



# **Kenosha Sheriff's Department Division of Emergency Management Emergency Operations Center (EOC)**

## *Guidebook*

### *Supplement to the Kenosha Sheriff's Department Division of Emergency Management Comprehensive Emergency Management Plan (CEMP)*

*Items and information in this guide came from a variety of sources (Federal, State, and Local) as well as from lessons learned in prior activations. This guide is meant to be a way to run an EOC, not the only way. Modify as needed.*

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# Kenosha Sheriff's Department Division of Emergency Management County Emergency Operations Center (EOC) Guidebook for Operations

Kenosha Sheriff's Division of Emergency Management County EOC and alternate addresses are:

Primary: Kenosha Sheriff's Department 1000 55<sup>th</sup> Street, Kenosha, WI 53140  
Secondary: Kenosha County Center 19600 75<sup>th</sup> Street, Bristol, WI 53104  
Tertiary: Kenosha County Detention Center 4777 88<sup>th</sup> Street, Kenosha, WI 53144

## EOC Mission

**Support:** It is the mission of the Emergency Operations Center to support and coordinate response and recovery activities in support of local Incident Command structures during natural and manmade emergency events. The actions in the EOC will provide a collaboration of decision making minimizing injury and suffering to citizens and preventing damage to property and the environment. The EOC supports policy, coordination, and operations in major emergencies.

EOC operations span contiguous phases of emergency response and recovery. The EOC will assist in coordinating the activities of all departments and other organizations in support of the response to a major or catastrophic emergency and measures to be taken for a smooth transition into intermediate and long-term recovery. The **scope of EOC operations** and support actions will include:

- ✓ Providing and maintaining situational awareness for Command and policymakers.
- ✓ Providing emergency notification and warning.
- ✓ Describing emergency mobilization procedures.
- ✓ Providing emergency decision-making.
- ✓ Implementation of emergency protective actions.
- ✓ Coordinating a rapid assessment of the impact and immediate emergency resource needs.
- ✓ Coordinating and providing security to the areas affected by the disaster if needed.
- ✓ Coordinating and dissemination of information and instructions to the public.
- ✓ Coordinating emergency relief operations to victims.
- ✓ Compiling preliminary damage assessments to determine the need for Federal Assistance.
- ✓ Summarizing procedures for requesting Federal disaster assistance.
- ✓ Relaxation of protective actions and coordination of re-entry into evacuated areas.
- ✓ Restoration of essential public facilities and services.
- ✓ Preparing for Federal disaster assistance (public and private).
- ✓ Coordination of resources and materials.

- ✓ Coordination of volunteer organizations.
- ✓ Coordinating restoration of public infrastructure damaged by the emergency or disaster.

Please note that none of the above is on-scene, front-line operational tasks such as firefighting, search and rescue or crime scene investigations. **The EOC provides support and coordination only.**

**Extended Operations:** The EOC may be required to operate on a 24-hour basis for the duration of an emergency. During a 24 hour operation, shifts could be 8 - 12 hours but may be adjusted based on the needs created by the emergency. Each position in the EOC must have a total of, at a minimum, three people designated to cover shift staffing during 24 hours.

### Main EOC Positions

- **County Executive**
- **Department Heads/Supervisors**
- **Emergency Management**
- **Others as needed**

**Agency Heads & Command Staff Policy Group:** This Group is responsible for all policy and directive development and interpretation to coordinate incident response assets. The positions are staffed according to the situational needs of the emergency, i.e., Fire, Law Enforcement, Public Works, etc. The Agency Heads & Command Staff Policy Group consists of the County Executive and upper-level personnel from participating agencies, who possess the legal authority to commit their respective departmental resources.

**Situation and Planning Group:** The EOC Situation and Planning Unit collects, evaluates, disseminates, and documents information about the incident, status of resources, develops the Incident Action Plans, compiles damage assessment, and develops response and recovery plans in support of field-based Incident Command Structure(s).

**Resource Status and Procurement Unit:** The EOC Resource Status and Procurement Unit are responsible for monitoring the operational status of committed resources, providing all support needs to emergency incident sites, ordering all resources, and providing facilities, supplies, and services. Additionally, this unit is responsible for tracking and recording all incident costs.

**Public Information Unit:** The EOC Public Information Unit is responsible for collecting, coordinating and disseminating emergency public information. It coordinates the establishment of a Joint Information Center and establishes protocols for briefing the media and the public.

## **EOC Activation Process**

The following individuals are **authorized to activate** the EOC for unscheduled events during situations where the need for EOC-level coordination is evident:

- (1) The County Executive or designee.
- (2) The County Sheriff or designee.
- (3) The Emergency Management Director or designee.

Once a situation develops or is projected to occur, one or all of those listed above will determine whether to activate the EOC and the activation level. An activation form will be filled out listing which supports staff is needed to report to the EOC. This form will be given to Joint Services Records to initiate contacting those needed from the EOC Activation List. The activation level and staffing needs in the EOC is subject to change as the emergency evolves.

The KSD Emergency Operations Center is in a constant state of readiness. The EOC is equipped with tables, chairs, phones, an arsenal of laptops, internet and printing capabilities along with one large main monitor and three smaller monitors capable of projecting various media information. There are a radio room, dispatch area, and conference room.

### **Levels of Activation**

The potential or actual significant threat to the community will initiate an accredited program of four response levels depending on the situation. These levels are based on increasing levels of damage or support needs from minor to major. During "fast-breaking" events, initial activation levels can be skipped or will be time-compressed and concurrent. The activities listed under each level of activation are suggested guidelines for appropriate actions and staffing at that level. Actual activities and staffing will be determined at the time of activation.

*\*When training, exercising or activating the EOC, it must be understood that up to 50% of designated EOC staff may not be able to respond or may be delayed due to illness, injury, family problems, out of town commitments or being a victim of the emergency.*

Once activated as a multiagency coordination entity, the Kenosha Sheriff's Division of Emergency Management County EOC directs and coordinates the County's overall response to emergency events. Individual field departmental supervisors retain tactical control of resources assigned to incidents.

### **Level 4 Pre-Activation (Monitoring)**

Kenosha Sheriff's Division of Emergency Management County Emergency Management is on call 24 hours a day to receive calls from county departments and local jurisdictions relating to emergencies. Kenosha Sheriff's Division of Emergency Management Continuously monitors events around the county through frequent contacts with the National Weather Service, neighboring jurisdictions and the Wisconsin Emergency Management Duty

Officer. When appropriate, County Emergency Management will issue a press statement indicating that even though the EOC is not activated the County is monitoring the situation and that citizens should take precautionary measures.

When an incident or developing event has the potential to threaten life safety, cause significant property or environmental damage in the community, a Level 4 activation may be needed. This level can be managed through a conference call or meeting outside of the physical EOC with situation reports coming from departmental operations centers. Those authorized above can activate and deactivate the EOC.

Staff begins coordinating with the Emergency Management Director to assess the incident and its scope. The Emergency Management Director, Public Safety staff and designated representatives confer with county and state officials. Information is gathered, and the event is monitored, and the County Executive and Kenosha Sheriff is kept informed. Depending on the situation, Level 4 is either brought to closure if the threat has passed or is elevated to Level 3 or higher.

### **Level 3 Activation (Minimal EOC Activation, Enhanced Monitoring)**

Kenosha Sheriff's Division of Emergency Management, in conjunction with the Sheriff, Fire Chief, or other appropriate officials and on-scene incident commander, determines that a minimal activation of the County Emergency Operations Center will be necessary. Though all activities, manpower and resource management will be handled from a field incident command post, the EOC with minimum staffing would actively monitor field operations and conditions. This type of emergency would be small and localized in nature, not having any significant impact on the health and well-being of citizens outside of the direct confined area of the emergency.

When an incident or event has occurred, and there is the **potential or actual need** for some resources that exceed departmental supplies, or there is a potential need for inter-departmental resource coordination or area-wide situational awareness, a Level 3 Activation may be needed. The physical EOC will be opened and only assigned personnel will locate there. Those authorized can activate and select additional support staff from the EOC Activation List.

The County Executive may declare a state of emergency at this level. The Emergency Management Director will notify the State who will inform FEMA Region V and monitor activities during Level 3. State resources may be pre-positioned if the situation warrants. Wisconsin Emergency Management (WEM) will keep the Governor's Office apprised of the situation. If state assistance is not needed, the state will continue to monitor the incident until closure.

### **Level 2 Activation (Partial EOC Activation)**

A decision to partially activate the EOC will be made if it is determined that the field incident command post will require additional manpower and resource support, definite need for various resources that exceed departmental and municipal supplies and multi-jurisdictional resource coordination, situational awareness is required or that the media and general citizen interest in the emergency will be great enough to warrant redirection of media and citizen requests about the incident to the EOC rather than burden the field incident commander with such activity.

A local state of emergency has been declared. If not already done so, the physical EOC will be opened, and assigned staff will locate there.

During this level of activation of the EOC, varying levels of staffing will occur and operational periods will need to be established for follow-on shifts. All staff will continue to collect information and monitor the situation to determine if further response actions are necessary. Partial activation of Emergency Support Functions (ESFs) occurs at Level 2. Additional ESFs may be placed on standby. If a county or state assistance is required, the Governor may declare a state of emergency and may request federal Assistance if needed. DHS/FEMA Region V monitoring of the event may increase to the point that the DHS/FEMA Emergency Response Team may be sent to Wisconsin and federal resources are pre-positioned for potential federal response assistance. Local, county and State-level damage assessment, needs assessment and information gathering operations to continue. If the incident continues to escalate and local and county resources are inadequate to address response/recovery needs, then the activation will be elevated to Level 1.

### **Level 1 Activation (Full EOC Activation)**

This type of disaster or emergency event would be one that impacts a large number of citizens throughout the county other than those directly impacted at the disaster scene. Under a Level 1 Emergency, members of each of the emergency support functions (ESF) may be required to report to the Emergency Operations Center to support field operations.

The County Executive, as well as other elected officials (if necessary) will report to the EOC to assist the field incident command operations, get a full-scale assessment of the disaster and have the PIO handle all media inquiries, press releases, and citizen inquiries. The EOC would also take over all requests from the field for resources, mutual aid, state, and federal assistance as necessary.

When a significant incident or event has occurred, and there is a massive need for resources that exceed departmental and municipal supplies, and there is a need for multi-jurisdictional resource coordination and situational awareness, a level 1 Activation is needed. A local state of emergency has been declared. The physical EOC will be opened, and the needed staff will report there. Those authorized would activate the EOC.

Full activation of the EOC with planning for 24-hour staffing and activation of all appropriate state ESFs occurs at Level 1. The County Executive will request response and recovery assistance from the state government through the County Emergency Management Director. The local, county and state ESFs coordinate activities with their federal ESF counterparts. The EOC maintains close coordination with higher level counterparts.

## Initial Actions to Begin EOC Operations

Once information has been gathered that an event has occurred or may occur in the near future that will significantly impact the public welfare of the community, any command staff duty personnel (law enforcement, fire, public works) may *request* an activation of the Kenosha Sheriff's Division of Emergency Management County Emergency Operations Center. The request will be made to the Emergency Management Director or designee who will determine the initial activation level.

Before the activation level can be established by the Emergency Management Director, the needs of the local IC (Incident Commander) or larger community will determine the mission or functions assigned to the EOC. The mission may initially be one of a monitoring or situational awareness and develop into a larger role of direct support. The needs of affected Departments will be a guide to the mission of the EOC as will the need for strategic situational awareness needed by policymakers. This can be established through a conference call or initial meeting of key personnel (Agency Heads and Department leaders).

