

The Emergency Operations Centre Operational Guidelines 2nd Edition is a set of standards for staff of an Emergency Operations Centre (EOC) in the event of a major emergency or disaster. This document is dated but continues to provide a solid framework for community EOCs. For forms and templates, please contact your EMCR Regional Office to ensure current practices and processes are used.

EMERGENCY OPERATIONS CENTRE Operational Guidelines

2nd Edition



Emergency
ManagementBC

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Acronyms:

| | |
|---------------|---|
| AES | Atmospheric Environment Service |
| BCAS | BC Ambulance Service |
| BCERMS | British Columbia Emergency Response Management System |
| DFA | Disaster Financial Assistance |
| DOC | Department Operations Centre |
| EOC | Emergency Operations Centre |
| ESS | Emergency Social Services |
| GIS | Geographical Information System |
| HUSAR | Heavy Urban Search and Rescue |
| IC | Incident Commander |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| JEPP | Joint Emergency Preparedness Program |
| JIBC | Justice Institute of BC |
| MAF | Ministry of Agriculture & Food |
| MOF | Ministry of Forests |
| MOT | Ministry of Transportation |
| PECC | Provincial Emergency Coordination Centre |
| PEP | Provincial Emergency Program |
| PREOC | Provincial Regional Emergency Operations Centre |
| PS | Public Safety Canada |
| RECC | Regional Emergency Coordination Centre |
| SAR | Search and Rescue |



1 - Overview

Introduction

These Guidelines are intended for use by all members of an Emergency Operations Centre (EOC) in the event of a major emergency. They follow the requirements of the British Columbia Emergency Response Management System (BCERMS), Site Support Coordination level standard, and are also intended to provide guidance during the recovery phase.

These Operational Guidelines are a component in the series of BCERMS publications and materials. Reference should be made to the BCERMS Standard and Overview documents as well as any appropriate hazard plans.

Purpose and Scope

This document guides the management, organization, responsibilities, and coordination necessary to provide for effective response and recovery from major emergencies or disasters at the Site Support (EOC) Level. This document does not address emergencies that are normally handled at the scene by the appropriate first responding agencies. The Guidelines address incidents or events that may cause damage of sufficient severity and magnitude to warrant activation of a Department Operations Centre (DOC) and / or an Emergency Operations Centre (EOC).

Emergency Response Organization

These Operational Guidelines utilize the BCERMS Site Support Level Standard as its organizational structure (Figures 1-2 and 1-3). An Incident Commander is always present to oversee site activities, and an Emergency Operations Centre (if required) is activated to oversee and coordinate all non-site activities. If the emergency is very large, two or more EOCs are established, or an emergency occurs in an unorganized area, then a Provincial Regional Emergency Operations Centre (PREOC) may be established to provide support and coordination. If a PREOC is established, then the Provincial Emergency Coordination Centre (PECC) in Victoria is also established.

Incident Command Post

The Incident Command Post (ICP) is the location from which the Incident Commander directs the site response to the emergency. Incident objectives, strategies and tactics for the site are formulated and directed from the ICP.

Department Operations Centres

In some emergencies, agencies that require unique local support for their operations may establish a Department Operations Centre (DOC). A DOC is primarily concerned with supporting the operations of the agency and ensuring regular activities continue. The DOC will focus on such issues as staff scheduling, obtaining, coordinating and directing highly specialized resources for the agency to fulfill its mission. The Agency Executive may be located at the DOC. The EOC's relationship to a DOC is usually one of policy direction and support or assistance in facilitating resources or actions at the request of the DOC Director. A DOC, if established by a provincial agency, must utilize the BCERMS standards; however, it is recognized that many of the functional positions outlined in these guidelines will not be applicable. DOCs established by provincial agencies may call for support from a PREOC or their Ministry's Regional Emergency Operations Centre, if activated.

Emergency Operations Centres

Emergency Operations Centres (EOC) are normally activated at the request of the Incident Commander or senior municipal officials to provide overall jurisdictional direction and control, coordination and resource support. It is recommended that an EOC utilize the BCERMS principles for organizing and managing EOC operations and activities. By using BCERMS five functional elements an EOC will operate more effectively and consistently with its regional and provincial counterparts.

An EOC normally turns to the PREOC for support when all of their resources are exhausted or they require coordination that is outside of their jurisdiction.

Provincial Regional Emergency Operations Centre

The PREOC coordinates, facilitates and manages information, policy direction, and provincial resources to support local authorities and provincial agencies responding to an emergency or disaster. In circumstances where incidents cross local authority boundaries, or where local authorities are not organized to fulfill their role, the PREOC will define an operational area in order to manage and coordinate the overall provincial response within that area. This level, in conjunction with the provincial central coordination level, integrates overall provincial support to the incident.

The operation of one or more Provincial Regional Emergency Operations Centres (PREOCs) is initiated in order to support the response by local authorities or agencies. PREOCs do not normally communicate directly with Incident Commanders at the site, but communicate with the Site Support Level (EOCs) and Provincial DOCs to help coordinate resources and support operations. The organization and management of the PREOCs follows the BCERMS standards.

Provincial Emergency Coordination Centre

The PECC provides inter-region policy direction and coordination for emergencies involving more than one PREOC. It acts as an overall provincial coordination centre in the event of simultaneous multi-region disasters, such as earthquakes, floods or interface fires.

It provides ongoing inter-agency coordination with Ministry Operations Centres in order to ensure adequate province-wide mobilization and allocation of provincial assets.

The PECC implements the Provincial Emergency Public Information Plan. It serves as the coordination and communications link with the federal disaster support structure, working with both the Department of National Defence and Emergency Preparedness Canada. In the event of a sudden large-scale emergency such as an earthquake, the PECC coordinates all provincial response activities until regional PREOCs can be activated. The

PECC staffing is initially provided by the Provincial Emergency Program (PEP) Emergency Coordination Centre, augmented by PEP Headquarters staff.

EOC Management Considerations

Policy Group

When an EOC is activated, local authorities may establish a policy group comprised of the head of the local authority (e.g., Mayor) and other elected officials and senior executive officers in order to provide the EOC Director with policy direction. An example of this level of policy direction is the declaration of a “state of local emergency.”

Five EOC Functions

| Function | Role |
|---|---|
| <ul style="list-style-type: none"> ▪ Management | Responsible for overall emergency policy and coordination; public information and media relations; agency liaison; and proper risk management procedures, through the joint efforts of local government agencies and private organizations. |
| <ul style="list-style-type: none"> ▪ Operations | Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the jurisdiction’s Action Plan. |
| <ul style="list-style-type: none"> ▪ Planning | Responsible for collecting, evaluating, and disseminating information; developing the jurisdiction’s Action Plan and Situational Status in coordination with other functions; maintaining all EOC documentation. |
| <ul style="list-style-type: none"> ▪ Logistics | Responsible for providing facilities, services, personnel, equipment and materials. |
| <ul style="list-style-type: none"> ▪ Finance / Administration | Responsible for financial activities and other administrative aspects. |

Figure 0-1. Roles in EOC Functions

Span of Control

When span of control is exceeded in any of the five functions, EOC organizational elements should be activated. These include Branches, Groups and Units.

Titles

The supervisor of each organizational element in the EOC has the following title:

- EOC Director
- Section Chief
- Branch Coordinator
- Group Coordinator
- Unit Coordinator.

General Staff

The Operations, Planning, Logistics and Finance / Administration Section Chiefs constitute the EOC General Staff. The General Staff are responsible for:

- Overseeing the internal functioning of their section, and
- Interacting with each other, the EOC Director, and other entities within the EOC to ensure the effective functioning of the EOC organization.

Management Staff

The EOC Director may appoint persons to fill the EOC Management staff positions of Information Officer, Liaison Officer and Risk Management Officer.

