advise the EOC Policy Group, leadership, and personnel about public information and warning

14. Recovery Coordination: Tasks focused on understanding the incident’s impact on the community and preparing for long-term recovery.
   a) Understand the complexities of recovery
   b) Demonstrate an understanding of community impacts
   c) Prepare for long-term recovery

15. Resource Ordering and Acquiring: Tasks for understanding how to order and acquire resources.
   a) Order/request resources

16. Resource Sourcing: Tasks for understanding resource options to acquire resources to support incident operations.
   a) Understand potential sources
   b) Develop, evaluate, and implement courses of action for resource fulfillment

17. Resource Tracking: Tasks for tracking acquired resources from mobilization through demobilization.
   a) Track Resources

18. Safety Advising: Tasks focused on communication and fostering safety within the EOC.
   a) Promote the safety of EOC personnel

19. Situational Awareness: Tasks for gathering and analyzing an incident’s situational information to inform EOC actions and decision-making.
   a) Gather data and information
   b) Analyze data and information
   c) Disseminate information

20. Understanding Resource Requirement: Tasks for gathering and understanding resource needs to communicate resource specifications.
   a) Understand and validate the resource requirement
   b) Communicate requirement in plain language and use national standards and common terminology
Activity 3.2: Evaluate EOC Models

This activity gives students the opportunity to evaluate a given EOC model’s advantages and disadvantages as well as align needed Skillsets within that organizational model.

Activity Instructions:

Forty-five (45) minutes are allotted for the completion of this activity.

1. The class will be divided into teams of approximately six (6) people.
2. Each group will be assigned one of the three common EOC Models.
3. Your group will:
   a. Evaluate strengths and weaknesses on their assigned model.
   b. Align Tasks using Skillsets within the organizational model (what is done where).
4. Select a representative to brief the class on the group’s observations and EOC organizational solution. Create an organizational chart using paper, whiteboard or a computer projector to present your organizational designs.
5. You will have 15-20 minutes to develop your response and 5 minutes for to brief your solutions.
Activity 4.1: EOC Schedule Development

Purpose: This activity explores EOC scheduling and considers aligning the EOC schedule to synchronize with key meetings and briefings of the Unified Command.

Scenario: On May 24th at 0300, a freight train derailed in Central City. The cargo includes paper, sulfur, white phosphorous and tallow. The derailment occurred on a railroad bridge, next to a river and a residential area. Several of the rail cars are on fire.

By 0500 a Unified Command (UC) had been established with members from the Fire Department and the Police Department. A full ICS Staff was established.

The UC has identified a potential need for major evacuation if the cargo produces a toxic cloud or the fire spreads. The city and county EOCs have been activated per their Emergency Operations Plans. The Central City EOC has contacted a school bus service and the American Red Cross to be prepared to evacuate and shelter evacuees. It is anticipated that specialized resources may be required such as HAZMAT, train car recovery, bridge structural assessment and long-term environmental impact.

It is now 0600 and the UC has established their next operational period from 0700-1900 on 25 May. In this operational period, they will develop their IAP for the following operational period (1900, 25 May to 0700, 26 May). A schedule has been established by the UC for the significant meetings and briefings for the operational period. The EOC operates on 8-hour shifts (0700-1500, 1500-2300, 2300-0700) with a 30-minute overlap for shift change briefings.

Instructions: Use the same groups from the previous unit's Activity 3.2. Review the scenario and the UC schedule for the next operational period. Identify 2-3 issues that will require interface with the UC and MAC Group. Develop an EOC schedule to align with the UC schedule. Your EOC schedule should consider the following EOC events, meetings and briefings:

- EOC Shift change and briefings and times to publish/distribute Situation Reports
- Develop objectives and information requirements for the next EOC shift (1500-1700)
- Gather resource requirements for the next UC operational period (1900 25 May-0700 26 May)
- Receive and source formal resource requests from the UC based on the IAP for the next operational period (1900 25 May-0700 26 May)
- Meetings/updates with the Incident UC and the MAC Group/Policy Group
- Meetings to develop public information and scheduled press releases/briefing(s)

Note: Avoid extensive discussion of the tactical scenario and focus on defining the 2-3 interface issues and the sequence of EOC meetings and briefings that synchronize with the UC schedule. Be ready to share your responses in 20 minutes. Twenty-five (25) minutes are allocated for group brief-backs and discussion.
## Unified Command Schedule / Incident Name: Train Derailment