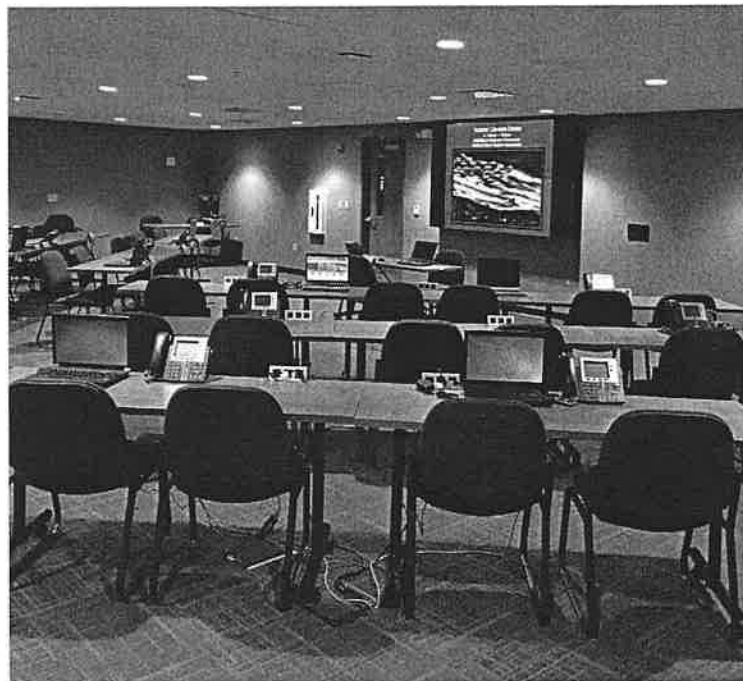
If the initial mission is to simply monitor and maintain situational awareness (the big picture) and nothing more, then a **Level 4** activation is all that will be required. If direct resource management, public information and policy direction are needed, then a **Level 3** activation may be required. If most resource coordination and support, public information and policy decisions are made in the EOC, then a **Level 2** activation is needed. When a significant incident or event has occurred, and there is a massive need for resources that exceed departmental and municipal supplies, and there is a need for multi-jurisdictional resource coordination, a **Level 1** activation is required. *At any point, Kenosha Sheriff's Division of Emergency Management County Emergency Management can upgrade or downgrade the EOC activation level and activate or demobilize additional selected functions as needed.*



# EOC ROOM LAYOUT AND EQUIPMENT



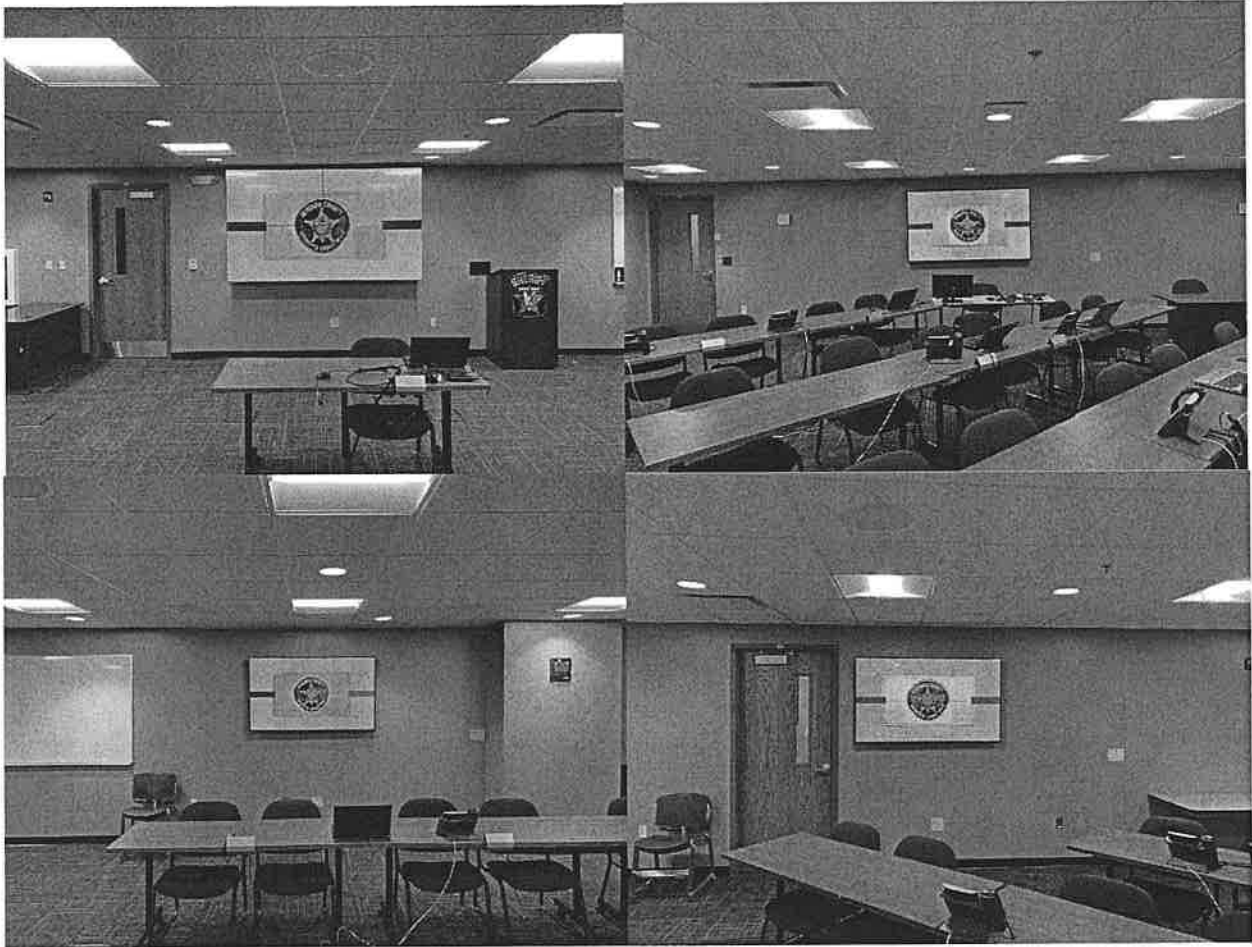
NORTHEAST CORNER VIEW OF EMERGENCY OPERATIONS CENTER.



NORTHWEST CORNER VIEW OF EMERGENCY OPERATIONS CENTER

## EOC MONITORS:

- The EOC has four flat panel monitors mounted on the walls. The one next to the storage room has wall mounted VGA and audio computer inputs.



ONE MONITOR LOCATED ON EACH WALL OF THE EMERGENCY OPERATIONS CENTER.

**PIO WORKSTATION:**  
PHONE: (262) 605-7904



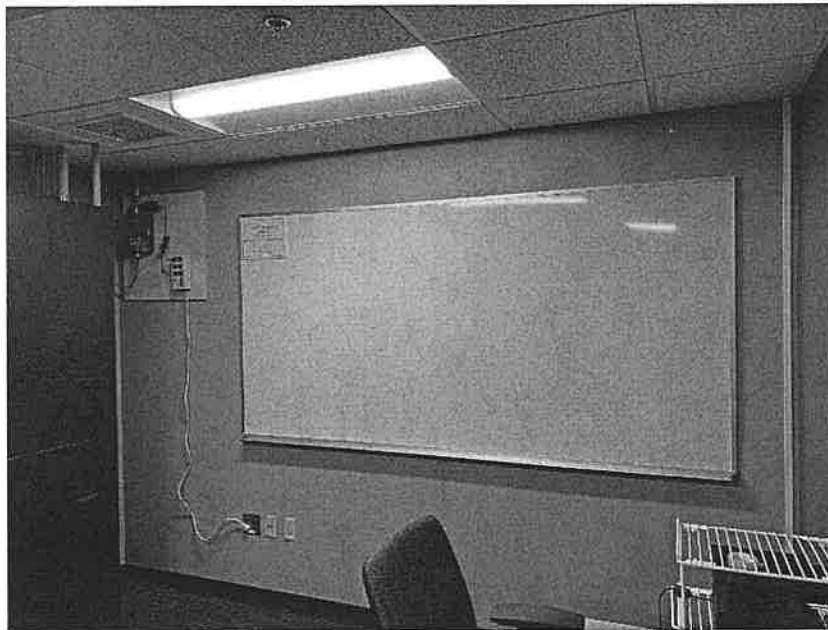
**CONTROL STATION:**



**RADIO & DISPATCH ROOM:**  
PHONE: 262-605-7971



EOC COMMUNICATIONS ROOM





EOC SERVER



## CISCO TELEPHONES:

- The EOC Room is equipped with 16 VOIP phones with extensions ranging from 7904, 7906-7920.
- The Radio/Communications Room is equipped with a VOIP phone with extension 7971.
- The EOC Conference Room extension is 7332.
- The VOIP line number is programmed into the phones regardless of the jack they are plugged into.
- The phones in the EOC and Radio/Communications Room are capable of a caller leaving a message with a password of 2 4 6 8 #.
- The Public Information Officer Phone extension is 7904.
- All phone prefixes are 605 with an Area Code of 262.



16 PHONES LOCATED ON TABLES OF THE EMERGENCY  
OPERATIONS CENTER

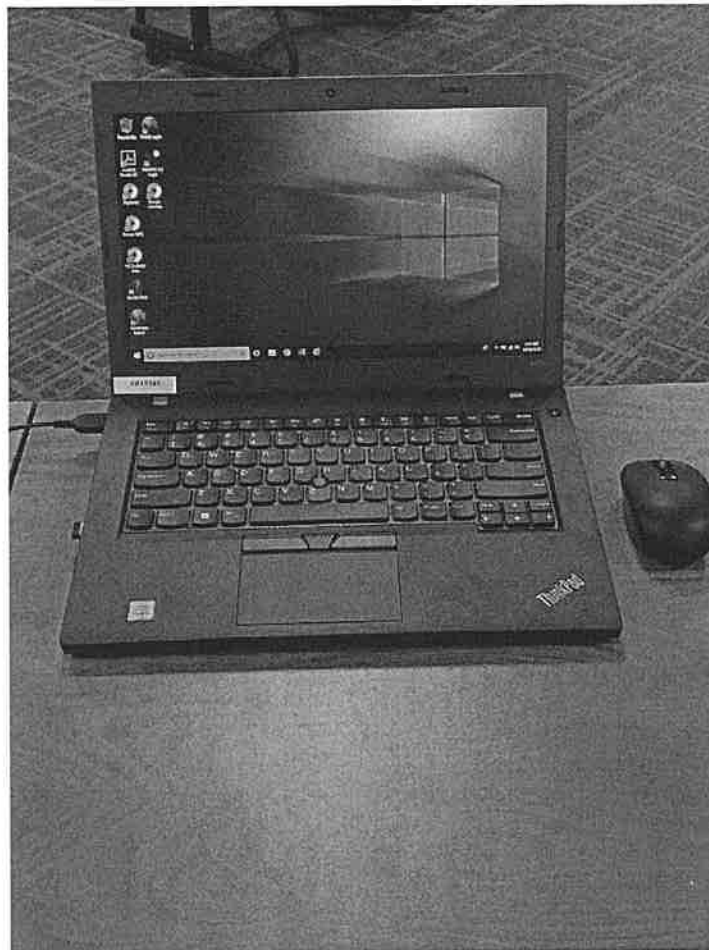
**MICROPHONE / HEARING DEVICES:**



**TWO MICROPHONES AND FIVE HEARING DEVICES LOCATED ON THE CONTROL STATION TABLE.**

## LAPTOPS:

- The EOC is equipped with 10 Lenovo Laptops.
  - Each laptop has a wireless mouse and an AC adapter.
  - Each wireless mouse device has a number on the bottom. The number on the bottom of the mouse will correspond with the number on the asset tag of the computer it belongs to.



TEN LAPTOPS ARE LOACTED ON THE TABLES OF THE EOC.