Management Team

The EOC Director, General Staff and Management Staff function as the EOC Management Team.

EOC Structure

The EOC structure for a fully developed response organization is shown in Figure 1-2. **It is important to remember that not every EOC function and / or element will be filled in every emergency or disaster.**

The situation at hand will dictate the functions and elements to be activated. As a minimum, an active EOC requires only an EOC Director. Other functions are staffed as needed.

The Local Emergency Program Coordinator and / or EOC Director are responsible for ensuring that the EOC is ready for use on short notice by establishing a regular maintenance and testing schedule.

The EOC contains information display materials, telecommunications and any additional supporting equipment, documents, and supplies required to ensure efficient operations and effective emergency management on a 24-hour per day basis. In addition, power generation capabilities and other special life support systems may be required to allow for continuous operations apart from normal public utilities and services.

BCERMS LEVELS

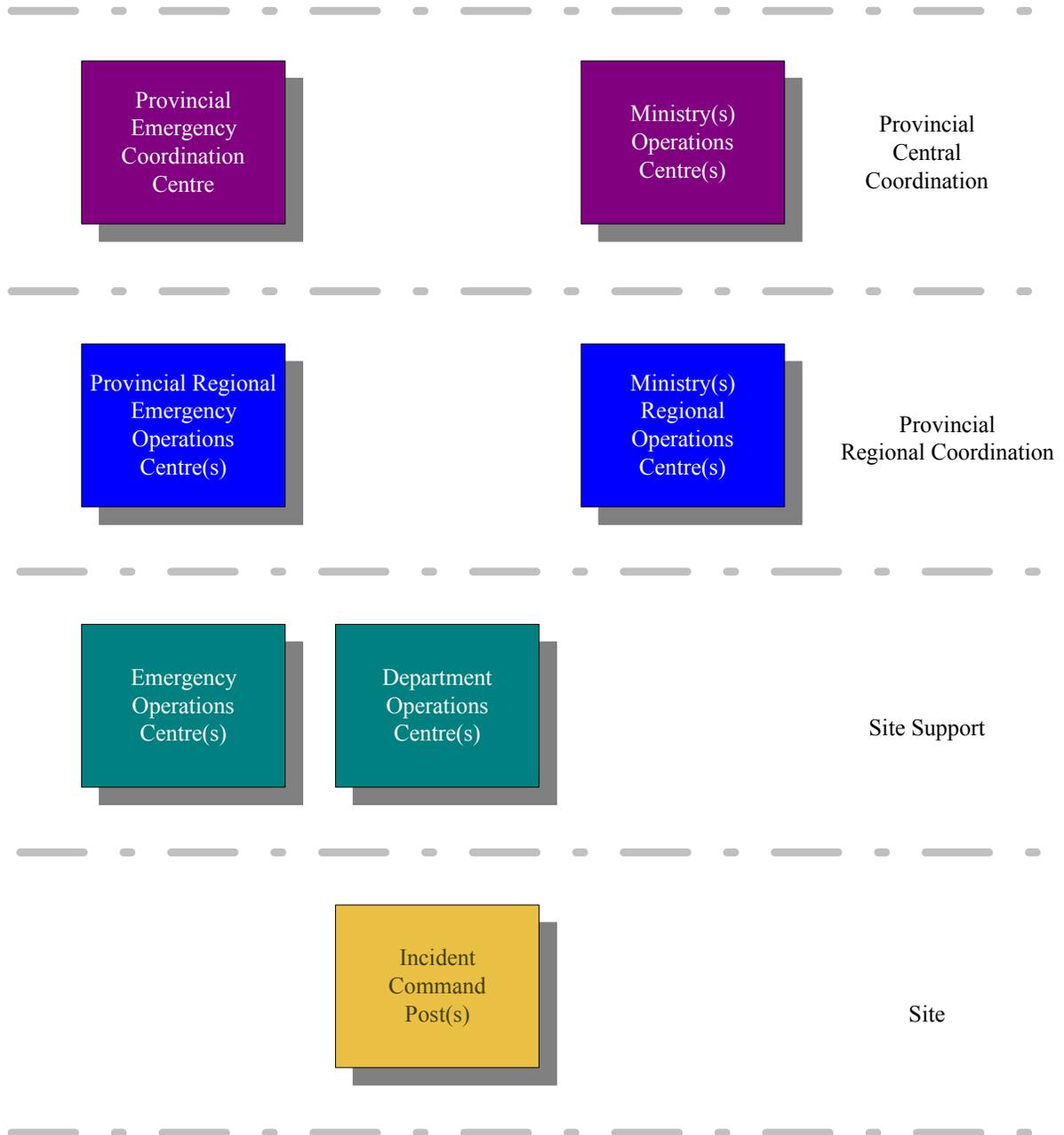


Figure 1-1. Direction, Control and Reporting Relationships in BCERMS

Emergency Operations Centre (EOC) Site Support Organization Chart

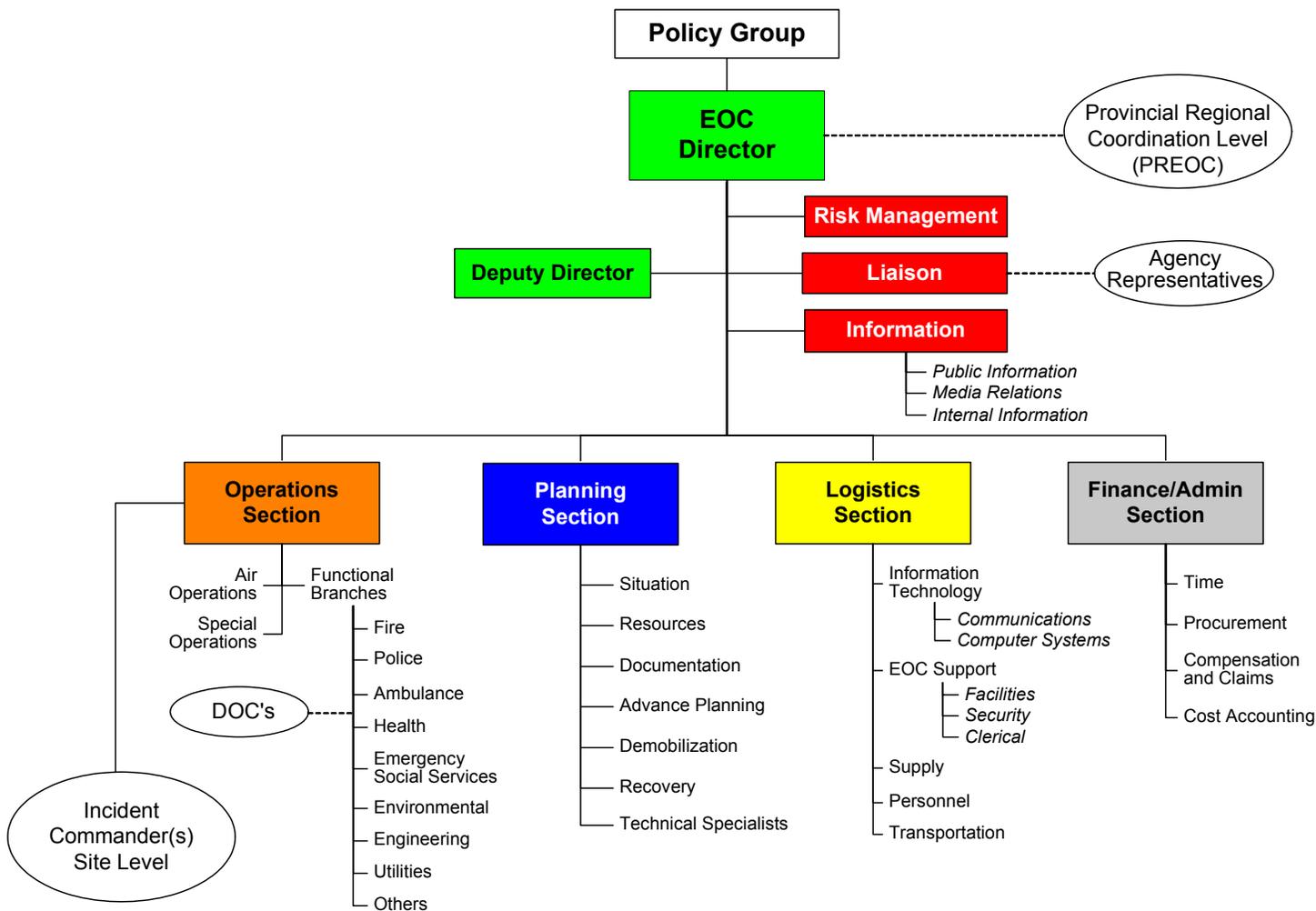


Figure 1-2. EOC Site Support Organization Chart

2 - EOC Activities

EOC Activation and Termination

Authority to Activate the EOC:

An EOC may be activated by any one of the following:

- An Incident Commander within the EOC's jurisdiction
- Persons named in the jurisdictions' emergency plan and / or EOC plan such as: EOC Director, Emergency Program Coordinator, City Manager / Administrator, Fire Chief, Police Chief, Mayor or Elected Officials, etc.
- Director of the Provincial Emergency Program following a Provincial Declaration of State of Emergency.

Declaration Not Required

Note: The EOC may be activated with or without a Declaration of a State of Local Emergency or Provincial Emergency; however, it must be activated once a Declaration has been made.

Activation Criteria

Suggested criteria for activating the EOC includes:

- Significant number of people at risk
- Response coordination required because of