**Operational Period (Date/ Time)** From: 5/25/18 0700 To: 5/25/18 1900

<table>
<thead>
<tr>
<th>Time</th>
<th>Meeting Name</th>
<th>Purpose</th>
<th>Attendees</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>0700</td>
<td>Objectives Meeting</td>
<td>Review/identify objectives for the next operational period</td>
<td>Unified Command (UC) members</td>
<td>UC Meeting Room</td>
</tr>
<tr>
<td>0800</td>
<td>Command and General Staff Meeting</td>
<td>UC presents direction to Command and General Staff</td>
<td>UC, Command Staff, General Staff, Documentation Unit Leader (UL), Situation UL</td>
<td>ICP Meeting Room</td>
</tr>
<tr>
<td>0900</td>
<td>Co-operators Meeting</td>
<td>Provide incident updates to cooperating Agencies/Departments and Stakeholders</td>
<td>Liaison Officer, Situation UL, OPS Section Chief (SC)</td>
<td>ICP Meeting Room</td>
</tr>
<tr>
<td>1000</td>
<td>Situation Update</td>
<td>UC updates and coordination with EOC/MAC Group</td>
<td>UC members, Situation UL</td>
<td>ICP/ VTC</td>
</tr>
<tr>
<td>1100</td>
<td>Tactics Meeting</td>
<td>Develop primary and alternate strategies to meet incident objectives and potential resource requirements required for the next operational period</td>
<td>Planning SC, OPS SC, Logistics SC, Resource UL, Safety Officer, Documentation UL, Communications UL</td>
<td>ICP Meeting Room</td>
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<tr>
<td>1200</td>
<td>Team Meeting/ Lunch</td>
<td>Discuss IMT interactions, performance</td>
<td>UC and Key Staff Determined by the UC</td>
<td>UC Meeting Room</td>
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<tr>
<td>1300</td>
<td>Planning Meeting</td>
<td>Review incident status and finalize strategies/tactics/ resource requirements and assignments to meet incident objectives for the next operational period. Receive tacit approval of the IAP from the unified Command.</td>
<td>UC, Command and General Staff, Documentation UL, Situation UL</td>
<td>ICP Meeting Room</td>
</tr>
<tr>
<td>1600</td>
<td>Situation Update</td>
<td>UC updates and coordination with EOC/MAC Group</td>
<td>UC members, Situation UL</td>
<td>ICP/ VTC</td>
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<tr>
<td>1800</td>
<td>Operations Briefing</td>
<td>Present IAP and assignments to the Supervisors/Leaders for the next operational period.</td>
<td>UC, Command &amp; General Staff, Branch Directors, Division/Group Supervisors, TF/ST Leaders, Unit Leaders.</td>
<td>ICP Meeting Room</td>
</tr>
</tbody>
</table>
Activity 4.1 Worksheet

Interface Issues:

1.

2.

3.

EOC Schedule / Incident Name: Train Derailment

Operational Period (Date/ Time) From: To:

<table>
<thead>
<tr>
<th>Time</th>
<th>Meeting Name</th>
<th>Purpose</th>
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</table>
Activity 4.2: EOC Activation and Resource Coordination

Purpose:
The purpose of this activity is to apply key concepts in a scenario-based activity. The information provided is intentionally short to avoid getting too tactically focused. The intent is to keep the class answers and discussion focused on key activities that the EOC performs in its role of supporting Incident Command and the MAC Group. This activity should take approximately 45 minutes to complete, but time will vary based on class composition and the instructor’s approach to the activity.

Liberty County Fair Incident – Initial Response

Background:

Liberty County

The scenario for this activity takes place in Liberty County. Liberty County is 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. 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.
Central City

Central City is the county seat for Liberty County and houses a population of 149,000. It is a diverse city with industrial areas, commercial areas, multi-family housing complexes and single-family sub-divisions. The Central City government includes a Fire Department, Police Department, and Public Works Department. The city has a separate School District, four Hospitals, and two Universities.
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. However, Liberty County requires support from Central City for any large-scale incident at the fairgrounds. The indoor and outdoor facilities at the Liberty County Fairgrounds are used throughout most of the year. The fairgrounds are a 127-acre complex with on-site parking for 7,500 vehicles.
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Part 1: Incident at the County Fair and Rodeo – Initial Response

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.

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 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.

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 runs into 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.

It is now 5:15 p.m., 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 was anticipated to be resolved within a few hours (a single operational period).

The identified hazards included 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, and potential structural collapse of the building hit by the tanker truck. The safety concerns included 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, and traffic congestion that restricts responder vehicle access 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. 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.

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

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

- Fire Trucks with Firefighter Personnel
- Ambulances with Medical Personnel
- Law Enforcement Traffic Control

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 Group Instructions for Supporting Initial Response:

1. Use the Background and Scenario Part 1 information above.
   a. You will be assigned to table groups. The table groups will be assigned different perspectives to create variety in class responses.

2. Read the scenario and then work in table groups to answer the following questions.
   a. What type of incident (i.e. Type 5 to Type 1) is this based on size, complexity, anticipated duration and resources committed?
   b. What is the appropriate EOC Activation Level?
   c. What EOC functions would you ensure are staffed in the EOC? The group’s answer should not discuss individuals, just what functions and skillsets you will need represented in the EOC. This may be informed by the EOC Organizational activity in Unit 3. It may be shorter to discuss any skillsets that the group assesses are not needed than to list all that are.
   d. What types of resources does the Incident Command need and is there value in transitioning resource ordering to the EOC?
   e. Based on your EOC organizational design, how would resource requests flow in the EOC? Describe.

3. Develop initial information for the MAC Group/policy group (initial situation briefing) that explains the group’s answer to each of these questions.

4. The Instructor determines a method for the table group to out-brief based on available time.
Activity 5.1: Essential Elements of Information

This activity gives students the opportunity to develop an EEI for their EOC. Thirty (30) minutes are allowed for completion of the activity (15 minutes for group work; 15 minutes for class discussion).

Activity Instructions

1. Divide into groups.
2. Read the scenario (same basic scenario used in Unit 4)
3. Develop an EEI using *Handout 5.1 EEI Worksheet* and be prepared to review and discuss with the whole class.

