

Activity 3.1: Introduction and Instructions

Introduction: This activity includes a scenario to generate interest in and awareness of ICS/EOC interface issues in your communities and to build teams within jurisdictions. The scenario provided in the Student Manual focuses on immediate issues that may face your communities in an emergency or following an incident. This scenario also calls attention to necessary linkages between the EOC and field operations.

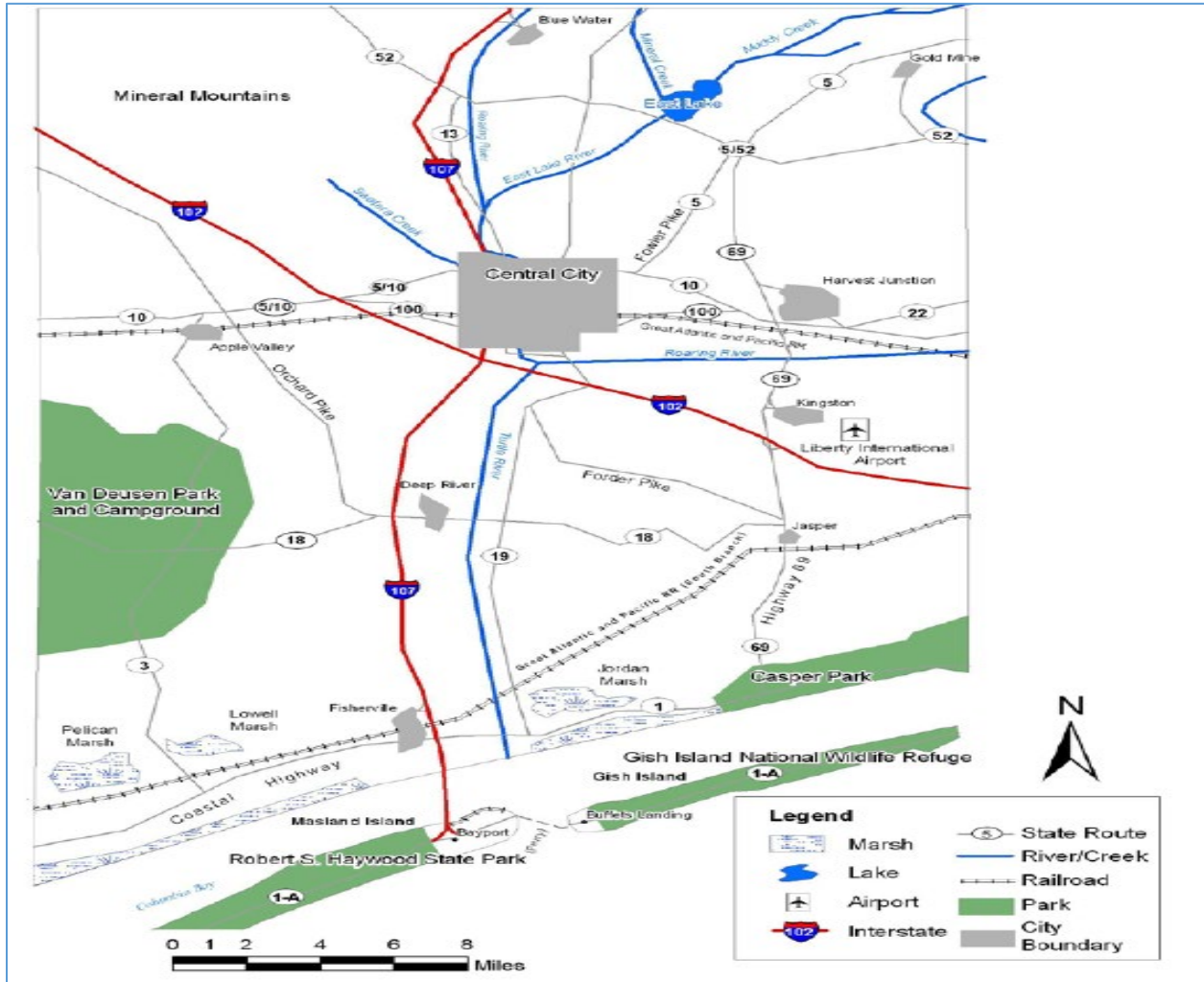
Instructions: Read the scenario. In your groups, discuss the scenario and answer the questions provided in the Activity 3.1 Worksheet. Select a spokesperson and be prepared in 30 minutes to share your responses. If possible, share anecdotes to support points made in the discussion.