 - Large or widespread event
 - Multiple emergency sites
 - Several responding agencies
- Resource coordination required because of
 - Limited local resources, and
 - Significant need for outside resources
- Uncertain conditions
 - Possibility of escalation of the event
 - Unknown extent of damage
- Potential threat to people, property and / or environment
- Declaration of a State of Local Emergency is made

Termination

The Emergency Operations Centre Director will terminate the EOC activity for the current incident and notify all participants. The Director must consider the requirements of termination virtually from the outset. The Demobilization Unit Coordinator supervises and administers the termination process, staying behind if necessary after the EOC is closed.

Suggested criteria for terminating EOC operations includes:

- Individual EOC functions are no longer required
- A State of Local Emergency is lifted
- Coordination of response activities and / or resources is no longer required
- Event has been contained and emergency personnel have returned to regular duties.

EOC Activation Levels

These guidelines recognize three levels of potential activation. The term “Event” is used to describe an occurrence based on the jurisdictions pre-identified hazards. An “incident” describes one or more occurrences that happen as the direct result of an event.

Examples include:

- An earthquake is an event; any resulting fires or explosions are incidents within the earthquake event.
- A flood is an event; any resulting dike breaches or water contamination are incidents within the flood event.

The level of EOC activation is determined by the magnitude, scope and stage of the event. Only those EOC functions and positions that are required to meet current response objectives need to be activated. Non-activated functions and positions will be the responsibility of the next highest level in the EOC organization. Each EOC function must have a person in charge.

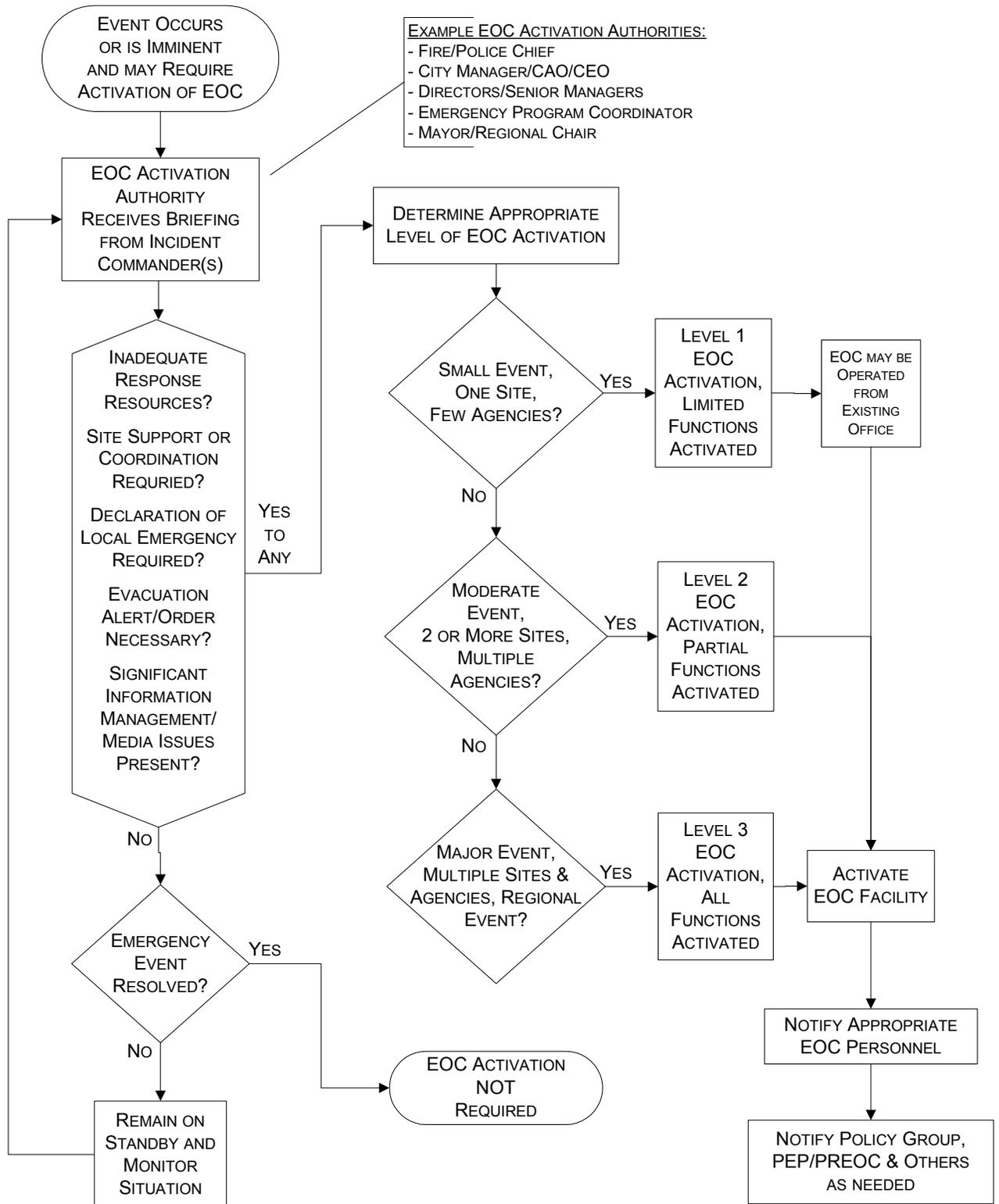
The EOC Organizational structure should be flexible enough to expand and contract as needed. EOC staff may be required to take on more than one position (role), as determined by the nature of the emergency event, availability of resources and / or as assigned by a Supervisor.