Scenario Summary (for additional scenario details refer to Activity 4.2 materials):

- Annual Liberty County Fair and Rodeo
- Fairgrounds just outside Central City in Liberty County
- Thousands of people fill the 127-acre complex
- A large truck jumps the curb near the fairgrounds entrance, passes through the crowd, collides with an exhibit hall and catches fire.
- The scene is chaotic; people are injured and there is an active fire.
- Public safety personnel on scene respond immediately and Incident Command is established.
- The Central City, Liberty County and State of Columbia Emergency Operations Centers are at normal/steady state operations.
- Extensive medical treatment, fire suppression and crowd/traffic control will be required.
- Initially, the EOCs have not:
  - Established effective communications with the field components or with each other.
  - Gained a clear picture of the size, complexity or resource requirements for the incident.
  - Developed Information requirements for the incident.
  - Increase their activation level.
  - Coordinated their initial actions

4. **Each group, representing an EOC staff,** develop one EEI using *Handout 5.1 EEI Worksheet*
**Handout 5-1: Essential Elements of Information (EEI) Worksheet**

<table>
<thead>
<tr>
<th>Incident:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirement</td>
<td>(what information do I need)</td>
</tr>
<tr>
<td>Decision</td>
<td>(what decision will this information support)</td>
</tr>
<tr>
<td>Decisionmaker</td>
<td>(who needs the information to make an incident-related decision</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>(who else may need this information)</td>
</tr>
<tr>
<td>Limitations</td>
<td>(dissemination, handling or storage restrictions for the information)</td>
</tr>
<tr>
<td>Source</td>
<td>(where will I get this information)</td>
</tr>
<tr>
<td>Collector</td>
<td>(Who will collect this information)</td>
</tr>
<tr>
<td>Frequency</td>
<td>(how often do I need to update/ disseminate this information)</td>
</tr>
<tr>
<td>Notes</td>
<td></td>
</tr>
</tbody>
</table>
Activity 5.2: Shared Situational Picture

This activity gives students the opportunity to develop elements of a Situational Picture for an EOC.

Forty-five (45) minutes are allowed for completion of the activity (25 minutes for group work; 20 minutes for class discussion).

1. Divide into groups.
2. Read the scenario for Activity 5.2 (This is a continuation of the same activity used in Unit 4 Activity 4.2 and Unit 5 Activity 5.1).
3. Each group, representing an EOC staff, develop the following for their EOC:
   a. Define two significant decisions or tasks for the EOC.
   b. Complete Handout 5.3 EEI Matrix with the following minimal information
      - Define 2-4 Essential Elements of Information (EEI) for the EOC that support making these decisions (this can include the EEI developed in Activity 5.1)
      - Identify who in the EOC will be responsible for collecting this information.
      - Identify available sources for the data required to meet your EEI Data Collection requirements.
      - Describe how you will communicate updates to this information.
   c. Define how you will communicate these EEI in your Situational Picture using visual displays, electronic systems, printed products, reports, briefings, etc.
   d. Define what stakeholders will need access to your EOC Situational Picture.
4. Be prepared to brief your results to the whole class after 25 minutes.
## Handout 5-3: Essential Elements of Information (EEI) Matrix

<table>
<thead>
<tr>
<th>EEI #</th>
<th>EEI</th>
<th>Information Required</th>
<th>Collector(s)</th>
<th>Source(s)</th>
<th>Update Method/Time</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Weather</td>
<td>Change in current conditions or forecast that will impact current/ next operational period</td>
<td>EOC Situational Awareness</td>
<td>National Weather Service</td>
<td>Live stream weather in EOC/ update forecast hourly</td>
<td>Immediate notification for Life Safety</td>
</tr>
</tbody>
</table>

**Essential Elements of Information (EEI):** “A comprehensive list of information requirements, derived from deliberate plans, needed to promote informed decision making.” FEMA Incident Management Handbook, FEMA B-761, November 2017
Activity 5.3: Public Information

This activity gives students the opportunity to develop elements of Public Information for an EOC.

Thirty (30) minutes are allowed for completion of the activity (15 minutes for group work; 15 minutes for class discussion).

1. Divide into groups.
2. Read the scenario for Activity (This is a continuation of the same activity used in Unit 4 Activity 4.2 and Unit 5 Activity 5.1 and 5.2).
3. Each group, representing an EOC Public Information staff, develop the following for their EOC:
   a. Based on the scenario identify at least three pieces of information that you anticipate the media/public will be seeking from the EOC.
   b. Identify any special handling considerations for these public information requirements (aspects of the public information requirement that may require special handling, restricted distribution or permission to release).
   c. Identify where you believe the EOC will find this information (source).
4. Be prepared to brief their results to the whole class after 15 minutes.
Activity 6.1: Incident at the County Fair and Rodeo – Ongoing Response

Purpose: This activity explores how an expanding incident can impact an EOCs activation level, staffing, role and requirements.

Scenario: It is now just after 6 p.m. and the situation appears to be getting worse. There are over a dozen casualties and at least three dead. The vehicle fire spread quickly to the building, igniting a damaged natural gas line in a kitchen area. The combination of explosion, fire and collision damage caused the building to partially collapse. The fire continues to burn and now threatens other 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 has not been found and the origin and contents of the large truck have not been identified. This raises new concerns that this could have been an intentional act and that the truck could have been transporting something hazardous.