## CONFERENCE ROOM:

PHONE: (262) 605-7332



# EMERGENCY MANAGEMENT OFFICE

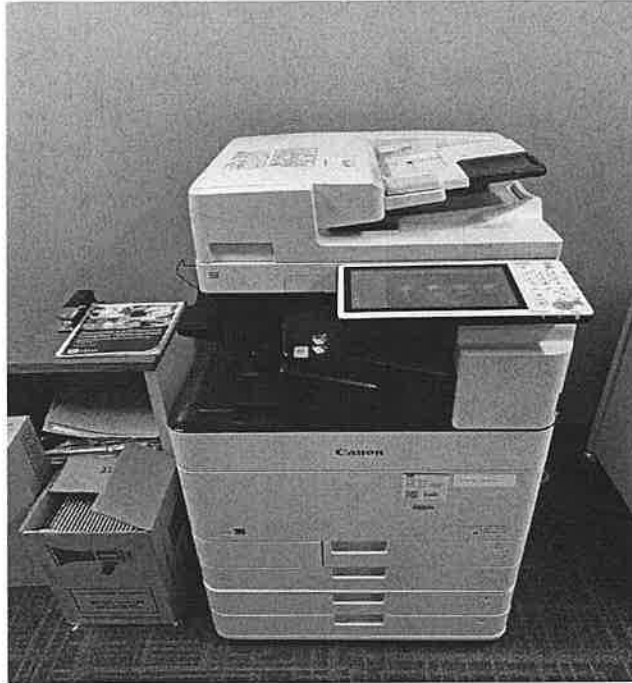


EOC ENTRANCE DOOR

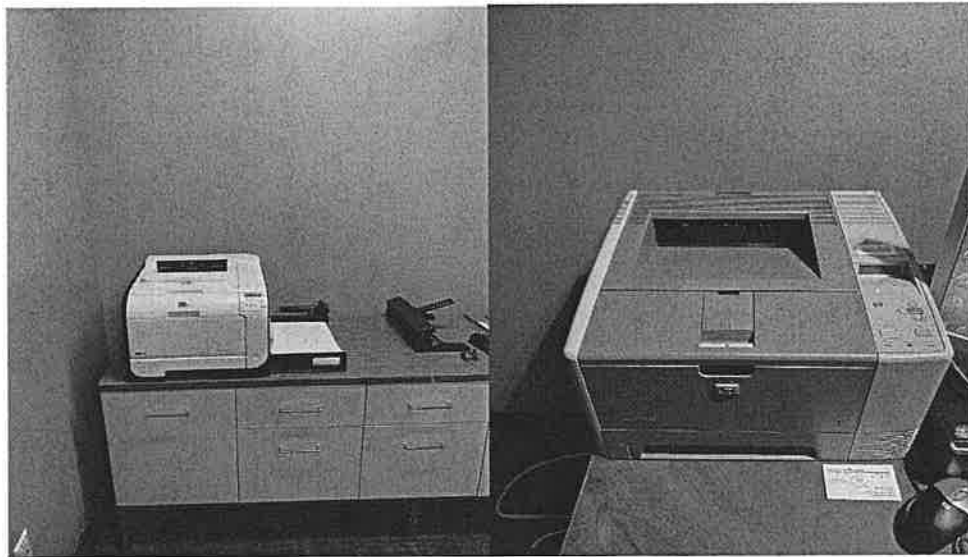


EM DIRECTOR'S OFFICE

**PRINTERS / COPIERS / FAX:**



EOC MFD (MULTI-FUNCTIONING DEVICE) PRINTER #12

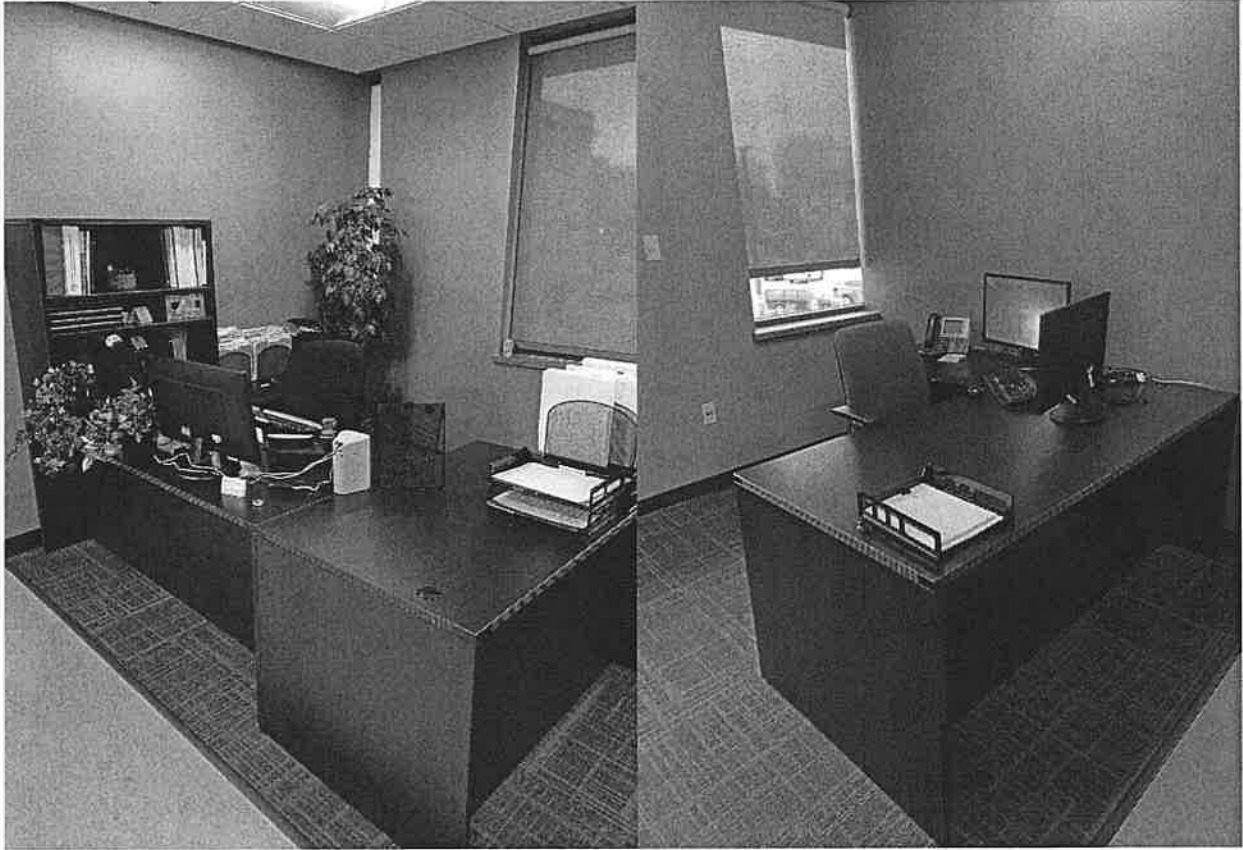


EOC COLOR PRINTER #11

EOC PRINTER

## ASSISTANT'S WORKSTATION:

PHONES: (262) 605-7901 & (262) 605-7902



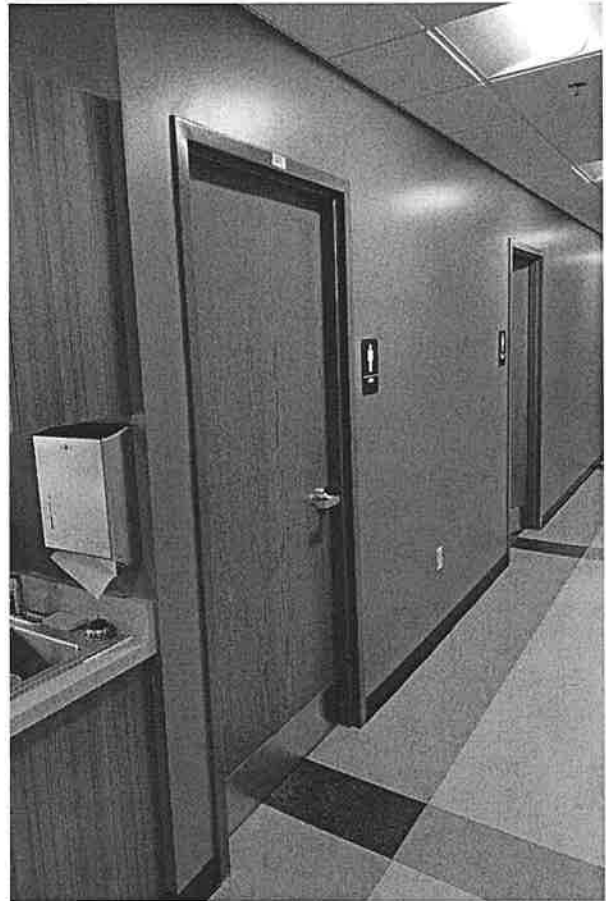
EMERGENCY MANAGEMENT SECRETARY DESK

EMERGENCY MANAGEMENT BACKUP CLERICAL  
DESK

**BREAK ROOM AND RESTROOMS:**

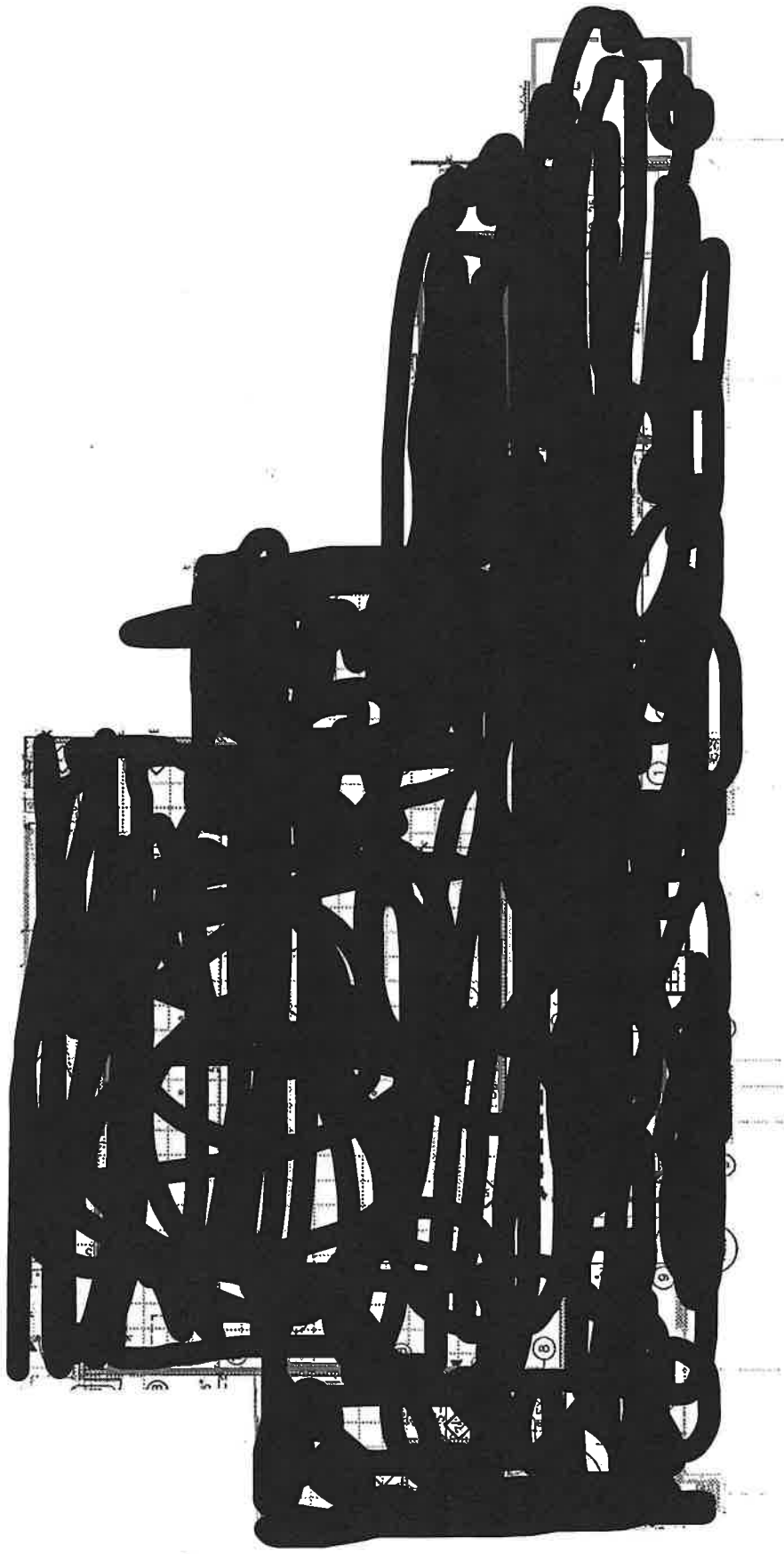


SECOND FLOOR BREAK ROOM AREA



SECOND FLOOR RESTROOMS

# EOC & EMERGENCY MANAGEMENT OFFICE LAYOUT



~~Conference Room~~  
~~Emergency Management Center~~  
~~Conference Room~~

~~Copy Room~~  
~~Storage~~  
**Restrooms**

**Break Area**  
~~EM Office Area~~  
~~EM Director's Office~~

# EOC Response Checklist

*Immediate EOC actions before beginning EOC operations:*

- 1. Direction and Control / Incident Command**
  - a. Set up Incident Command / Unified Command, a span of control and unity of Command.
- 2. Size Up the Incident**
  - a. Determine the size of the area affected, population characteristics, and economic profile of the area.
- 3. Search and Rescue**
  - a. Search the damaged area, rescue the injured / recover bodies.
- 4. Evacuation and Shelter**
  - a. Inform people of the areas which should be evacuated.
  - b. Human Services and Red Cross open pre-designated shelters.
  - c. Consider special needs groups.
  - d. Special Provisions for pets
  - e. Determine procedures for return to the evacuated area.
- 5. Damage Assessment**
  - a. Activate Damage Assessment Team, composed of people familiar with property value.
    - i. Damage assessment is important to secure State and Federal Assistance.
    - ii. State and Federal assistance cannot be delivered if needs are unknown.
- 6. Public Information**
  - a. Designated people to provide information to the media.
  - b. Establish a location to meet with the media away from the EOC.
  - c. Inform citizens of the status of the Response and Recovery.
- 7. Track Citizen's Needs**
  - a. Designate someone to keep track of requests for assistance and the delivery of that Assistance.
- 8. Track offers of Assistance**
  - a. Be prepared to deal with voluntary help - there will be a lot!
  - b. Designate someone to keep track of offers of Assistance.
  - c. Discourage shipments of donated goods.
  - d. Identify a location to store donated goods.
- 9. Debris Clean Up and Disposal**
  - a. Work with the DNR on proper disposal of debris.
  - b. Inform the public of proper separation and disposal of debris.
- 10. Obtain Outside Assistance (Mutual Aid)**
  - a. Activate Mutual Aid Agreements as necessary.
- 11. Determine Public Health Issues**
  - a. Address health issues such as safe Water, Food and Disease, Mental Health as they relate to both victims and responders.
- 12. Site Security / Pass System**
  - a. Establish a Pass System to access the area.
  - b. Relates to security and orderly clean up and repair if the affected area.