EOC ACTIVATION LEVELS

| EOC Activation Level | Event / Situation | Minimum Staffing Requirements |
|----------------------|---|---|
| One | <ul style="list-style-type: none"> • Small event • One site • Two or more agencies involved • Potential threat of: <ul style="list-style-type: none"> - flood - severe storm - interface fire | <ul style="list-style-type: none"> • EOC Director • Information Officer • Liaison Officer • Operations Section Chief • PEP Notified |
| Two | <ul style="list-style-type: none"> • Moderate Event • Two or more sites • Several agencies involved • Major scheduled event (e.g., conference or sporting event) • Limited evacuations • Some resources / support required | <ul style="list-style-type: none"> • EOC Director • Information Officer • Liaison Officer • Risk Mgmt Officer • Section Chiefs (as required) • PEP / PREOC limited activation |
| Three | <ul style="list-style-type: none"> • Major event • Multiple sites • Regional disaster • Multiple agencies involved • Extensive evacuations • Resources / support required | <ul style="list-style-type: none"> • All EOC functions and positions (as required) • Policy Group • PREOC activation |

Local Authority

EOC ACTIVATION FLOWCHART



Notification Procedures

It is anticipated that emergency services dispatch centres will receive the initial reports of major emergencies or disasters. These dispatch centres should follow established procedures detailed in the jurisdiction's emergency plans and / or EOC plan for contacting appropriate EOC personnel.

Call Out

Call out of EOC staff can be coordinated through the emergency service dispatch centres and / or through a designated call-out system.

When requested by any of the people authorized to activate the EOC, the dispatch centre, or designee will contact the required EOC team members and advise them that they are required to report to the EOC facility. Back-up and / or alternate personnel need to be identified for every EOC position to ensure availability and to allow for shift changes. Dispatch centre staff should provide the following information when calling out EOC personnel:

- Brief description of event
- Identity of who authorized the EOC activation
- Where and to whom to report
- Applicable transportation information (known road closures and / or use of specified routes to take)
- Reminder to bring any necessary supplies and reference materials they may require
- Inquiry as to estimated time of arrival to the EOC.

EOC Staffing

Staffing Requirements

The EOC must be able to function on a 24 / 7 basis from activation until de-mobilization as required to support the emergency response. The EOC Director will determine appropriate staffing for each activation level based upon an assessment of the current and projected situation. While the immediate solution may be to establish several complete shifts for the duration of operations, there are seldom the resources or facilities to sustain this approach.

EOC Management Team positions should be filled as a priority by designated qualified individuals from the jurisdiction. Sub-positions within the EOC organization may be filled by qualified personnel independent of rank or agency affiliations. Initially, all positions may be staffed by the first available individual most qualified in the function to be performed.

Based on the previously described EOC **Activation Levels**, plans should include at least two-three complete shifts of personnel for an initial period of time, after which reduced-strength options can be considered for implementation on a section-by-section basis.

Transfer of Responsibilities (Shift Changes)

When a staff member transfers their responsibilities to another, a simple but formal transfer briefing will be required. Shifts, therefore, should be no longer than 8 – 12 hours and should overlap by 15 minutes or so to prevent a staff position from being inadequately relieved. A transfer briefing should summarize the activities of the past shift, identify, “open” incidents or activities, and if time permits, be accompanied by a short written summary of the same information for later use during the operation or at a post-operation debriefing.

Staffing Considerations

Staff Rest: Time must be allowed for rest, meals, etc. The matter cannot be left to sort itself out.

Labour Relations: Rules and regulations regarding safety and overtime, etc. are not necessarily suspended on account of the emergency.

Briefings, Conferences: Activities at the EOC that require all staff members to attend, other than during their shift, should be infrequent. They interrupt necessary rest time and can preclude such necessary events as site visits and media interviews.

Personnel and Facility Identification

Common Identification

In conjunction with the application of common terminology within BCERMS, it is essential to have a common identification system for facilities and personnel filling positions. The following identifying colours for specific functions should be used by all agencies that work within an EOC.

- **Green** ➤ Director and Deputy Director
- **Red** ➤ Management Staff
- **Orange** ➤ Operations
- **Blue** ➤ Planning
- **Yellow** ➤ Logistics
- **Grey** ➤ Finance

Identification may take the form of a vest or armband. These identifiers do not preclude any personnel from wearing their agency's insignia or uniform.

Signs identifying the location of each EOC Function, Branch and Unit should also be posted for visual ease.

EOC Facility & Set-Up

Facility

The EOC facility should be located away from the jurisdiction's vulnerable or high-risk areas. The EOC can be a stand alone or dual-purpose facility. In the event the emergency requires moving the EOC a pre-determined alternate site should be planned for.

The size of the EOC will depend on the number of staff members required. The number of staff members required is dependent on the type and scope of anticipated emergency events the jurisdiction could encounter. For example, in smaller jurisdictions 8-12 people is all that may be required to staff the EOC, however, in larger more urban centres a staff composition of 35 - 50 may be required.

The layout and equipment for the EOC should be carefully planned and exercised well in advance of potential activation. A facility that can offer a variety of rooms, large open spaces, facilitate the technological needs, and provide the necessary life support systems is ideal.

Set-Up

In a full EOC, activation space may be required for the following areas of responsibility:

- All EOC functions (Management, Operations, Planning, Logistics and Finance / Admin)
- Policy group
- Communications centre
- Break-out / meeting rooms
- Media relations
- Public information centre (Toll Free Call Centre)
- Rest and eating areas.

A predetermined floorplan should be included in the jurisdiction's EOC plan.

The EOC should be adequately equipped with furniture, primary and secondary communications equipment, information displays, office equipment, stationery, and required life support systems (e.g., rest areas, washrooms, kitchen, etc.). It is also recommended to store copies of maps and relevant reference materials in the EOC facility for quick access.

Telecommunications

Terminology

Among all BCERMS levels, there must be a dedicated effort to ensure that telecommunications systems, planning and information flow are being accomplished in an effective manner.

Standard protocols and terminology will be used at all levels. Plain English for all telecommunications will be used to reduce the confusion that can be created when radio codes are used. Standard terminology shall be established and used to transmit information, including strategic operations, situation reports, logistics, tactical operations and emergency notifications of imminent safety concerns.

For the EOC, telecommunications methods should consider the following priorities:

- Telephone (land line)
- E-mail
- Fax
- Two-way radio (amateur, commercial)
- Radio telephone (cellular, satellite)
- Video-conferencing.

The EOC communications systems should provide reserve capacity for unusually complex situations where effective communications could become critical. An integrated communications plan should be developed as part of each Action Plan.

Communications Centre

An EOC Communications Centre should be established by the Communications Unit to provide all modes of telecommunications services. This Centre, while established and operated by the Communication Unit in Logistics, is often physically located near Operations and receives operational direction from the Operations Section Chief.

Communications Forms

Radio Messages

EOC message forms should be used for all radio communications. These forms must be clearly filled out by the originator in the areas provided, and then subsequently by the radio operator.

In drafting messages to be transmitted by an operator, be CLEAR and CONCISE. Once the message form leaves the originator's desk, consider it transmitted "as is." The operator will not be in a position to understand what you are trying to say, and will simply read what you printed to the destination addressee.

Internal EOC Messages

As mentioned before, a standard three-part "round-trip" memorandum form should be used for all internal written communications. These communications must be clearly marked with an originator's message number, originating date and time, and identify the originator's name and functional position. Essentially, the memorandum is handled the same as a radio message, except that the memorandum itself should be handed to the destination addressee.

In replying to an internal memorandum (on the same form, as designed), the same information is required.