Reports of the incident are on social media and unverified rumors of an intentional attack are spreading. The evening news lead with this story and some larger news outlets are covering the incident. The EOC is receiving numerous media inquiries.

This incident has increased in size, complexity and duration. The Incident Commander shares the following assessment with the EOC:

- The number of hazards and safety concerns has increased significantly.
- The current objectives are still valid, but additional objectives are needed for:
  - Law enforcement investigation of the missing vehicle driver
  - HazMat response to identify and mitigate any Hazardous Materials
  - Public Works response to assess the status if damaged utilities
- These objectives will have to be prioritized, and additional resources will be needed to accomplish the objectives.
- Law enforcement concerns with investigation and crime scene preservation must be reconciled with the other priorities requiring access to the scene such as HazMat.
- Because the incident will now involve more jurisdictions and agencies, a Unified Command with representatives from the various jurisdictions and agencies involved in response to this incident, to include Fire, EMS, Law Enforcement and Public Works is now needed for Incident Command. The Incident Commander is preparing for a transition a Unified Command.
Resource requirements exceed the initial response resources on site, the incident will extend into multiple operational periods, and additional ICS Command and General Staff positions will have to be activated.

Liaisons, a Plans Section, a Logistics Section and an Investigations and Intelligence function are being added in the Incident Command structure.

The supporting EOCs will need to increase their activation level and staffing to better support the incident and will require increased situational awareness.

The MAC Group and a Joint Information Center will be needed to support the incident response.

Outside of the fairgrounds, the county and city are dealing with additional response requirements. There are several vehicle accidents along route 5/10 caused by people fleeing the incident scene. Police, fire and EMS are responding to a collision between a minivan and a tractor-trailer. There is at least one fatality reported and the tractor trailer is labeled with hazardous material placards. Elsewhere in Central City, CCFD is responding to a reported warehouse fire near highway 13 and the railyard.

Additional Background Information on Liberty County and Central City

Communications Network: Liberty County operates a county-wide 911 dispatch center and a unified, interoperable trunked radio system used by all fire, EMS and law enforcement agencies. The Columbia State Police is not on this system.

Hospitals: there are 4 hospitals in Central City with a total of over 600 beds.

Incident Management Teams (IMT): The State of Columbia has one Type II IMT and three Type III IMTs. Central City has one Type IV IMT.

Liberty County Fire Service: Liberty County has 12 fire departments with varying capabilities. The largest is the Central City Fire Department which employs over 300 firefighters. There is a single Level A capable HazMat team in Liberty County.

Liberty County Law Enforcement: Law enforcement agencies have overlapping jurisdictions. The State police handle traffic law enforcement on the Interstate highways and State roads outside of incorporated cities and provide investigative assistance to counties and municipalities. The Liberty County Sheriff Department handles general law enforcement in unincorporated areas of the county using a staff of 201 personnel. They have a Type III SWAT Team. The Central City Police Department (CCPD) handles law enforcement and community safety services within the city limits with a staff of 183 personnel. They have a 5-person bomb squad.

Emergency Medical Services (EMS): The State EMS system organizes ALS and BLS Strike Teams to ensure that all communities have EMS response capability. 200 BLS and 300 ALS ground ambulances are licensed but only a few have HazMat capability. Liberty County EMS is managed by the County Public Health Department. There are a total of 93 personnel providing EMS
services in Central City and Liberty County areas. One rotary-wing air ambulance is located at Central City Hospital.

- Mutual Aid: Mutual aid agreements are in place with six counties adjacent to Liberty County to provide staff and equipment during a Liberty County emergency.

- LIBERTY COUNTY DISASTER AND EMERGENCY SERVICE ORDINANCE 92-651: Section 5.1. Local Emergency: A local emergency may be proclaimed by the governing body of the political subdivision … political subdivisions have the full power to provide mutual aid to any affected area … State agencies may provide mutual aid, including personnel, equipment, and other available resources, to assist political subdivisions during a local emergency or in accordance with mutual aid agreements or at the direction of the Governor. In an appropriately proclaimed State or local emergency, the cost of extraordinary services incurred by political subdivisions in executing mutual aid agreements shall constitute a legal charge against the State when approved by the Governor.
Central City Incidents Map

1. Liberty County Fairgrounds Incident
2. Highway Tractor-trailer Hazmat Incident
3. Warehouse Fire Incident
Activity 6.1 Instructions

1. One (1) hour is allotted for this activity (30 minutes for group work and 30 minutes for class discussion)

2. Use Activity 6.1 Scenario information (above).

3. Remain in your assigned table groups unless otherwise directed by the instructor.

4. Read the scenario and then work in your table group to answer the following questions.
   a. What type of incident (i.e. Type 5 to Type 1) has this become based on the changes in size, complexity, anticipated duration and resources committed?
   b. Should the Activation Level for their EOC change? To what level and why?
   c. Are there any additional EOC Skillsets or are there any Technical Specialists needed in the EOC for this incident?
   d. What new information is needed by the EOC to effectively support the incident? Identify at least two new Essential Elements of Information for the EOC. Record these on your group’s EEI Matrix (from Unit 5 Activity 5.3)
   e. What information or intelligence that the EOC will manage will have special requirements for handling and dissemination?
   f. Should any aspects of resource management shift from incident command to the EOC? If yes, specify what aspects and why this would be beneficial.
   g. Thinking about the scenario, identify any resources that may become scarce and require resource prioritization guidance or decisions by the MAC Group. Note that there is not a detailed resource lists for the scenario; this is to avoid getting too tactically focused. This assessment should be based on the scenario information provided and the group members experience.
   h. What demobilization and transition to Recovery preparations or actions should the EOC be planning for now during ongoing response?
   i. What Public Affairs recommendation would you make to the MAC Group regarding speculation that this incident was intentional?