# EOC Operational Cycle (First OPS period)

- Hour 1:** Initial Incident notification  
Initial EOC response and set-up of equipment  
First-in checklist followed  
Determine if the SEW IMT should be requested  
Appoint EOC Section Chiefs  
Appoint EOC Section Scribes
- Hour 2:** EM Director facilitates strategy and meeting objectives  
EM Director facilitates EOC processes & works out kinks
- Hour 3:** Prepare for the Planning Meeting to develop IAP  
Tactics meeting  
Command meeting
- Hour 5:** Planning meeting  
Finalize, approve and prepare IAP copies
- Hour 6:** IAP completed for the next operational period
- Hour 11:** Brief personnel for the next operational period
- Hour 12:** Operational shift change  
Start the new OPS period at above "hour 2" task



# EOC Operational Cycle (First OPS Period)

Meeting	Purpose	ICS Form
1. Initial Briefing by Incident Command to EM Director	-Assign EM Director -On-scene IC or Department operations supervisors brief the EM Director on the current situation and EOC functions that are needed (maybe via phone)	ICS 201
2. EM Director and Department Directors	- Begin ICS 211 at this point -Define the EOC mission (what is its function for this event?) - Decide the level of activation - Set initial strategic EOC objectives (complete ICS 202) - Set EOC operational periods - - Assign selected EOC positions	ICS 211 ICS 207 or other EOC Org. chart
3. Once activated, all hands EOC briefing	Explain EOC mission and initial objectives for that operational period (post on the wall)— define all roles, responsibilities & work-flow charts to the EOC team - Establish communications systems (internal and external) - and - ICS 214 for each unit or group - Establish resource ordering & tracking - Fill out a 205 (Radio Communications plan) <b>and</b> a 205. A (EOC Phone Plan). - Resource tracking forms should also be prepared as appropriate. - A delegation of Authority (if needed)	ICS 202 ICS 205 ICS205a ICS 214
4. Begin Operations	Advise on-scene personnel and all PSAPs that the EOC is up. Take over resource support, coordination and tracking from local PSAP or IC. Establish communications flow. Receive 202, 204's, 215 and 215A from IC/UC for analysis by planning, logistics, and finance (if those units are active).	ICS 202 ICS 204 ICS 215 ICS215a
5. Incident Action Planning	EOC will begin generating the long-term IAP in conjunction with and support of the IC/UC. At level 1 activation, this will be done in the EOC for the IC.	
6. Public Information	EM Director and Policy Group meet to decide public information strategy and public communications modalities (website, cable, phone bank, etc.) and the need for a JIC. Releases are drafted by the PIO but must be approved by the Policy Group Section Chief.	
7. Advanced Planning begins	Assign advanced planning team to support incident operations 36 - 72 hours out.	
8. After-Action review	Post-incident review of all positive and negative items	
9. Corrective Action Plan	Based upon the AAR, decide on what remedial measures will be taken to correct the problems	

# EOC Decision Making

The EOC management structure is intended to be flexible and should be modified by the County Executive, the EM Director and the EOC Unit Leaders, to meet the demands of any particular situation. The Agency Heads and Command Staff Policy Group through the EM Director will implement policy directives and will have overall management responsibility for the incident.

**County Executive / Kenosha County Sheriff:** The County Executive or the Kenosha County Sheriff is responsible for the overall management of the affected community. The County Executive or the Kenosha Sheriff provides overall direction and control and is responsible for making decisions necessary to meet the emergency/disaster impacts to include management of incident activities, development, and implementation of strategic decisions, and approving the ordering and releasing of resources. During the response, those authorized have, activated/is activating the EOC, and after an initial damage assessment and casualty report is given.

The County Executive issues a "Declaration of Emergency" proclamation if appropriate and ensures that adequate information and direction are provided to the general public. In consultation with the Emergency Management Director, he/she determines whether or not county assistance should be deployed. City/county resources must be fully committed before state, or federal Assistance will be available. If Assistance is needed, it must be requested through channels with the specified type and amount of Assistance needed. It is the responsibility of the Emergency Management Director to request state and federal assistance if needed.

During the recovery, the Emergency Management Director monitors the implementation of disaster assistance programs and monitors the deactivation of their agencies and resources.

**EM Director (EOC):** The EM Director directs EOC response actions to save lives and protect property and recommends/implements population protective actions. Within the framework of the EOC, all available resources are identified and mobilized as necessary. Tasks are prioritized and resources used within this priority framework. His/her job is to run the EOC by following established procedures, set up meeting schedules, ensure all units/groups are functioning appropriately and collecting relevant data. EOC operational periods will be established by the EM Director for long-term events lasting more than 8 hours or one operational period. Follow-on shifts of personnel will be designated. A local Incident Management Team (IMT) may need to be requested through the County EM to support EOC operations by job shadowing. Initial Information Technology, communications, resource ordering, personnel, and processes are established and facilitated by the EM Director.

The EM Director will also serve as liaison to the next higher level EOC or another county Emergency Management Directors.

**Agency Heads & Command Staff Policy Group:** Agency Heads and Command Staff Policy Group is comprised of department leaders who provide strategic advice and policy recommendations to the County Executive/Kenosha Sheriff and EM Director. The EOC policy group made up of a diverse group of decision-makers that includes the County Executive, Kenosha Sheriff, Commanders, department heads and the County Emergency Management Director. It is sometimes called the executive group or policy group, and in the EOC, it should discuss and make:

- ✓ Major Policy Decisions
- ✓ Set Overall Priorities
- ✓ Set Broad Objectives
- ✓ Major Financial Decisions

Departments will document appointments and work assignments in an emergency situation. They submit a complete emergency action plan on staffing allocation, equipment distribution, and another emergency-related needs as requested by the EM Director. A department carries out its emergency duties as described in the CEMP concurrently with its essential functions as described in its Continuity of Operations Plan (COOP).

The Sit-Stat assists in decision making by keeping all Directors and commanders appraised of the current situation. The Sit-Stat reports to the Planning Section Chief for the collection, organization, display, evaluation, and analysis of incident status events. Sit-Stat is responsible for coordination with other Units of the Section and at the direction of the Planning Section Chief, coordinates with other Sections and Liaison Representatives in the development of Situation Reports for the Incident Commander and the EOC. Sit-Stat assists in the development of strategic planning and participates in briefing presentations. This position may require an assistant(s), if appropriate.

**On-scene Incident Command (IC):** The Incident Commander or his/her designee is required to report major on-scene events or activities and make situational reports to the EOC in a timely manner. When an EOC is activated in support of single or multiple ICS structures; the EOC is limited to making strategic policy decisions and filling the resource coordination and larger situational awareness functions. Initially, the on-scene IC must complete an ICS201 form and forward same to the EOC. The EOC will then complete a larger scope ICS201 for the larger situation if needed.

**Safety Officer (SO):** The EOC Safety Officer coordinates with on-scene Safety Officers. Although the SO may exercise emergency authority to stop or prevent unsafe acts when immediate action is required, the officer will generally correct unsafe acts or conditions through the regular line of authority working directly with the EM Director. The SO maintains awareness of active and developing situations, approves the Medical Plan, and includes safety messages in each Incident Action Plan. The EOC Safety Officer must not be confused with the on-scene Safety Officer who is established as part of the Incident Command System.

If the emergency has a larger area-wide impact with multiple hazards, the EOC SO will develop a larger scope Safety Plan for all responders working in the field (police, fire, EMS, public works, public health etc.).

# Resource Management

## **Resource Requests:**

One of the most important duties performed by the Kenosha Sheriff's Division of Emergency Management County EOC is to obtain and deliver critical resources which are needed to accomplish incident objectives safely. Critical resource needs arise when demand exceeds the supply of any item used in emergency operations, which if not available, could significantly impact or jeopardize the organization's ability to accomplish the incident objectives. The success or failure of the EOC will, in part, hinge on its ability to receive, process and deliver requested resources efficiently.

All resource requests must be documented on the **Resource Order Form** prior to being validated and approved. In addition, verification must be made that local resources have been or will be exhausted as a result of the incident.

The Kenosha Sheriff's Division of Emergency Management EOC will attempt to support all requests for resource support from locally or regionally available resources until these have been exhausted. Unmet resource requests will be consolidated and forwarded to the State. The EOC Logistics Unit coordinates Resource/mission requests from the EOC to the State EOC. All requests must be documented on the Resource Order Form. This form may be used to order resources from the incident to the EOC, mutual aid agencies, vendors, contractors, and others.

During day to day emergencies, resource ordering takes place between the on-scene Incident Commander and his/her supporting units/departments or agencies usually? In addition, fire and police mutual aid systems such as MABAS? Have built-in ordering and tracking systems that do not involve the EOC. However, when general supplies have been exhausted, either the Community, the Kenosha Sheriff's Division of Emergency Management EOC or both, may be activated to support the local incident. Once this happens, additional resource ordering will go through the EOC. The EOC is a multiagency coordination entity and as such is responsible for coordinating requests and supporting the on-scene Incident Commander or Unified Command team, or other EOCs through resource ordering and policy guidance. The EOC is not a unit that commands tactical resources that are on-scene but supports coordination between multiple ICS structures and other local or state EOCs.

When the EOC is fully activated to a level 1, the on-scene ICS Planning, Logistics, and Finance – Admin sections should be moved into the EOC. As such, external resource requests and deployments from the on-scene Incident Commander will be managed and tracked from the EOC using WebEOC. Resource ordering, tracking and incident messaging will be managed using standard ICS forms by EOC staff. **Dispatch will not manage resource requests (other than normal fire/police mutual aid) once the EOC is activated to a Level 1.**

## The Logistics Section:

- ✓ Develop and implement procedures for the procurement of resources to support and expedite response/recovery operations.
- ✓ Coordinate the movement of supplies and resources from staging, warehouse and other sites to the required location.
- ✓ Prioritize and coordinate the distribution of supplies and equipment to the incident location.
- ✓ County ICS/Resource Unit/Logistics is responsible for coordinating the distribution of supplies, resources, and equipment for response/recovery operations.
- ✓ The County Purchasing purchases and contracts for needed services, resources, and equipment, within statutory limits for the response/recovery effort.

The LOGISTICS SECTION processes requests for additional resources.

If a full Logistics Section is set up, the **Supply Unit leader** will manage resource requests.

The ICS 213 (GENERAL MESSAGE FORM) can be filled out by anyone, sent to Logistics for formal resource requests.

The ICS 260 (RESOURCE ORDER FORM) is used in Logistics, **obtained** from the Ordering Director in the Supply Unit.