Message Numbering

Message numbers provide an identification and reference, consisting of three-letter originator's code followed by three sequential digits starting with 001. The numbers continue until 999 is reached, and then the sequence is re-started at 001. If an originator should exceed 999 messages in a single day, numbers should continue into four digits (1000, 1001, etc.) rather than restart at 001. Prefix codes for all EOC staff positions are recommended, such as:

Management:

| <u>Originator</u> | <u>Prefix</u> |
|---------------------------|---------------|
| • Director | DIR |
| • Liaison Officer | LIA |
| • Information Officer | PIO |
| • Risk Management Officer | RSK |

Operations Section:

| <u>Originator</u> | <u>Prefix</u> |
|-----------------------------|---------------|
| • Operations Staff | OPS |
| • Air Operations Section | AIR |
| • Special Operations Branch | SOB |

Planning Section:

| <u>Originator</u> | <u>Prefix</u> |
|-------------------|---------------|
| • Planning Staff | PLN |

Logistics Section:

| <u>Originator</u> | <u>Prefix</u> |
|-------------------|---------------|
| • Logistics Staff | LOG |

Finance / Administration Section:

| <u>Originator</u> | <u>Prefix</u> |
|-------------------------|---------------|
| • Finance / Admin Staff | FIN |

Branches and Units within each Section may also consider establishing a 3 digit Originators Prefix to help with quick identification and record keeping.

Message Precedence

An extensive amount of radio communications and messages will be handled in the EOC. In order to quickly identify the significance of a particular message it is important for the originator to apply a level of precedence appropriate for the circumstances. Similar to resource and information requests, the following system of precedence levels should be applied:

- **Emergency** ➤ Any message having life and death urgency
- **Priority** ➤ Important message / request with a specific time limit
- **Routine** ➤ Regular message traffic

Communications Plan

These guidelines and procedures are written within the context of the *British Columbia Emergency Communication Plan*. That permanent document generally discusses nets, equipment, permanently assigned frequencies, and task assignment of personnel from ministries and agencies. Copies of the BC Communication Plan should be kept in the EOC.

The EOC's critical telecommunication requirements are (at a minimum) to:

- Communicate with each activated Incident Command Post or DOC; and
- Communicate with PEP, PREOC, other EOCs, as required.

Provincial and Federal agencies attending the EOC should provide their own telecommunications link if they need it.

Operational Instructions

The Emergency Communications Plan will normally need to be amplified by the development of a *Communications Operational Instruction (COI)*. This document will contain information specific to the emergency operation and the communications resources available to the specific EOC. The various components are utilized as required, and may need to be updated periodically. COIs are issued by the EOC Information Technology Branch Coordinator.

Information, which might be incorporated in a COI, includes:

- Net diagram(s)
- Frequency assignment (permanent and temporary frequencies)
- Telephone directory
- Control arrangements.

Telephone

The telephone, both terrestrial and wireless can become a hindrance to an effective EOC if certain restrictions are not imposed from the outset. Where at all possible, all incoming operational calls should be routed through an exchange established by the Communications Unit. The use of wireless cellular and satellite phones must be monitored to avoid loss of critical emergency information and avoid “freelancing”.

EOC Telephone Directory

Telephone numbers for the EOC Staff, as well as other important external numbers, should be published in an EOC Telephone Directory by the Information Technology Branch Coordinator as soon as possible after activation. The directory should receive limited circulation to those involved in the EOC and response operations, but not to the media or the public.

Toll-Free Public Information Service

Another important consideration is to assign a toll-free telephone number as a Public Information Service, and operate that number from the Public Information area. Several phones and operators can be assigned to the hotline if necessary. The Information Officer should regularly brief the operators so that they can answer the majority of public inquiries without interrupting busy EOC staff. If a toll-free number cannot be established collect calls should be accepted.

Other than the Toll-Free Public Information Service, **no EOC telephone numbers should be made known to the public.**

Satellite

An EOC may establish satellite communication capability utilizing MSAT, Iridium, Globalstar or other service provider. Satellite communications provides the capability to rapidly transfer a wide variety of voice as well as data information between the EOC, PREOC, and other agencies. The intent of satellite link should be to provide disaster-resistant communications between levels of BCERMS.

Response Goals

The EOC, as with all other BCERMS levels, supports a prescribed set of response goals set out in priority as follows:

1. Provide for the safety and health of all responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect government infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses.

Action Plans from all BCERMS levels will take these goals into consideration.

Management by Objectives

The management by objectives means that the EOC along with the other BCERMS levels establishes objectives to be achieved for a given time frame, known as an “operational period.” These objectives always relate to the response goals stated earlier. An objective is an aim or end of an action to be performed. It is commonly stated as “what” must be done.

Each objective may have one or more options or strategies for achieving the objective. Strategies are commonly stated as “how” actions should be performed. The EOC concentrates on establishing priorities that the objectives may be based on.

Operational Periods

An operational period is the length of time set by EOC management to achieve a given set of objectives. The operational period may vary in length and will be determined largely by the dynamics of the emergency event. Commonly an operational period is between 8-12 hours. It should not exceed 24 hours.

Action Plans

EOC Action Plans address the policies and priorities that support the Incident Commander at the site and are an essential and required element in achieving objectives.

Preparing EOC Action Plans is the responsibility of the Planning Section.

Planning Process

There are five primary steps in sequential order to ensure a comprehensive Action Planning process:

1. Understand the current situation
2. Establish priorities, objectives and strategies
3. Develop Action Plan for next operational period
4. Evaluate the Plan and obtain appropriate approval
5. Anticipate / predict what will happen following implementation of the Action Plan.

Plan Components

The EOC Action Plan may consist of some or all of the following:

- EOC Policies and priorities
- Objectives
- Task assignment lists
- Attached references (e.g., Communications Plan, Traffic Plan, Organization Chart, Map, etc.)
- Distribution list.

Plan Approval

The EOC Director is responsible for approving the Action Plan for each operational period. This is done in consultation with the EOC Management Team to ensure accuracy of the current situation and timelines for actions to be taken.

Plan Implementation and Evaluation

Once approved the EOC Management Team will assume responsibility for implementing their respective portions of the Action Plan. This includes monitoring and evaluating progress of the plan.

Briefings

Briefings provide EOC staff, external agencies and the media with vital information they need to function effectively and efficiently. Information shared at a briefing can help clarify and validate situations so that appropriate decisions can be made.

EOC briefings can be held to,

- Orient personnel to the EOC facility and equipment,
- Review policies and operational guidelines,
- Establish priorities and objectives,
- Keep staff informed as to the current situation, and
- Approve action plans and SITREPS.

EOC Management Team briefings should be facilitated by the Planning Section Chief and / or EOC Director at pre-determined times. The Planning Chief should prepare a briefing agenda approved by the EOC Director, which outlines the briefing format and objectives for the meeting. The agenda is distributed to Management Team members in advance of the meeting.

In the initial stages of EOC activation EOC Management Team briefings should be held every two hours or as required to support response operations. The frequency of briefings may reduce as times goes on and extended operations continue.

EOC Management Team members should come prepared to the briefings by preparing in advance information on:

- Current situation (relevant to their function / role)
- Unmet needs
- Future activities
- Public information needs.

Minutes from the briefings should be documented, approved by the EOC Director and distributed to the Management Team. Section Chiefs are then responsible for briefing their staff on the outcome of the Management Team meetings

Information Flow / Directions

Types of Information

Information coming into and out of the EOC must be managed carefully. BCERMS identifies four types of information transactions common to emergencies:

- Management direction
- Situation reporting
- Resource requests
- General information.

Management Direction

Management directions must follow the lines of authority established for the response organization. These lines are represented in the function and organization charts for each BCERMS level. Among the different levels, command decisions and priorities are communicated between the Incident Commander and Directors of each level.

Situation Reporting

SITREPs

Situation reports are a function most commonly managed through the Planning Section. All personnel must forward incident situation information to the Situation Unit in the Planning Section. Collecting situation data may involve a number of sources, including the Operations Section,

Logistics Section, and the Information Officer at a given level. Situation information is also received from lower and higher levels. Following analysis, the Planning function supports operational decisions and summarizes situation information for the EOC Directors approval. Once approved the SITREP is distributed by the Information Officer to EOC Section Chiefs and other levels in the BCERMS structure.