5. The instructor will determine a method for table groups to out-brief based on available time. In the out-briefs, you should explain not only your group’s answer to the questions, but also how you adjusted that aspect of the EOC based on the changing requirements for the expanding incident.
### Activity 7.1: Community Lifelines Analysis Worksheet

<table>
<thead>
<tr>
<th>Community Lifeline and Components</th>
<th>Status</th>
<th>Impacts</th>
<th>Actions (ESF/RSF Link)</th>
<th>Limiting Factors and Time to Stabilization</th>
<th>EOC Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
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<td>Highway/Roadway</td>
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<td>Pipeline</td>
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</tr>
<tr>
<td><strong>Roadways are blocked</strong></td>
<td></td>
<td>100,000 survivors have no access to public transportation and emergency support services</td>
<td>Route clearance and debris removal ESFs: 1-Transportation 3-Public Works and Engineering RSF: 5-Infrastructure Systems Recovery</td>
<td>Limited route clearance and debris removal resources. Estimate one week to stabilize.</td>
<td>1. Maintain staffing to support Situational Awareness (SA). 2. Develop EEIs for status of roadways. 3. Provide SA on status of roadways to Senior Officials and ESF/RSF leads. 4. Support potential resource requests to support route clearance and debris removal.</td>
</tr>
</tbody>
</table>

**Sample Community Lifelines Analysis for Transportation**

**Components:** Identify the components of each lifeline (check appropriate boxes for each lifeline).

**Status:** Summarize the cause of the instability. Status statement should clearly describe why the component is not stable.

**Impacts:** Outline the specific effects of the impacted lifeline component on survivors and response.

**Actions:** Describe the whole community actions that are being taken or must be taken to stabilize this component of the impacted Community Lifeline. As a part of your answer describe which ESF would have been involved in stabilizing this component during Response, and what RSF will assume responsibility for lifeline restoration during Recovery.

**Limiting Factors and Time to Stabilization:** Detail any issues that will prevent stabilization and estimate the timeframe for that component to be stabilized.

**EOC Role:** Describe the role or actions that the EOC will likely have in stabilization of the Community Lifeline Component during the transition from Response to Recovery.
<table>
<thead>
<tr>
<th>Community Lifeline and Components</th>
<th>Status</th>
<th>Impacts</th>
<th>Actions (ESF/RSF Link)</th>
<th>Limiting Factors and Time to Stabilization</th>
<th>EOC Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and Security</td>
<td>Law Enforcement/Security</td>
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<td>Search and Rescue</td>
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<td>Fire Services</td>
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<td>Government Services</td>
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<td>Responder Safety</td>
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<td>Imminent Hazard Mitigation</td>
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Unit 7: The EOC Transition to Recovery
SM-322
<table>
<thead>
<tr>
<th>Community Lifeline and Components</th>
<th>Status</th>
<th>Impacts</th>
<th>Actions (ESF/RSF Link)</th>
<th>Limiting Factors and Time to Stabilization</th>
<th>EOC Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food, Water and Sheltering</td>
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<tr>
<td>Evacuations</td>
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<tr>
<td>Food/Potable Water</td>
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<tr>
<td>Shelter</td>
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<tr>
<td>Durable Goods</td>
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<td>Water Infrastructure</td>
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<td>Agriculture</td>
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</table>
## Community Lifeline and Components

<table>
<thead>
<tr>
<th>Health and Medical</th>
<th>Status</th>
<th>Impacts</th>
<th>Actions (ESF/RSF Link)</th>
<th>Limiting Factors and Time to Stabilization</th>
<th>EOC Role</th>
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<tr>
<td>Energy (Power and Fuel)</td>
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</table>

- **Health and Medical**
  - Medical Care
  - Patient Movement
  - Public Health
  - Fatality Management
  - Health Care
  - Supply Chain

- **Energy (Power and Fuel)**
  - Power (Grid)
  - Temporary Power
  - Fuel
## Community Lifeline and Components

<table>
<thead>
<tr>
<th>Communications</th>
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<tbody>
<tr>
<td>Infrastructure</td>
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<tr>
<td>Alerts, Warnings, and Messages</td>
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<tr>
<td>911 and Dispatch</td>
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<td>Responder Communications</td>
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<td>Financial Services</td>
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### Table

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<thead>
<tr>
<th>Community Lifeline and Components</th>
<th>Status</th>
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<th>Actions (ESF/RSF Link)</th>
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<td>Communications</td>
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<td>Community Lifeline and Components</td>
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<td><strong>Hazardous Material</strong></td>
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<td>Facilities</td>
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<tr>
<td>Incident Debris, Pollutants, Contaminants</td>
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</table>
Activity 7.1: Community Lifelines Analysis