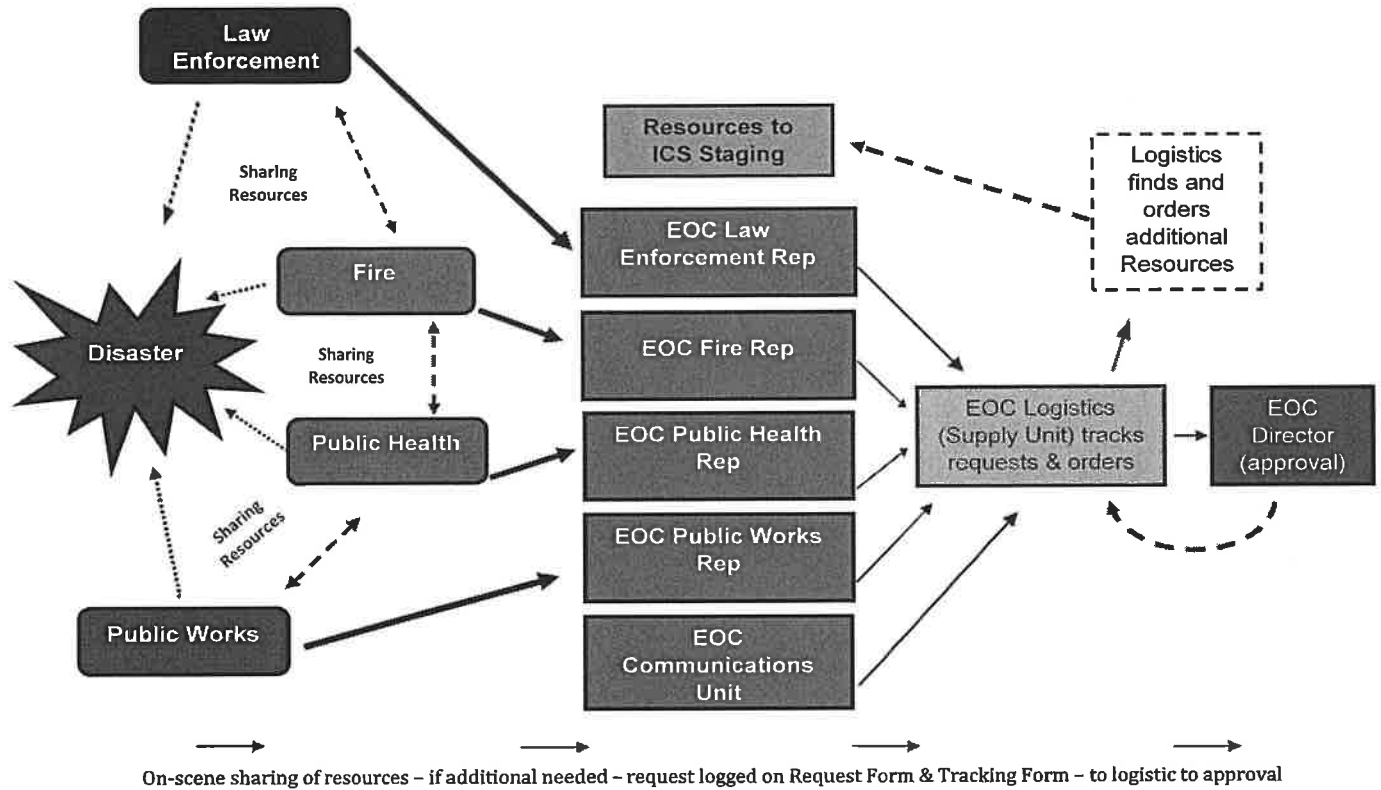
**When resources are requested**, remember to obtain the following:

- ✓ **Size**
- ✓ **Amount**
- ✓ **Location**
- ✓ **Type**
- ✓ **Time**

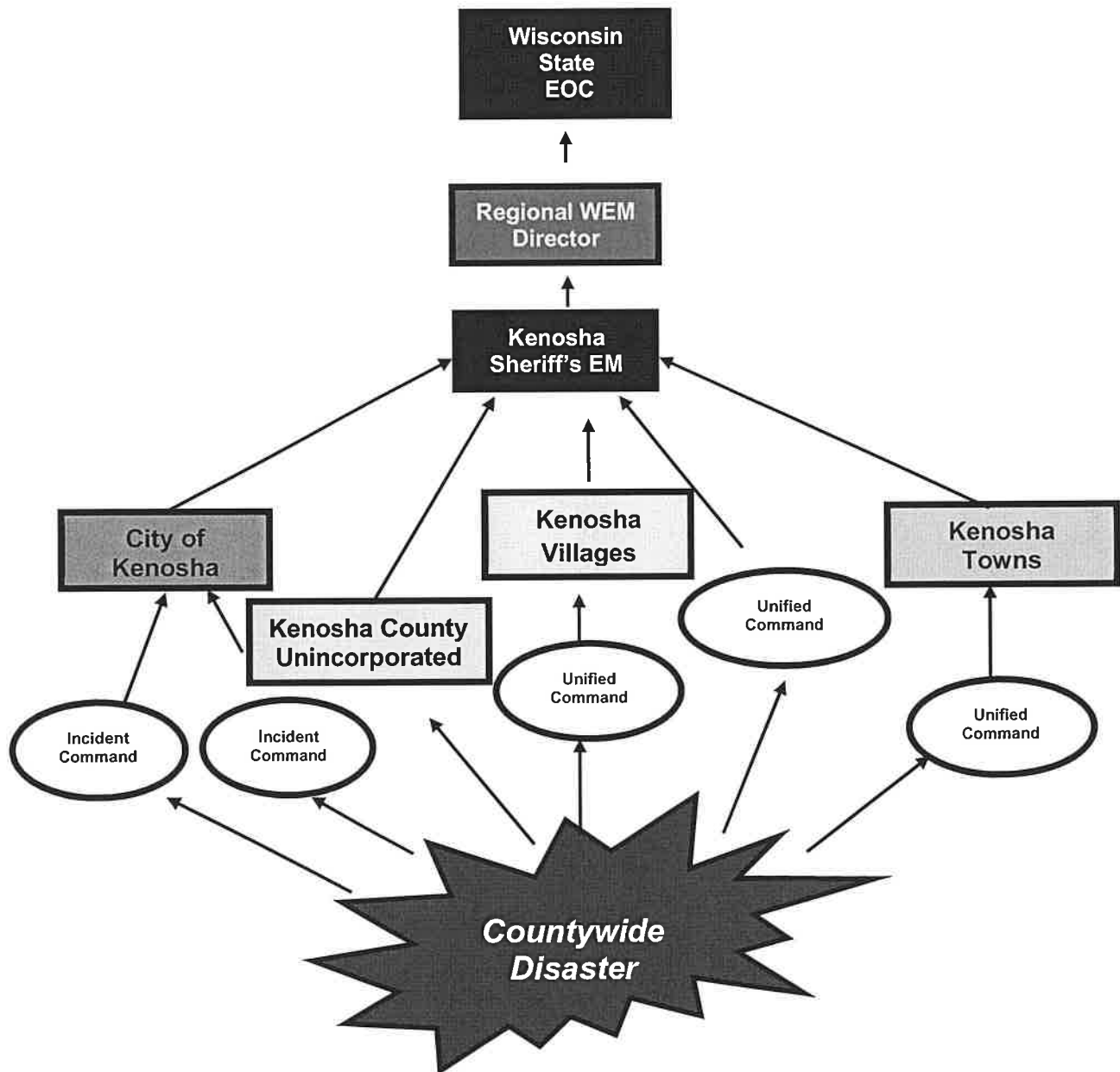
## Logistics Section ICS forms:

ICS 205	Incident Radio Communication Plan
ICS 206	Medical Plan
ICS 214	Unit Log
ICS 215	Operations Planning Worksheet (Assists with development)
ICS 218	Support Vehicle Inventory
ICS 260	Resource Order

# EOC Resource Request Process

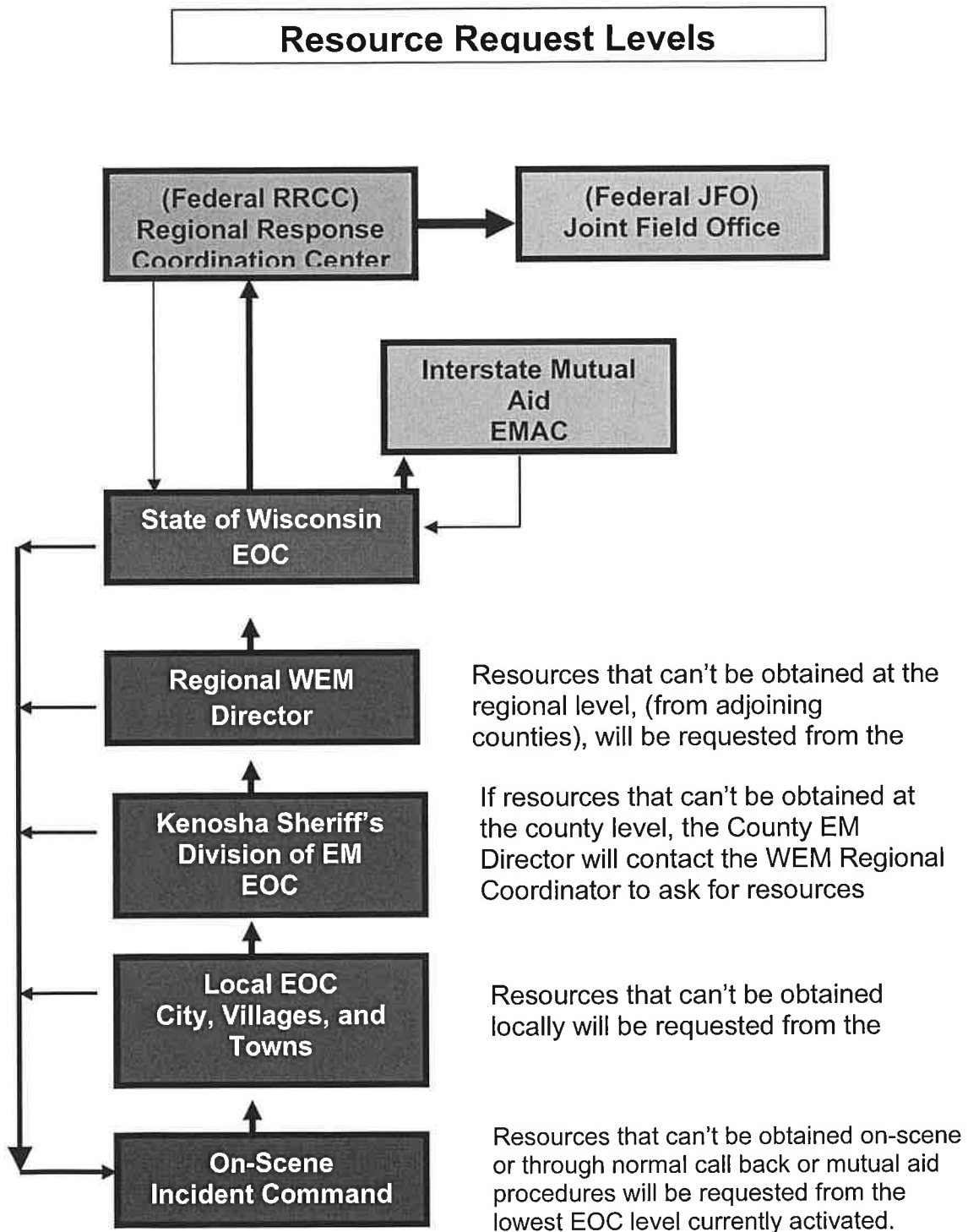


# Multiple EOC Resource Request Flow Chart



# Sample EOC Organization Charts

The following organizational charts are *suggested* layouts and can be modified as needs change.