The EOC should compile, within a reasonable time from receipt of the periodic Incident Commander situation reports, an amalgamated EOC SITREP for any PREOC that may be established in the operational area.

Section Chiefs are responsible for providing the EOC Director with periodic verbal or written updates to the SITREP. The EOC Director should then take steps to brief all the staff on the collective situation. A short conference may be most appropriate.

Resource Requests

Resource requests normally flow from site responders to the Operations Section Chief at the Site Level, who then shares the request through Site's Planning Section to the Logistics Section for the resolution. If the Site's Logistics Section cannot fill the need with available resources, through purchasing, or through agency agreements, the Logistics and Operation Section Chiefs forward requests to the Incident Commander for approval. Once approved, the Incident Commander may pass the request to the Operations Section of the EOC (if activated) or directly to the EOC Director.

General Information

General information may be exchanged among members of a response organization at any given level. BCERMS encourages lateral information flow between functions. In addition, a representative of a function at one level may wish to exchange information with a similar function one level above or below them. Verifying general information is an important step before taking action.

EOCs should consider using standard three-part "round-trip" memorandum forms for all internal communications. These communications must be clearly marked with an originator's message number, originating date and time, and identify the originator's name and functional position. The same information is required when replying to an internal memorandum.

Documentation

All EOC activities require some form of documentation and record keeping. There should be prepared forms for each EOC function responsibility. Which forms requiring completion are dependent on the agencies involved and the scope and impact of the emergency event.

It is extremely important to accurately document actions taken during emergencies. There must be a documented record of all policy and EOC decisions and direction. Resource requests must also be logged and tracked to ensure the response provided is recorded. BCERMS requires all positions to keep a personal and functional position log during events. This will assist in tracking and monitoring the effectiveness of the response and of EOC Action Plans. Documentation is also important for tracking expenditures for cost accounting and for requesting provincial and federal assistance.

EOC Forms

Sample forms for each EOC function / position are contained in Section 4 of these guidelines.

General considerations when completing EOC paperwork should include:

- Print or type all entries
- Enter dates by year / month / day format
- Use 24 - hour clock time
- Enter name, position, date and time on all forms
- Fill in all blanks; use N/A (not applicable) as appropriate.

Copies of all important documents (including individual position logs) should be forwarded to Planning's - Documentation Unit for safekeeping.

After Action Reports

The EOC Director is responsible for ensuring that an after-action evaluation report is prepared on all aspects of emergencies under their control. In addition the Director is responsible for ensuring that all document records are complete and available in the event of a public inquiry.

Resource Management

At all BCERMS levels, there will be some functional activity related to managing resources. This will vary from level to level in terms of directing, coordinating, or inventorying resources. Resources managed by the EOC will usually be in a transit mode, to an affected area, or at a marshalling area awaiting disbursement to a staging area closer to the scene of the incident(s). Resources assigned to an emergency event at any level may be managed in three ways:

- Single resource
- Task force
- Strike team.

Resource Requests

When jurisdictional resources are exhausted and / or unable to fill the need, each responding agency will first go through their DOC (if one is activated) to try and obtain the necessary resource. If the DOC is unsuccessful in filling the resource request it is then forwarded to the Incident Commander. The Incident Commander will assess and prioritize the request before forwarding it to the EOC Operations Section.

If the EOC Operations Section is unable to coordinate filling the resource request, with the EOC Logistics and Planning Sections, then the request is forwarded to the EOC Director. The EOC Director then authorizes forwarding the request to PEP or PREOC (if activated). Similarly if the PREOC is unable to fill the resource request the PREOC Director can forward the request to the PECC.

See Figure 2 - 1 for summary of Resource Management at all BCERMS levels.

Resource Priority Levels

All resource requests should be assigned one of the following priority levels:

- **Emergency** ➤ Having life and death urgency
- **Priority** ➤ Important to support operations within a specific time limit
- **Routine** ➤ Supports regular operations.

Resource Status

Resources will always be in one of three status conditions:

- Available
- Assigned
- Out of service.

Critical Resource Designation

When a specific resource is in demand by multiple agencies and / or jurisdictions and there are a limited number of the resource available it can be designated as a “Critical Resource” by the EOC Director, PREOC Director or PECC Director. All requests for “Critical Resources” must be approved by the EOC Director, PREOC Director or PECC Director.

Resource Tracking

Resource requests frequently require coordination amongst a variety of functions and agency representatives. Multiple requests will be received by the EOC by a wide variety of means and without tracking there is a danger that a critical request could be lost.

Requests must be vetted, prioritized, assigned, tracked and signed off by EOC Management when closed. The EOC Management Team must be able to determine the current status of all resource requests, the sections assigned responsibility for action, and the details of any action taken or planned. This information is critical during the briefing and shift change process.

It is the responsibility of Planning’s Resource Unit to track resources.

Decision - Making

All decisions made in the EOC require accurate and timely information as well as input and consultation from relevant staff members and agencies.

The EOC Director is ultimately responsible for making key decisions on behalf of the EOC. He / she does this in consultation with the EOC Management Team, Incident Commander(s) and the EOC Policy Group.

EOC Director Decisions

Issues that require a decision or approval from the EOC Director include:

- Establishing EOC priorities and objectives
- EOC Action Plans
- Extraordinary resources requests
- Press releases
- Media interviews
- Public information bulletins
- Situation reports
- Evacuation orders
- Preparation of Declaration of State of Local Emergency
- Request mutual aid
- Request for Provincial / Federal Support.

The EOC Director must carefully assess, evaluate, and prioritize each issue requiring a decision / approval. Once the decision is made it must be assigned to applicable functions / positions for implementation and communicated to all appropriate EOC staff and BCERMS levels.

Briefings are commonly used to facilitate the decision-making process.

Relief and Recovery

Near the end of emergency response operations an EOC will make the transition to relief and recovery operations. This may require re-evaluating which PREOC functions are required and which agencies and personnel are best suited to staff the functions, as appropriate. Planning's – Recovery Unit is responsible for overseeing the transition from response to recovery.

Relief

Relief provides for immediate and short-term assistance to people impacted by the emergency event and includes the repair and restoration of essential lifeline systems.

Initial, short-term relief efforts include activities such as:

- Provision of interim housing
- Repair and restoration of lifeline utilities
- Emergency repair of vital transportation systems
- Provision of critical incident stress counselling for response staff and community
- Building safety inspections
- Debris removal and clean-up
- Restoration of social and health services
- Restoration of normal civic services
- Coordination of local, provincial and federal damage assessments
- Re-occupancy of structures
- Economic recovery, including sites for business resumption
- Building demolition
- Formation of recovery taskforce.

Recovery

Experience has shown that planning recovery operations during the response will speed recovery time and reduce losses. The Recovery Unit leads the jurisdiction's recovery efforts and should commence activities as early as possible.

Long-term recovery efforts, four weeks to several years following an event, should include:

- Debris management
- Hazard mitigation
- Reconstruction of permanent housing
- Reconstruction of commercial facilities
- Reconstruction of transportation systems
- Implementation of long-term economic recovery.

Risk Management

Principles

Risk management is the process of planning and implementing decisions that will minimize the adverse effects of accidental and business losses to an organization.

The EOC shall incorporate the principles of risk management in the development of all Action Plans and:

- Include a policy statement supporting risk management
- Specify risk management procedures.

The EOC Director shall ensure that good risk management practices are applied in all incidents throughout the response organization, and that every function contributes to the management of risks. The Director may activate the management staff position of Risk Management Officer to assist in this function.