Activity 3.1: Scenario – Liberty County Fairgrounds Incident

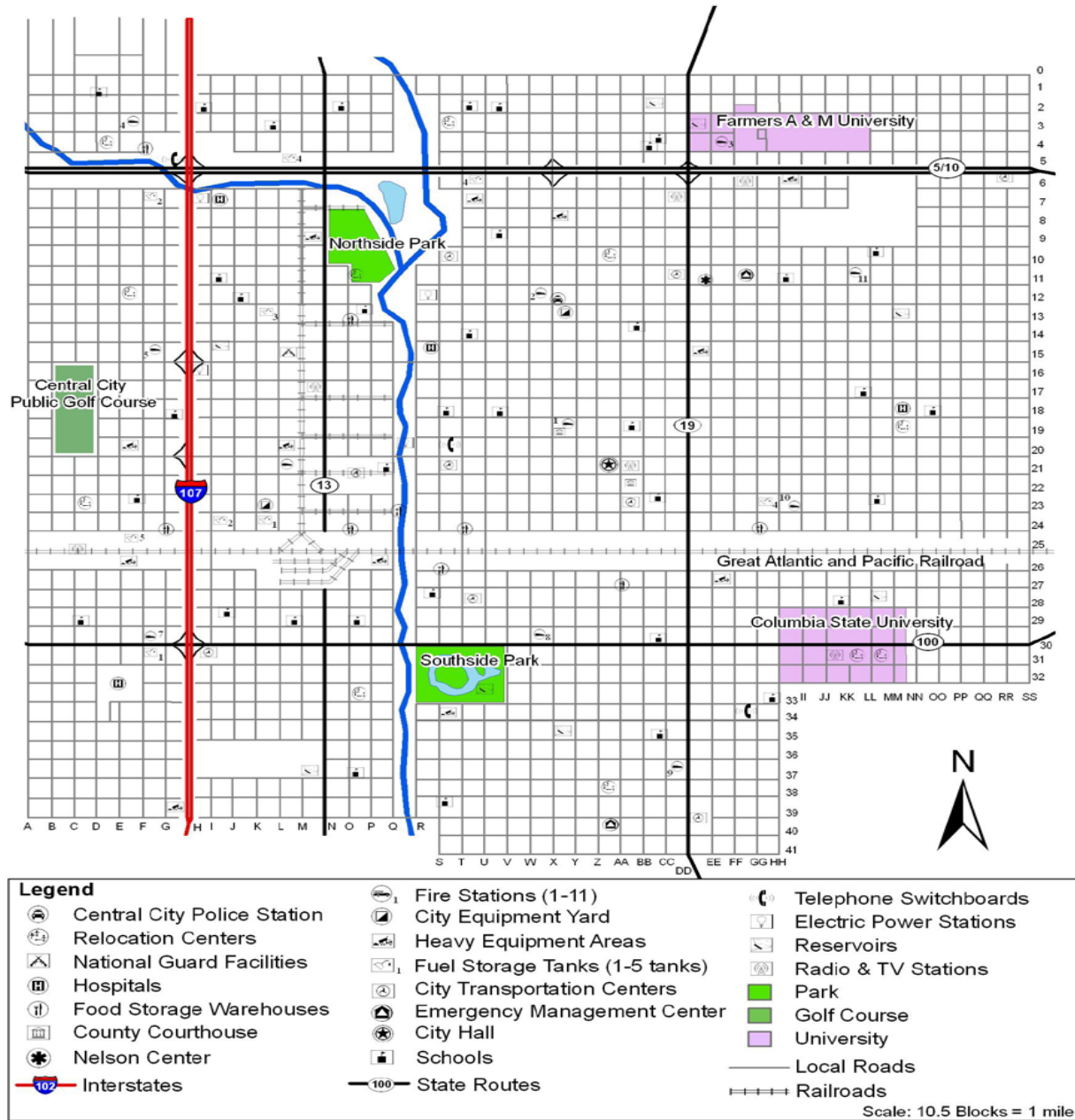
The scenario for this activity takes place in Liberty County. Liberty County is located in the fictional State of Columbia, on the Atlantic Coast between Canada and Mexico.