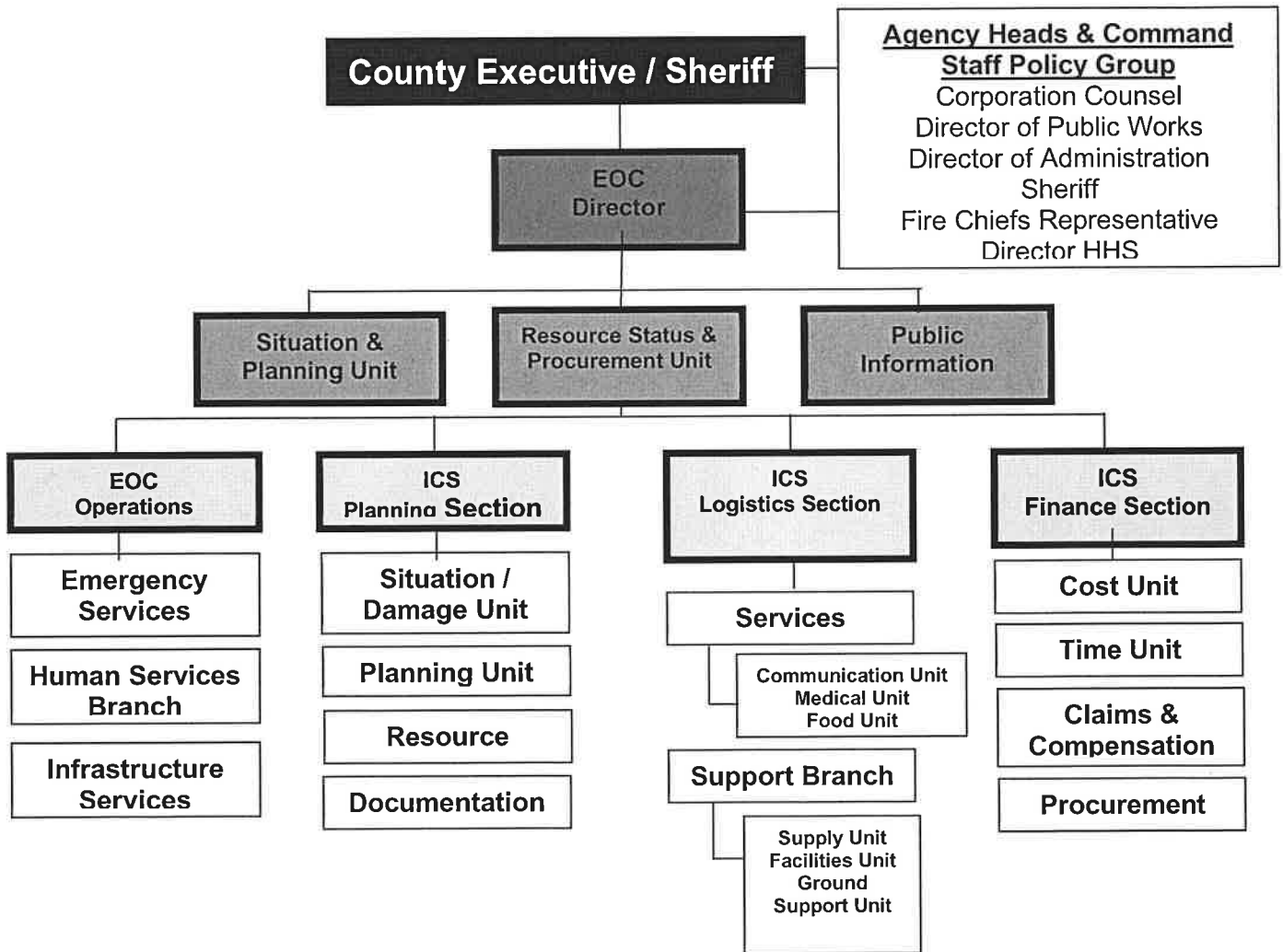




# EOC Activation Organization Charts

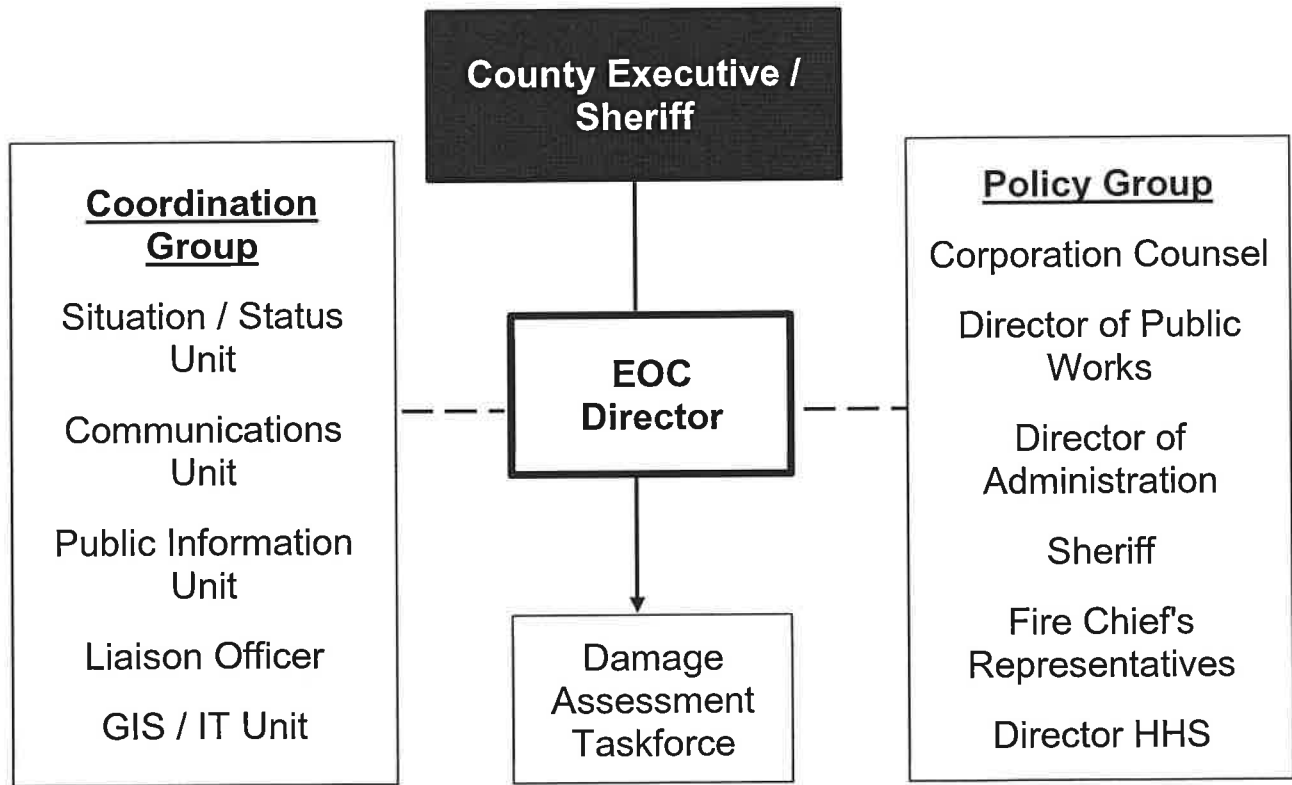
## Level 1 Activation

**Activation threshold:** A significant incident or event has occurred, and there is a massive need for resources that exceed departmental and municipal supplies, and there is a need for multi-jurisdictional resource coordination and situational awareness. A local state of emergency has been declared. The EOC will be activated, and those requested will report to the EOC.



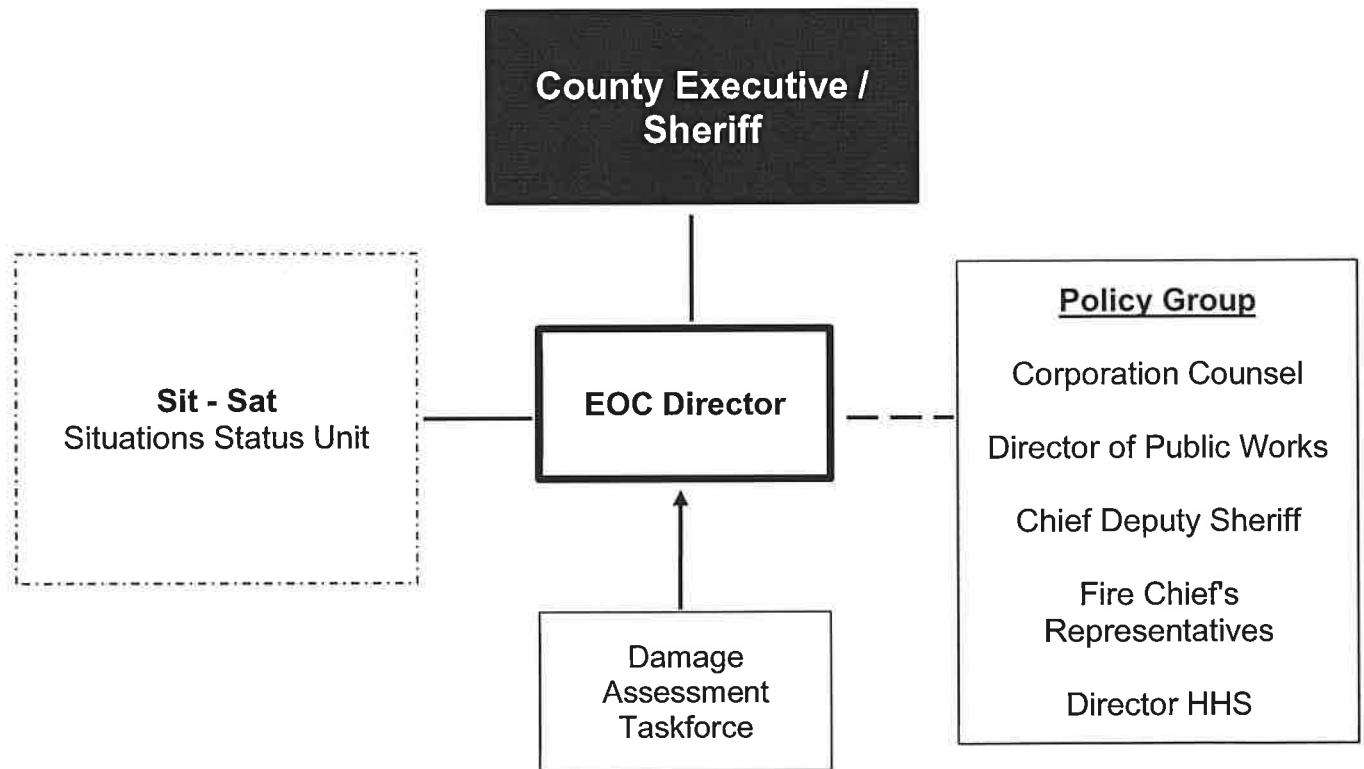
## Level 2 Activation

**Activation threshold:** An incident or event has occurred and there is a definite need for various resources that exceed departmental and municipal supplies and multi-jurisdictional resource coordination, and situational awareness is required. A local state of emergency has been declared. If not already done so, those authorized to activate the EOC will do so requesting the needed staff to respond.