**Instructions:** Working in small groups.

**Activity 7.1 Instructions**

**Assign** each table or group a scenario:
- A magnitude 6.8 earthquake impacting a dense urban area
- A category 2 hurricane impacting a remote coastal community
- A series of tornadoes impacting several small, remote, dispersed rural communities
- Wildland fires affecting large forested areas and several adjoining residential areas
- Wide-spread flooding following a series of storms impacting a medium sized city
- A terrorist bombing in a dense urban area producing high casualties

**Working in assigned groups:**
1. Review your assigned scenario on the activity sheet.
2. Briefly discuss potential incident impacts for each Community Lifeline.
3. Fill out the Community Lifelines Worksheet for one lifeline that you anticipate will be significantly impacted by the event and will require stabilization or sustainment.
   a. Anticipated **status** of at least two components within the selected Community Lifeline.
   b. **Impact** of the Community Lifeline component on survivors and Response.
   c. What **Actions** must be taken to stabilize the Community Lifeline component. Include the ESF and RSF that would be expected to coordinate this action.
   d. What **limiting factors** will prevent stabilization and what is the **estimated timeframe** to achieve stabilization.
   e. What is the likely **EOC role** in facilitating the stabilization of the Community Lifeline.
4. Choose a spokesperson to explain your conclusions. Be prepared to share your work in 15 minutes.

Groups will have 15 minutes to discuss the challenges, then will be asked to share their work.
Activity 7.2 Instructions:

1. Remain in your assigned table groups.

2. Read the scenario and then work in table groups to answer the following questions. Twenty (20) minutes are allotted to develop group answers.
   a. Identify the ongoing issues that remain unresolved at the time of the demobilization of the incident command.

   b. Complete a Community Lifelines analysis (using the Community Lifelines worksheet provided in the course materials) to determine if there are any these ongoing issues that impact critical business or government functions or are critical to human health, safety or economic security.

   c. From the Community Lifelines analysis, select and be prepared to brief two of the identified issues that the community must stabilize following this incident. For each, identify:
      i. What ESF/RSF could be used as a coordination mechanism for the activity
      ii. What departments or agencies in Liberty County will likely participate in the stabilization and subsequent recovery activity?
      iii. Is there any likely source of Federal, State or non-governmental assistance that could be applicable to stabilization and restoration of that Community Lifeline?
      iv. What role the EOC will have in supporting stabilization and transition of responsibility for restoration of the Community Lifeline during Recovery?

3. The instructor will determine a method for the table group to out-brief based on available time. Twenty-five (25) minutes are allotted for group responses and discussion.
Activity 7.2: EOC Actions for Recovery

Scenario Part 3: Demobilization and Transition to Recovery

It is now 5:30 a.m. and the situation at the fairgrounds is under control. There are 15 known casualties under medical care at local hospitals. Two firefighters were injured in the response and were taken to local hospitals for treatment. Hospital capacity has not been exceeded. There were four known deaths and their remains are in the custody of the medical examiner. Cause of death determinations and victim identification have not been completed. The vehicle driver at the fairgrounds incident, tentatively identified as an employee of the trucking company, is believed to be one of the incident deaths.

Liberty County anticipates that there will likely be legal claims against the county related to the individuals hurt and killed, and property damaged in the incident.

Local dispatch and the EOC continue to receive a high volume of inquiries from family and friends of people who were believed to be at the fairgrounds and are unaccounted for. A combined total of over 200 inquiries have been received at separate locations; it is unclear how many of these are duplicate reports.

The vehicle and building fires have been extinguished. However, there are wider impacts. The natural gas explosion and fires have caused significant damage to both natural gas and electrical power distribution systems for much of Central City and portions of Liberty County. The areas adjoining the fairgrounds have been without power or natural gas for over 12 hours. Additionally, the interruption of natural gas and electrical power have impacted the city’s water distribution and sewage treatment plants. Approximately 1,000 residents and business owners are without electricity, natural gas and water. Hospitals and other health care facilities are operating on generator power. This is providing the highest priority life sustaining capabilities of the hospitals, but is interfering with routine, non-emergency operations at these facilities. Initial estimates are that repairs to get these systems fully functional is expected to take at least 36-48 hours. Daytime temperatures are forecasted to reach a high of 97 degrees with high humidity. Many residents may not be able to safely remain in their residences during this time without electricity, gas, clean water and sewage treatment.

The partially collapsed building is structurally unstable and has been cordoned off. No survivors are believed to be in the rubble, but this must be confirmed. Some surrounding fair grounds structures, as well as the previously mentioned gas and electrical infrastructure, were also damaged by the fire. The degree of structural damage to the buildings has not been determined. Large areas of the fairgrounds will require repair before the fairgrounds can return to normal operations.