The scope of risk management effort extends to all losses, all people impacted by the disaster, and all entities participating in mitigation, preparedness, response, and recovery.

The Risk Management Officer shall provide personnel with basic knowledge of risk management and the objectives to be achieved. The Risk Management Officer informs the Director of all significant risk issues and provides factual information as, and when, appropriate.

Risk Management Strategies

The EOC shall apply risk management based upon the following strategies:

1. Assess damage and loss. Identify and analyze loss exposures in the categories of:
 - Personnel
 - Property
 - Liability
2. Examine feasible alternative risk management techniques in the following general categories:
 - Exposure avoidance
 - Loss prevention
 - Loss reduction
 - Segregation of exposures:
 - Separation
 - Duplication
 - Contractual risk transfer
 - Risk financing
3. Select the best apparent techniques
4. Implement the chosen techniques
5. Monitor and adjust as necessary
6. Provide for the overall safety and health of personnel
7. Advise on action to reduce loss and suffering
8. Advise EOC staff and response personnel.

Risk to Personnel

Management shall evaluate the risk to personnel with respect to the purpose and potential results of their actions in each situation. In situations where the risk to personnel is excessive, activities shall be limited to defensive and protective operations.

Declaring State of Local and / or Provincial Emergency

Declaration Not Needed For...

A Local Authority or the province NEED NOT declare a state of local emergency for the following:

- To implement part or all of their Emergency Response and Recovery Plan
- To gain liability protection under the BC Emergency Program Act
- To qualify for disaster financial assistance under the *BC Emergency Program Act*.

Declaring for Evacuation

Once it is apparent to the heads of the local emergency response organization that, in their best judgment, emergency conditions warrant an enforced evacuation, they should advise the heads of the Local Authority. The briefing to the heads of the Local Authority should include a recommendation that they issue a declaration, as well as the nature, extent, probability of loss, resources at risk, and geographic area.

Time permitting, consultation should occur between the local government authorities and the Director or Designate of the Provincial Emergency Program (PEP) prior to the declaration. The Director of PEP is also committed to consultation prior to issuance of a Provincial Declaration, whenever possible. The Director of PEP is responsible for briefing the Attorney General.

The prior consultation process should include the PREOC, if established, and any neighbouring local governments that could be impacted.

Additional Powers of Declaring

In addition to the power to order an enforced evacuation, declaring a state of emergency brings with it eight other powers, enabled by the BC Emergency Program Act. The Local Authority must monitor the implementation of these powers very closely for any possible misuse.

Steps in Declaring State of Local Emergency

Section 12 of the Emergency Program Act allows Local Authority, or head of a Local Authority (Municipal Council or Mayor; or Regional District Board or Chair) to declare a State of Local Emergency if extraordinary powers are required to deal with the effects of an emergency or disaster. Steps to consider:

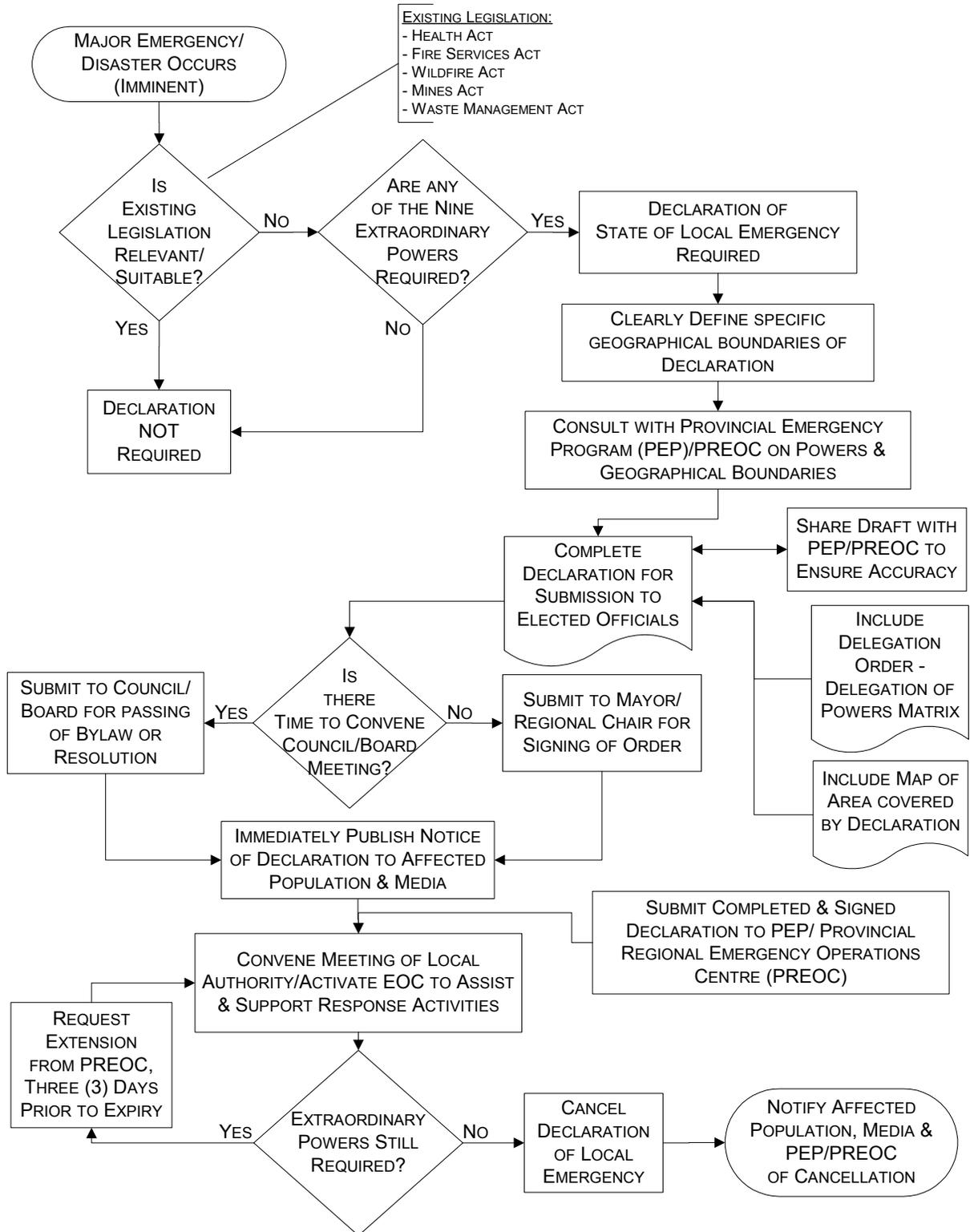
1. The Local Authority must be satisfied that an emergency exists or is imminent.

Declarations can be made in two ways:

- By bylaw or resolution if made by a Local Authority (e.g., Municipal Council or Board of Directors of a Regional District that has powers granted under the Act)
 - By order, if made by the head of the Local Authority (e.g., Mayor or Regional District Chair).
2. Before issuing a Declaration by order, the Mayor or Chair must use their best efforts to obtain the consent of the other members of Council or Board to the Declaration.
 3. As soon as practical after issuing a Declaration order, the Mayor or Regional District Chair must convene a meeting of Council and / or Board to assist in directing response to the emergency.
 4. The Declaration of State of Local Emergency form must identify the nature of the emergency and the area where it exists or is imminent. The Mayor or Chair, immediately after making a Declaration of State of Local Emergency, must forward a copy of the Declaration to the Attorney General, and publish the contents of the Declaration to the population of the affected area. A coordinated public information communications plan should be available for immediate implementation, following the declaration.
 5. A State of Local Emergency automatically exists for seven (7) days unless cancelled earlier. An extension of a State of Local Emergency beyond seven days must have the approval of the Attorney General. Steps 2, 3, and 5 above must be followed for each 7-day extension.