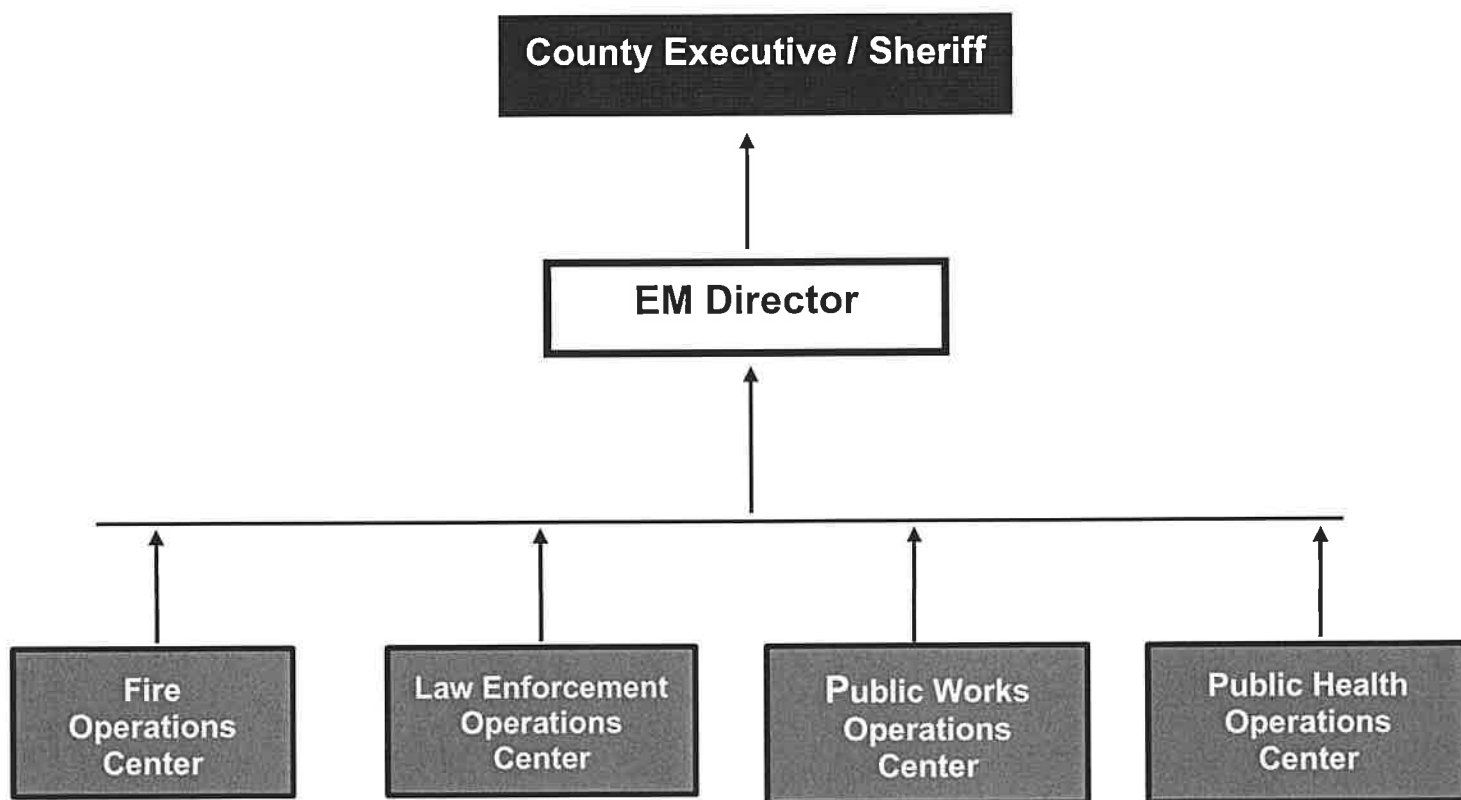
## Level 3 Activation

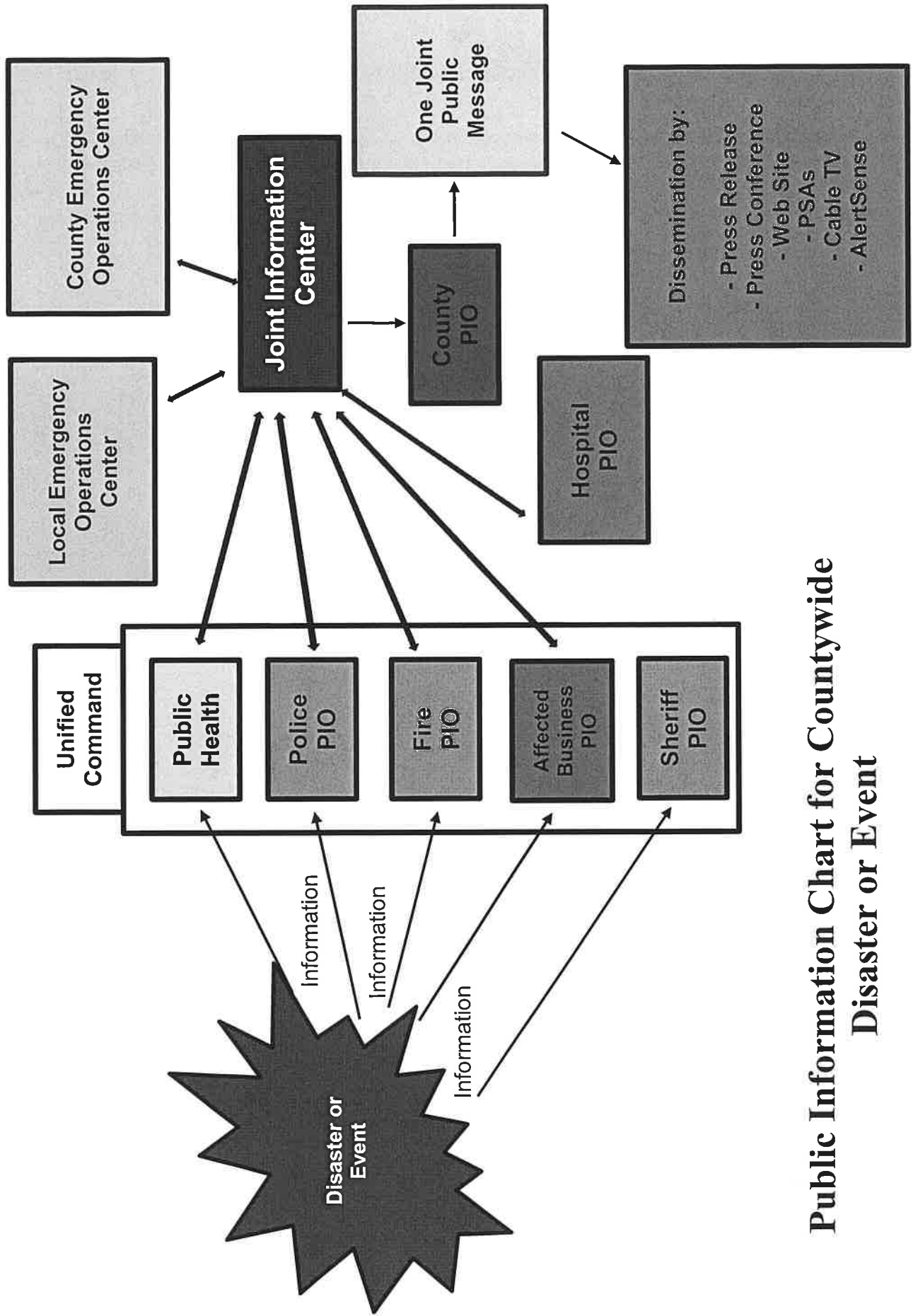
**Activation threshold:** An incident or event has occurred, and there is the **potential or actual need** for some resources that exceed departmental supplies, or there is a potential need for inter-departmental resource coordination or area-wide situational awareness. The EOC will be activated, and only those needed will locate there.



## Level 4 Activation (Monitoring)

**Activation threshold:** An incident or developing event has the *potential to threaten* life safety, cause significant property or environmental damage in the community. This level can be managed through a conference call or meeting outside of an EOC activation with situation reports coming from departmental operations centers. Those authorized activate and deactivate.





**Public Information Chart for Countywide Disaster or Event**

**EOC POSITION CHECKLIST FOR**

**EM Director**

<b>JOB DESCRIPTION</b>	<ol style="list-style-type: none"> <li>1. Responsible to the County Executive/Sheriff for coordination of emergency response, recovery, and mitigation operations within the county.</li> <li>2. Ensures the EOC is adequately staffed and appropriate Sections, Branches, and Units are activated.             <ol style="list-style-type: none"> <li>a. Activates, staffs command and general staff positions as needed (see EOC organization chart).</li> <li>b. Establishes the appropriate level of EOC organization, and continuously monitors the effectiveness of that organization. Makes recommendations as required.</li> </ol> </li> <li>3. In conjunction with the County Executive/Sheriff sets priorities for response efforts, and ensures that all agency actions are accomplished within the priorities established.             <ol style="list-style-type: none"> <li>a. Implements County Executive's/Sheriff's decisions.</li> </ol> </li> <li>4. Keeps County Executive/Sheriff and EOC staff informed on all matters regarding the allocation of resources from outside of the jurisdictional area.</li> <li>5. Ensures that multi-agency or interagency coordination is accomplished effectively within the EOC.</li> <li>6. Acts as the Administrative Director of the EOC.             <ol style="list-style-type: none"> <li>a. Coordinates record keeping and documentation of events.</li> </ol> </li> <li>7. Conducts briefings for key personnel in the situation.</li> <li>8. Notes need for changes and/or upgrading of policies.</li> </ol>
<b>PRE-EVENT EOC DUTIES</b>	<ol style="list-style-type: none"> <li>1. Maintain a personal "ready kit" and bring to the EOC (e.g., toilet articles, change of clothing, medicines, special diet needs, etc.).</li> <li>2. Maintain a family preparedness plan (if called to the EOC, what do family members do, etc.).</li> <li>3. Develop and maintain EOC preparedness, readiness activities.             <ol style="list-style-type: none"> <li>a. Ensure EOC maintenance.</li> <li>b. Ensure EOC training and exercises.</li> </ol> </li> </ol>
<b>DURING EVENT EOC GENERAL DUTIES</b>	<ol style="list-style-type: none"> <li>1. Check-in upon arrival at the EOC.</li> <li>2. Sign in and out on WebEOC.</li> <li>3. Maintain a log of events and actions on WebEOC.</li> <li>4. Compile, submit situation reports in the area of responsibilities.</li> <li>5. Maintain accurate records of related expenditures such as personnel, supplies, and equipment costs.</li> <li>7. Review this checklist to ensure position compliance/ responsibilities.</li> <li>8. Make sure family members know where you are and how to contact you and vice versa.</li> </ol>
<b>INITIAL ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Review list of EOC Command Staff, Sections, Branches, Units, ESFs, Departments, and Functions. (See EOC organization chart.)             <ol style="list-style-type: none"> <li>a. Activate EOC Command Staff, Sections, Branches, Units, ESFs, Departments, and Functions as required for this incident.</li> </ol> </li> </ol>

	<ol style="list-style-type: none"> <li>2. Initiate a WebEOC event</li> <li>3. Verify the CURRENT situation on the County's response by using whatever sources are available.</li> <li>4. Identify, prioritize any initial information pertaining to: <ol style="list-style-type: none"> <li>a. The potential threat to life.</li> <li>b. The potential threat to property.</li> <li>c. Heavy financial impact.</li> <li>d. Impacts on essential government services</li> </ol> </li> <li>5. Meet with or communicate with the County Executive/Sheriff or designee. <ol style="list-style-type: none"> <li>a. Determine the need for emergency declarations, orders and policies.</li> </ol> </li> <li>6. Determine 24-hour staffing requirements and request additional support as required.</li> <li>7. Determine the need for section, unit, and department and function staffing. Make required personnel assignments as staff arrives at the EOC.</li> <li>8. Staff the EOC Safety Officer position as needed. <ol style="list-style-type: none"> <li>a. Meet with EOC Safety Officer.</li> <li>b. Discuss the EOC Safety and Evacuation Plan.</li> </ol> </li> <li>9. Confirm telephone and internet connectivity.</li> </ol>
<p style="text-align: center;"><b>GENERAL CONTINUING ACTIONS</b></p>	<ol style="list-style-type: none"> <li>1. Keep your personal log current using ICS 214, or WebEOC Event Log.</li> <li>2. Maintain situational awareness for self and EOC staff.</li> </ol>
<p style="text-align: center;"><b>SPECIFIC ACTIONS: MANAGE EOC OPERATIONS</b></p>	<ol style="list-style-type: none"> <li>1. Recommend a "Declaration of State of Local Emergency / Disaster" and other emergency ordinances as needed. <ol style="list-style-type: none"> <li>a. Identify necessary resources, and outline special powers needed to respond to the emergency.</li> </ol> </li> <li>2. Determine the appropriate level of EOC activation based on the situation. <ol style="list-style-type: none"> <li>a. Assign staff to initiate check-in procedures.</li> <li>b. Mobilize appropriate personnel for initial activation of EOC.</li> <li>c. Ensure that the EOC organization and staffing chart are posted and that arriving team members are assigned by name.</li> <li>d. Ensure that EOC is properly set up and ready for operations.</li> </ol> </li> <li>3. Ensure that Section Chiefs are in place as soon as possible and are staffing their respective sections.</li> <li>4. Ensure that the Command Section is staffed as soon as possible at the level needed (see EOC organization chart).</li> <li>5. Ensure the initial damage assessment is compiled.</li> <li>6. Determine EOC coordination actions based on: <ol style="list-style-type: none"> <li>a. Type of incident.</li> <li>b. Location of the incident.</li> <li>c. Weather conditions.</li> <li>d. The population at risk.</li> <li>e. Infrastructures (services) affected.</li> <li>f. The operational status of County and municipal departments.</li> </ol> </li> <li>7. As needed, ensure the designation of: <ol style="list-style-type: none"> <li>a. Evacuation assembly areas.</li> <li>b. Personnel and equipment staging areas.</li> <li>c. First aid centers, triage areas.</li> </ol> </li> </ol>

- d. Mass care centers.
- 8. Determine and document the boundaries of incident site(s).
- 9. Determine situation, impact. Consult with:
  - a. County Executive/Sheriff or designee.
  - b. EOC Section Chiefs.
  - c. Department and Agency EOC Representatives.
- 10. Assist with maintaining a current operation estimate of the situation in coordination with EOC Unit Leaders and EOC Command Staff.
- 11. Managing EOC resources and direct EOC operations. Duties may include ensuring the following activities/actions are done:
  - a. Information processing. This task involves the collection, evaluation, display, and dissemination of information about the emergency situation to help support the County's response operations. Information collection sources include, but are not limited to emergency response organizations, media, neighboring jurisdictions, State and Federal governments, volunteer groups, private sector businesses, citizens, etc. Typical tasks associated with information processing may include:
    - (1) Maintaining a significant events log.
    - (2) Message handling.
    - (3) Aggregating damage information from all available sources.
    - (4) Identifying resource needs.
    - (5) Preparing summaries on the status of damage.
    - (6) Preparing briefings for senior management officials.
    - (7) Displaying appropriate information in the EOC.
    - (8) Preparing and submitting necessary reports when required (re situation, critical resource status, etc.), including situation reports to the State EOC, as appropriate.
- 12. Assist with coordinating logistical support for response personnel and disaster victims.
- 13. Assist with delegating tasks to EOC Unit Leaders.
 