No hazardous materials other that fuel and oils were identified by the HazMat Team in the crashed truck at the Fairgrounds. Whether this was an accident, or an intentional act remains under investigation. Although assessed as a low likelihood that this is a terrorist attack, law enforcement continues to investigate and remain alert for any indications of potential co-conspirators or secondary attacks.
The crowds have dispersed, and traffic has cleared from the area. Most of the vehicle accidents along route 5/10 caused by people fleeing the incident scene have been cleared, however the tractor trailer was carrying hazardous materials and police, fire and HazMat personnel remain on the scene. Route 5/10 remains closed to traffic in both directions. The damage to the trailer is an ongoing concern and the County Official directed a downwind evacuation for ¼ mile northeast of the accident site. Approximately 90 people were displaced by this evacuation. Because of damage to the trailer, the hazardous materials must be carefully off loaded and overpacked. These hazardous materials are temperature sensitive and can be extremely volatile if not kept cool. The Interchange between East-West route 5/10 and North-South Interstate 107 is also in the affected area and is closed off. This will significantly impact both morning commutes and through traffic in Northern Central City until resolved. Initial indications are that it may take more than 12 hours before the Highway HazMat incident can be remediated, and personnel safely can return to their residences.

The Central City Fire Department has resolved the warehouse fire near highway 13 and the railyard and is demobilizing. All east-west rail traffic through Central City remains stopped until firefighting apparatus and debris are cleared from the rail yard. This is not expected to take more than 2 hours to complete.

Reports of the incident have proliferated on television, radio and social media, and speculation of an intentional attack continues. Unverified stories that the vehicle driver may have been associated with extremist viewpoints are circulating. As news outlets prepare for the morning news cycle, the EOC continues to receive a high volume of media inquiries.

The Incident Commander shares the following assessment with the EOC: All immediate hazards and safety concerns at the fairgrounds incident site have been stabilized or mitigated. The Incident Command has initiated demobilization and incident close-out activities.
Central City Incidents Map

1. Liberty County Fairgrounds Incident
2. Highway Tractor-trailer Hazmat Incident
3. Warehouse Fire Incident
Activity 8.1: EOC Design

**Objective:** to allow students to design an EOC with consideration for the factors discussed in Unit 8.

**Instructions:**

1. Return to the groups used in the Unit 3 EOC Organizational Structure activity. Each group will be using the same EOC organizational structure assigned during the previous Unit 3 activity.

2. Groups will be given 45 minutes to design an EOC for their assigned municipality using the information provided with this activity. Read the activity materials and develop group responses for the activity.

3. After 45 minutes, your group should be prepared to share their work with the class. Use of a wall chart or projected image for both the EOC Organizational Structure and the EOC layout is recommended to effectively display this information to the class. Group briefings will address the following questions:
   a. Briefly review the EOC structure you were assigned and how the EOC Skillsets are organized for your EOC.
   b. Identify the departments, agencies, voluntary and community agencies and private sector partners that you determined must have space in the EOC.
   c. Describe your EOC design.
      - How did you design your EOC (general description of the layout)?
      - What size EOC staff and partners will your EOC Design accommodate (this will be an analysis of how many personnel your design will accommodate).
      - Where will the staff performing specific EOC Skillsets will be seated within the EOC? Which skillsets or partners did you co-locate, and which required away space?
      - Where and how will the Situational Picture will be displayed in the EOC?
      - Briefly describe your equipment requirements and use of the budget.
   d. Outline challenges you encountered during your EOC Design process - space, layout, budget, partners, etc.

4. Following group work, 30 additional minutes are allocated for brief backs and group discussions on their approach to EOC Design.
Scenario
As director of the EOC, you are responsible for structuring Central City’s new Emergency Operations Center. The City Emergency Management Senior Official has asked you for a proposal for a new EOC structure. The mayor has requested that you create a design of the layout of your new facility, along with a cost estimate that falls within your budget. Design should take into consideration the EOC Organizational Structure that you briefed during your last meeting. She wants the EOC to include voluntary and community organizations, as well as having room for private sector partners. She expects a robust EOC capable of responding to all emergencies that may befall the county.

Staffing
- Your design should accommodate your EOC Staff for full EOC activation.
- The six-person MAC Group has a separate meeting location away from the EOC but will need access to meeting space in the EOC if required.
- The PIO will require space (located in the 2500 sq. ft. EOC footprint) to conduct media briefings for up to 12 media personnel.
- In addition to your EOC Staff, you must provide recommendations on which departments, agencies, voluntary and community agencies and private sector partners should have space in the EOC. The chart below lists common partners that may be included in the EOC. Each group can add partners that are not on this list.

| Departments, agencies, voluntary & community agencies, private sector partners: |
|---------------------------------|-----------------|-----------------|
| Liberty County                  | Central City    | Community & Private Sector |
| Office of Emergency Management  | Mayor’s Office  | Central City Electric Power Company (CCEPCO) |
| Sheriff’s Department            | Office of Emergency Management and Homeland Security | Columbia Northeast Water Authority |
| Department of Education         | Police Department | American Red Cross |
| Department of Planning and Buildings | Fire & Rescue Department | United Way |
| Treasurer                       | Department of Administration and IT | Community Foundation of Greater Central City |
| Road Commissioner               | Department of Finance | Columbia State University |
| Drain Commissioner              | Department of Water and Sewage | Private Sector Partners |
| County Clerk                    | Department of Planning | |
| Senior Services Agency          | Department of Public Health | |
| Register of Deeds               | Economic Development Corp | |
| Prosecuting Attorney            | City Attorney | |
| Office of Court Administration  | Office of Human Resources | |
|                                 | Transit Authority | |
Facility

- You have been given a 2,500 square foot space for your EOC. You will have the ability to shape EOC space how you would like, but it cannot be more than 2,500 sq. ft. (50’x50’).