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

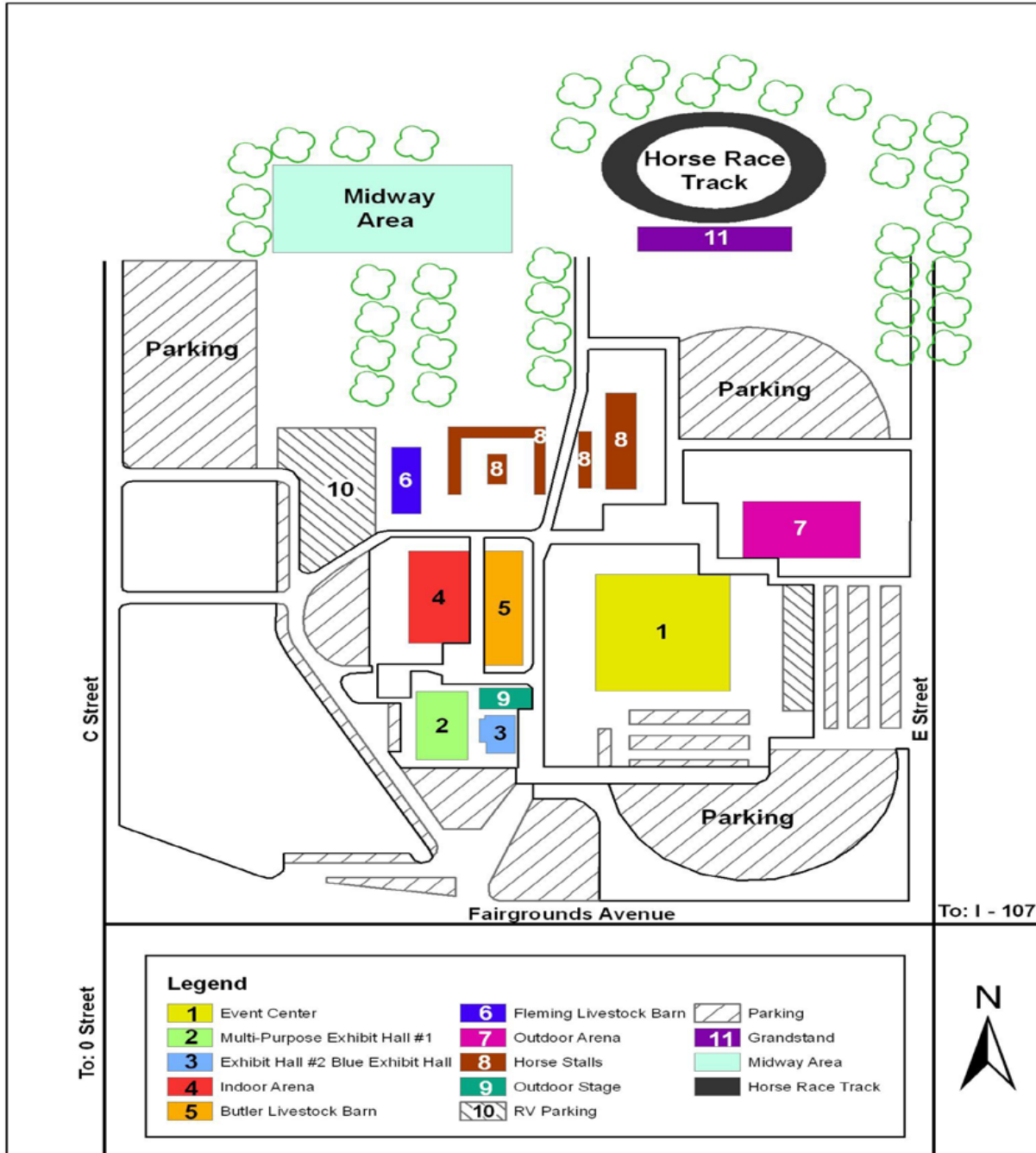
Liberty County government includes a Sheriff’s Department, Emergency Management Center, Public Health Department, Public Works Department and Board of Schools. The county infrastructure includes a Dam and reservoir, a seaport and two airports.



Central City 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.



The Liberty County Fairgrounds are located northwest of Central City. Fairgrounds Avenue, the southern boundary of the fairgrounds, is one street north of the city limits, within the jurisdiction of Liberty County. The indoor and outdoor facilities at the Liberty County Fairgrounds are used throughout most of the year.



It is the week of the annual Liberty County Fair and Rodeo. This event hosted at the fairgrounds and attracts several thousands of visitors daily. Early in the evening large crowds fill the 127 acre complex. People stream to and from the parking areas, traffic is congested, and the Midway area, outdoor stage and Grandstand are filled to capacity.

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

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 Center City and Liberty County Emergency Operations Centers were notified of these events and prepared to send any additional resources required for the incident.

At 5:15 pm the Center City Fire Department established Incident Command. At that time it was a Type 4 Incident. Several single resources such as fire trucks, ambulances and law enforcement were needed for response 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.

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 5:30p.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 identified the following initial incident resource requirements: 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 was not 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.

It is now just after 6 p.m. and the situation appears to be getting worse. The initial assessment of several casualties was incorrect. 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.

This incident has increased in size, complexity and duration. The Incident Commander makes the following assessments:

- This is an incident that will now involve more jurisdictions and agencies. Law enforcement concerns with investigation and crime scene preservation, and Hazardous Materials (HazMat) assessment must be reconciled with the other priorities. 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 must prepare for a transfer of command to a Unified Command.

- This is now a Type III Incident. 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.
- The number of hazards and safety concerns has increased significantly.
- While the current objectives are still valid, there will be additional objectives associated with law enforcement investigation, HazMat response and Public Works actions that will require the development of new objectives. These objectives will have to be prioritized, and additional resources will be needed to accomplish the objectives.
- The ICS structure will need to be expanded. A Liaison officer and Agency Representatives, a Plans Section, a Logistics Section and an Intelligence/Investigations Function are some of the positions that should now be considered for inclusion in the Incident Command structure.
- The EOC will be increasing its activation level to better support the incident, and will require increased situational awareness.
- The MAC Group and a Joint Information Center will be established to support the incident response.

Activity 3.1 Worksheet

Instructions: Read the scenario and then work in your table group to answer the following questions.

1. What support might the on-scene Incident Command require from the EOC?
2. What are the potential communication and coordination requirements of the EOC from Incident Command?
3. Can you identify any potential interface issues between the EOC and Incident Command (issues that the EOC and Incident Command must interface on in order to coordinate their efforts)?