Note: Remember, you must carry out the responsibilities of any Units (and command staff) that are not currently activated.
- 14. Consider EOC briefing every 30 minutes. No less than hourly.
- 15. Ensure check and balance of status boards, message flow, etc.
- 16. Ensure position checklists are followed.
- 17. Ensure scheduling the EOC planning meetings.
  - a. Conduct incident action planning meetings of EOC Unit Leaders, Department Directors, agency representatives (as required) and key staff.
- 18. Confer with EOC Unit Leaders and other general staff to determine what representation is needed at the EOC from other agencies.
- 19. Request additional personnel support as needed for the organization.
- 20. Establish and maintain contacts with adjacent jurisdictions/agencies and with other organizational levels as appropriate.
- 21. Establish and maintain contact with neighboring EOCs as appropriate.
- 22. Monitor section level activities to assure that all appropriate actions are being taken.
- 23. Ensure that the Liaison Officer is providing for and maintaining positive



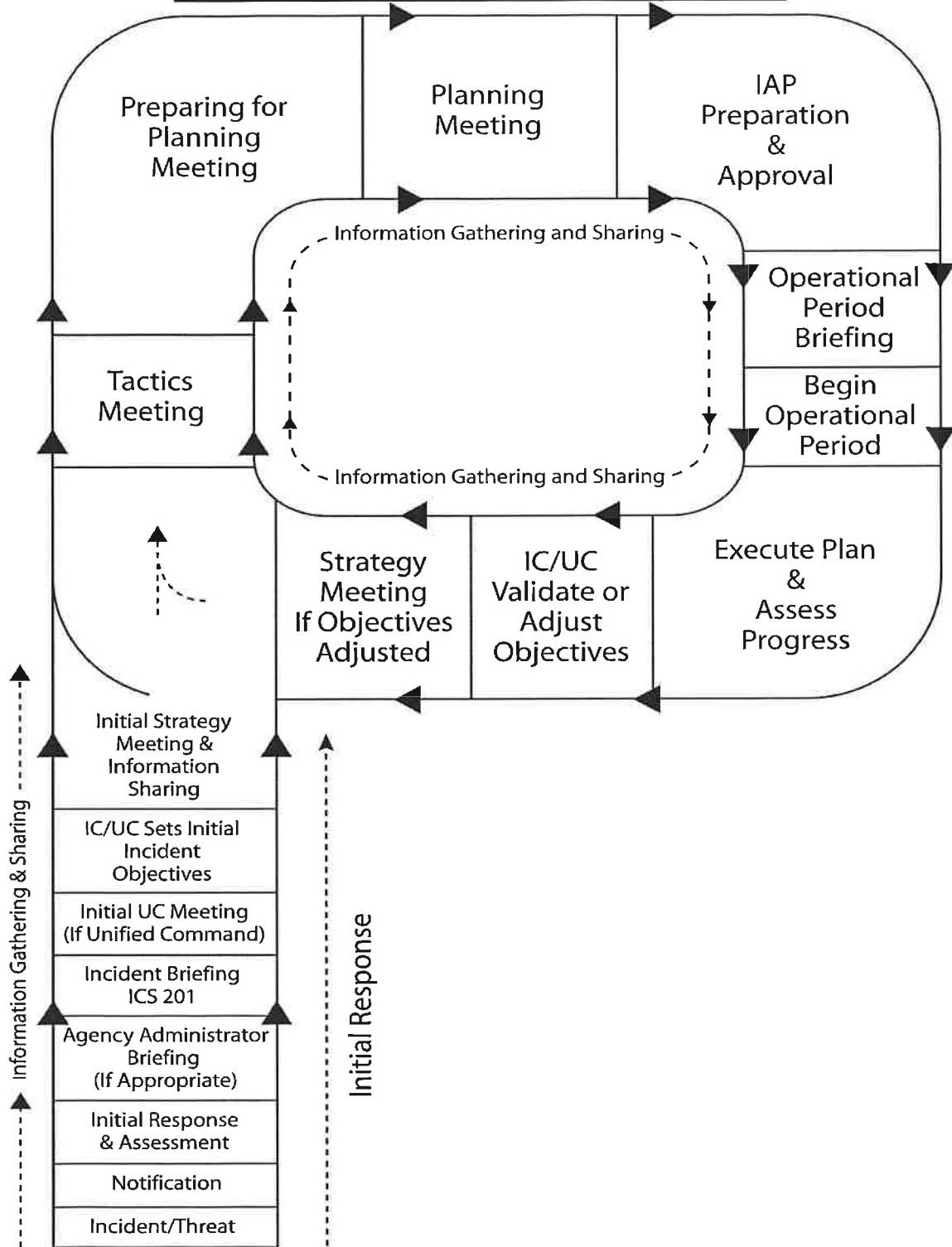
	<p>and effective interagency coordination.</p> <p>24. Ensure the EOC Safety Officer is monitoring situations specifically with the EOC environment.</p>
<b>EOC SHIFT CHANGE</b>	<ol style="list-style-type: none"> <li>1. Prepare, submit situation report on the activities.</li> <li>2. Shift Change: <ol style="list-style-type: none"> <li>a. Fully brief the relief on events and status of actions being taken.</li> <li>b. Give the logs and records to the replacement.</li> </ol> </li> <li>3. Conduct shift change briefings in detail. Ensure that in-progress activities are identified and follow-on requirements are known.</li> <li>4. Determine overall staffing requirements and request additional support as required.</li> <li>5. If leaving EOC, sign out on EOC sign in/out log.</li> </ol>
<b>EOC DEMOBILIZATION</b>	<ol style="list-style-type: none"> <li>1. Direct deactivation of the EOC and its return to normal operations when the emergency / disaster is terminated. <ol style="list-style-type: none"> <li>a. Ensure Incident Commander(s) know the EOC is demobilizing.</li> </ol> </li> <li>2. Authorize deactivation of sections, branches or units when they are no longer required. Direct EOC staff to: <ol style="list-style-type: none"> <li>a. Deactivate their position and close out logs.</li> <li>b. Submit all logs, reports, documents to the Situation and Planning Unit.</li> <li>c. Complete any required deactivation forms or reports.</li> <li>d. Submit after action report documentation as required.</li> <li>e. Return any equipment (e.g., cell phone, radio, pager, camera, laptop, etc.) or other non-expendable materials and supplies issued to their position.</li> <li>f. Clean up their work area before leaving.</li> <li>g. Leave a forwarding phone number where you can be reached.</li> <li>h. Sign out on EOC sign in/out log.</li> <li>i. Be prepared to provide input to the "After Action Report."</li> </ol> </li> <li>3. Notify adjacent facilities and other EOCs as necessary of planned time for deactivation.</li> <li>4. Advise the Situation and Planning Unit of any open actions or unmet needs. <ol style="list-style-type: none"> <li>a. Ensure that any open actions not yet completed will be taken care of after deactivation.</li> <li>b. Ensure follow up assignments are identified and agreed to, and action steps and tasks listed.</li> </ol> </li> </ol>
<b>ATTACHMENTS</b>	None
<b>REFERENCES</b>	<ol style="list-style-type: none"> <li>1. Kenosha Sheriff's Division of Emergency Management County CEMP.</li> <li>2. Other plans, policies, and protocols as appropriate to the event.</li> </ol>

# EOC Communications Unit

The EOC Dispatcher is responsible for receiving and transmitting radio, phone, computer, and fax messages among personnel. Below is a general task checklist that should be completed as soon as possible after being assigned to an incident.

STEP	ACTION	✓
1.	Receive assignment	
2.	Upon arrival at the EOC and check-in with security, sign the ICS 211	
3.	Obtain and initial brief and ICS201 from the EM Director <ul style="list-style-type: none"> <li>• Size and complexity of the incident</li> <li>• The mission of the EOC</li> <li>• Incident objectives</li> <li>• Agencies/organizations/stakeholders involved</li> <li>• Current activities/ situation report</li> </ul>	
4.	Obtain briefing from Planning Section Chief or Resource Unit Leader regarding the current status of resources currently assigned to the incident, the location of the staging area, and the current sit-stat	
5.	<ul style="list-style-type: none"> <li>– Establish resource ordering &amp; tracking</li> <li>– Fill out a 205 (Radio Communications plan) <b>and</b> a 205.A (EOC Phone Plan)</li> </ul>	
6.	Obtain briefing from Communications Unit Leader regarding communications procedures, frequencies in use, networks to be established, equipment status, capabilities, limitations, and restrictions	
7.	<ul style="list-style-type: none"> <li>– Receive and transmit messages within the EOC;</li> <li>– Receive and transmit messages from individuals external to the incident response operations via Communications Center;</li> </ul>	
8.	Receive and transmit phone, radio, computer, and fax messages among personnel related to the incident	
9.	Coordinate dispatch of resources with all PSAPs Track/record status of resources (Engines, Aerials, Water Tenders, etc.) associated with the incident) unless tracked elsewhere in the EOC	
10.	Process special resource orders (tows, heavy equipment, tankers, etc.)	
11.	Coordinate requests from the field with Resource and/or Supply Unit	
12.	Provide briefing to Relief on current activities, equipment status, any unusual communications situations	
13.	Maintain incident message logs and records of significant or unusual events related to the Unit; turn all message logs and equipment documentation in to the Communications Unit Leader.	
14.	Coordinate with Command the collection and securing of all documents relating to activation of EOC (tape recordings, written materials, schedules, etc.)	

# Incident Command System



### ***IAP Briefing - Meeting Schedule***

- 1) **Agency Administrator's Briefing**
- 2) **Initial Incident Commander Briefing**
- 3) **Initial Incident Commander MEETING**
- 4) **Initial Strategy MEETING**
- 5) **Tactics MEETING**
- 6) **Planning MEETING**
- 7) **Operational Period Briefing**
- 8) **Command and General Staff MEETING**

***IAP is filled out in this order:***

***A full IAP may include:***

- *Cover Sheet*
- *ICS 202 (Incident Objectives)*
- *ICS 204 (Division Assignment List) AS MANY AS NEEDED*
- *ICS 205 (Communications Plan)*
- *ICS 206 (Medical Plan)*
- *ICS 215A (Safety Analysis)*
- *Safety messages, maps,*
- *Public Information release*
- *Weather message*
- *Maps*

# ICS FORMS

<b>FORM #</b>	<b>FORM NAME</b>	<b>WHO FILLS IT OUT</b>
<b>ICS 201</b>	Incident Briefing Form	Incident Commander Approves and/or Planning May Fill Out
<b>ICS 202*</b>	Incident Objectives	Incident Commander Sets Objectives; Planning May Fill Out
<b>ICS 203*</b>	Organizational Assignment List	Planning Section, then Resource Unit Leader
<b>ICS 204*</b>	Assignment List	Planning and Operations Section or Resource Unit
<b>ICS 205*</b>	Incident Radio Communications Plan	Logistics, Service Branch, Communications Unit
<b>ICS 206*</b>	Medical Plan	Logistics, Service Branch, Medical Unit
<b>ICS 207*</b>	Organization Chart	Planning Section, Resource Unit Leader and Operations
<b>ICS 208</b>	Incident Schedule of Meetings	Planning, Documentation Unit
<b>ICS 209</b>	Incident Status Summary	Planning Section, Situations Unit Leader
<b>ICS 210</b>	Status Change Card	Dispatchers Fill Out, Then Give To Resource Leader
<b>ICS 211</b>	Incident Check-In List	Planning Section, Resource Unit Leader or Operations: Staging
<b>ICS 212</b>	Demobilization Vehicle Safety Inspection	Planning Section, Demobilization Unit
<b>ICS 213</b>	General Message Form	Completed By Anyone, Sent To Logistics For Formal Resource Requests
<b>ICS 214</b>	Unit Log	Each Unit Supervisor In Each Section Completes 214 and Submits to F/A Section, Time Unit
<b>ICS 215</b>	Operational Planning Worksheet	Operations, Planning, Resource Unit and Logistics Assists
<b>ICS 215A</b>	Hazard Risk Analysis	Safety Officer

<b>ICS 216</b>	Radio Requirements Worksheet	Logistics, Communications Unit
<b>ICS 217</b>	Radio Frequency Assignment	Logistics, Communications Unit
<b>ICS 218</b>	Support Vehicle Inventory	Logistics, Ground Support Unit
<b>ICS 219</b>	Resource Status Card	Planning, Resource Unit
<b>ICS 220</b>	Air Operations Summary	Operations, Air Ops. Director
<b>ICS 221</b>	Demobilization Check-Out	Planning, Demobilization Unit
<b>ICS 222</b>	Weather Forecast	Planning, Situation Unit
<b>ICS 223</b>	Tentative Release List	Planning
<b>ICS 224</b>	Crew Performance Rating	Finance / Administration
<b>ICS 225</b>	Personnel Performance Rating	Finance / Administration
<b>ICS 226</b>	Compensation for Injury Log	Finance / Administration, Compensation Claims Unit
<b>ICS 227</b>	Claims Logs	Finance / Administration, Compensation Claims Unit
<b>ICS 228</b>	Incident Cost Worksheet	Finance / Administration, Compensation Cost Unit
<b>ICS 229</b>	Incident Cost Summary	Finance / Administration, Compensation Cost Unit
<b>ICS 230</b>	Daily Meeting Schedule	Planning, Documentation Unit
<b>ICS 260</b>	Resources Order Form	Logistics, From The Ordering Director In The Supply Unit
<b>IAP</b>	Incident Action Plan	Documentation Unit Leader Copies and Collates The LAP

*\* indicates forms commonly used in the IAP*