- Some common space allocations are provided in the facility space guidelines. These should help you understand how much space certain workspace and meeting room arrangements will occupy. These guidelines include the furniture. For example, the 65 square feet for a cubicle workstation includes the cubicle’s desk and chair.

- Groups are not expected to draw every individual EOC table and chair in their EOC design. The minimum requirement is to describe how the space is allocated and used. For example, a group could indicate that a 250 square foot area in the center is allocated for a private office for the EOC Director, a 360 square foot area next to it is a conference room that can hold up to 12 people, and at the top of the diagram is an 850 square foot open plan shared work group area that can seat 10 staff.

- Construction costs such as interior walls, doors, lighting, electrical and internet wiring and other services will come from a separate line item, and do not need to be considered at this time. Additionally, you do not need to plan for reception areas, restrooms, storage areas or lunch areas within your design. These will be available elsewhere in the building.

Facility Space Guidelines

<table>
<thead>
<tr>
<th>Item</th>
<th>Square Feet</th>
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<tbody>
<tr>
<td>Executive Office</td>
<td>250</td>
</tr>
<tr>
<td>Private office for one worker</td>
<td>150</td>
</tr>
<tr>
<td>Shared work group area for one person</td>
<td>85</td>
</tr>
<tr>
<td>Cubicle workstation for one person</td>
<td>65</td>
</tr>
<tr>
<td>Private space for every 10 open or work group spaces</td>
<td>100</td>
</tr>
<tr>
<td>Conference room table seating</td>
<td>30</td>
</tr>
<tr>
<td>Theater style briefing room seating</td>
<td>15</td>
</tr>
</tbody>
</table>
Budget

You have received a budget of $50,000 to equip your new EOC. You will also have a monthly maintenance budget of $6,000.

You should make your equipment selection based on the EOC layout. For example, a 360 square foot conference room that can hold up to 12 people may need three 4-person tables, 12 wheeled office chairs, a network drop, a VOIP phone, a 60-inch screen, and a whiteboard.

<table>
<thead>
<tr>
<th>Equipment Costs</th>
<th>Item</th>
<th>Purchase Cost</th>
<th>Monthly Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Furniture</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Person Table (6 ft by 2 ft table)</td>
<td>$300</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>2 Person Table w/network drops</td>
<td>$500</td>
<td>$20</td>
<td></td>
</tr>
<tr>
<td>2 Person Table w/network drops &amp; 4 electrical outlets</td>
<td>$600</td>
<td>$30</td>
<td></td>
</tr>
<tr>
<td>Podium</td>
<td>$400</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>4 Person Table (6 ft by 4 ft)</td>
<td>$550</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>4 Person Table w/network drops</td>
<td>$950</td>
<td>$40</td>
<td></td>
</tr>
<tr>
<td>4 Person Table w/network drops &amp; 4 electrical outlets</td>
<td>$1,150</td>
<td>$60</td>
<td></td>
</tr>
<tr>
<td>Cubicle with walls, desk, network drops and outlets</td>
<td>$2,000</td>
<td>$30</td>
<td></td>
</tr>
<tr>
<td>Desk</td>
<td>$500</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Wheeled Office Chair</td>
<td>$200</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Stackable Chair</td>
<td>$75</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td><strong>Information Technology</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laptop Computer</td>
<td>$1,500</td>
<td>$150</td>
<td></td>
</tr>
<tr>
<td>Desktop Computer with monitor</td>
<td>$950</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>GIS-rated Computer</td>
<td>$2,000</td>
<td>$200</td>
<td></td>
</tr>
<tr>
<td>Individual Network Drops</td>
<td>$100</td>
<td>$10</td>
<td></td>
</tr>
<tr>
<td>VOIP Telephones</td>
<td>$150</td>
<td>$20</td>
<td></td>
</tr>
<tr>
<td>Traditional Landline Phones</td>
<td>$85</td>
<td>$10</td>
<td></td>
</tr>
<tr>
<td>Phone Headsets</td>
<td>$50</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Lampless Projector</td>
<td>$1,100</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Traditional Projector</td>
<td>$850</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Projector Screen</td>
<td>$125</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>75 Inch TV</td>
<td>$2,000</td>
<td>$25</td>
<td></td>
</tr>
<tr>
<td>60 Inch TV</td>
<td>$900</td>
<td>$25</td>
<td></td>
</tr>
<tr>
<td>50 Inch TV</td>
<td>$500</td>
<td>$25</td>
<td></td>
</tr>
<tr>
<td>Printer</td>
<td>$2,000</td>
<td>$50</td>
<td></td>
</tr>
<tr>
<td>Network Printer/Copier/ Scanner</td>
<td>$4,000</td>
<td>$150</td>
<td></td>
</tr>
<tr>
<td><strong>Other Equipment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40 Inch Whiteboard</td>
<td>$75</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Large Bulletin Board</td>
<td>$65</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Coffee Machine</td>
<td>$200</td>
<td>$25</td>
<td></td>
</tr>
</tbody>
</table>
Activity 8.1 EOC LAYOUT WORKSHEET

1 square = 4 square feet. (2’x2’)

Unit 9: Training, Exercising, and Corrective Actions
SM-369