Local Authority

EMERGENCY DECLARATION PROCESS - Emergency Program Act



Cancelling a Declaration of State of Local Emergency

A Declaration of a State of Local Emergency is cancelled when:

- It expires after 7 days or any 7-day extension
- The Attorney General cancels it
- It is superseded by Provincial State of Emergency; or
- It is cancelled by bylaw, resolution or order.

Once it is apparent to the head of the response organization that extraordinary powers are no longer required and that the State of Local Emergency may be cancelled, they should advise the Mayor or Chair as soon as possible. If the Declaration is cancelled by resolution or order, the Attorney General must be promptly notified.

The Mayor or Chair must cause the details of the termination to be published by a means of communication most likely to make the contents of the termination known to the population of the affected area.

Steps in Declaring State of Provincial Emergency

Section 9 of the Emergency Program Act allows the Attorney General or the Lieutenant Governor in Council, by order, to declare a State of Emergency relating to all or any part of British Columbia. This declaration allows for a number of extraordinary powers that are detailed in the Act.

Steps to consider:

2. The Minister or Lieutenant Governor in Council must be satisfied that an emergency exists or is imminent. This is often based on the advice provided by the Director of PEP, who in turn may take advice from local authorities or a PREOC Director.
2. Once a Declaration is obtained, 12 extraordinary powers are granted to the Minister or Lieutenant Governor in Council. Some or all of these powers may in turn be delegated to designated people. This is known as the “written delegation of authority.” The PREOC Director should be prepared to accept some of these powers as the needs arise.

3. A provincial declaration automatically lasts for 14 days unless cancelled earlier, as opposed to a local declaration that is of 7 days duration. Both may be extended.
4. Where a local declaration is in place, should a provincial declaration be made, the local declaration is subject to the provincial declaration.
5. The requirement for declarations of States of Emergency should be considered extensively before proclaiming, and should be monitored very closely.

Evacuation Orders

Evacuation Authority

There are a number of ways to order an evacuation in BC and these vary from hazard to hazard. It is very important to understand the various methods and legal authorities.

Legal Authority “Acts”

- Emergency Program Act (Local Authority and Provincial Government, declarations)
 - Sections 12 (1), 13 (1) (b), 10 (1) (h)
- Fire Services Act (Office of the Fire Commissioner)
 - Section 25 (1)
- Wildfire Act (Protection Branch, Ministry of Forests)
 - Section 13 (1)
- Health Act

Other legislations also exist for some specific hazards / risks.

Flooding

During threat of flooding, enforced evacuations may only be ordered by:

- A Local Authority AFTER declaring a State of Local Emergency, or
- The Province AFTER declaring a State of Provincial Emergency.

In all emergencies, regardless of the threat, the community or jurisdiction is the first line of defence. The BC government supports community / jurisdiction response in all areas of the province.

Local Authority Evacuation Orders

To order an evacuation, a Local Authority must declare a State of Local Emergency,” as enabled under Section 12 of the *BC Emergency Program Act*.

When it is determined that an evacuation is required, the warning must be timely and accurate. While the main concern is the preservation of life, those displaced from their homes or businesses may be experiencing inconvenience, anxiety and fear.

Removing people from their homes and livelihoods must not be taken lightly. People will already be under duress during an emergency; however, public safety must be first. It is a delicate balancing act.

Provincial Evacuation Orders

Several agencies and jurisdictions have the legal authority to close areas and order evacuation. Regardless of who orders an evacuation, these Operational Guidelines follow the provincial standard of a three-staged evacuation process.

Evacuation Stages

Stage 1

Evacuation Alert

Evacuation Alert – A consistent format and process will be used to alert the population at risk of potential need for evacuation. The alert highlights the nature of the danger and that people should be prepared to evacuate the area. The Evacuation Alert may allow for the population at risk to begin an orderly preparation to voluntarily leave the affected area, within a specified time frame. However, the reality of the situation may require immediate action with very short notice.

Stage 2

Evacuation Order

Evacuation Order – The population at risk is ordered to evacuate the area specified in a formal written order. This is an order and as such does not allow for any discretionary decision on the part of the population at risk. They must leave the area immediately.

A statement must be included in all bulletins, pamphlets, warnings and orders that makes it very clear to all that, while the evacuation order is in effect, the area in question will have controlled access and that a pass may be required to regain access to the area.

Stage 3

Evacuation Rescind

Evacuation Rescind – The population at risk is allowed to return to the area previously evacuated, having been advised that the danger has passed.

There is the possibility that the danger may re-manifest itself and the Evacuation Alert or Evacuation Order might need to be reissued.

Please refer to the Evacuation Flowchart on page 1.11 for more details on the evacuation rescind procedure.

Evacuation Plans must deal with two distinct groups of people: the “population at risk” and the “host population” which will shelter the evacuees.

EOC Team Building

Team Building

One challenge an EOC faces is changes to the staff composition. Individual organizations and agencies sometimes have high turnover rates, so that new people must be brought “up to speed” on emergency management issues and integrated into their new EOC roles.

In addition, there may be changes in inter-agency teams. We must often meet and work with new people from other agencies on a task-specific basis. There is a trend toward “temporary” EOC teams or task forces, which come together to deal with a specific emergency event and dissolve when the event is finished.

As an EOC staff member, you may be required to work with experts brought in to supplement existing team expertise, perhaps with knowledge and skills pertinent to handling or planning a specific emergency.

The changes in team membership and the challenge of forging a sound working relationship in a “temporary” environment is an important mission and can be stressful. On the other hand, longstanding teams are sometimes burdened by “history” of poor relations that hinders effective teamwork. Each situation calls for careful attention to group process and applications of skills to improve process where needed to better accomplish the task at hand.

Whatever the circumstances, you need to know the principles of effective teamwork and help apply them, overcoming challenges such as:

- Temporary teams or task forces
- Changing leadership
- Changes in personnel
- Changes in agency involvement.

No matter what the nature of the EOC team, the same basic principles apply to effective teamwork.

Characteristics of Effective Teams

- **Mutual trust** takes a long time to build; yet it can be destroyed quickly. Unspoken “rules” in a team determine whether each member feels free to express his or her opinion about issues and to ask questions that may display ignorance or disagreement, without concern for retaliation or negative consequences.
- **Mutual support** results from group members having genuine concern for one another’s job welfare, growth and personal success. If mutual support is established in a team, members need not waste time and energy protecting themselves or their functions from others.
- **Genuine communication** has two dimensions – openness by the person who is speaking and equally open, unprejudiced listening by other members. Open, authentic communication takes place when mutual support and trust are well established that no member feels guarded or cautious about what to say.
- **Accepting conflicts** as normal and working them through must be a factor because individuals are unique. They differ from one another and will not agree on all things. A good team (where mutual trust, support and genuine communication are well established) accepts conflict as normal, natural and, in fact, as an asset.
- **Mutual respect** for individual differences must be present. In a goal-oriented team, some decisions require the commitment of all team resources and cannot be implemented without this commitment. However, a good team will not demand unnecessary conformity of its members.

Managing Conflict in the EOC

In any group, conflict is inevitable because people have varying perspectives and experience. The problems arise when someone denies the legitimacy of the other’s perspective, or when there is no attempt to consolidate and use what each individual knows and sees as part of the solution.

Since conflict is natural, the goal of EOC Directors, as in other groups, is not to eliminate conflict but rather to view it as essentially healthy if it is handled and resolved constructively. The EOC team is enhanced by exploring differences

because new ideas and new learning result. Usually, when conflict arises and is dealt with openly, people are stimulated to creativity, alternatives are considered, better ideas come forth and a better course of action results.

The EOC Director and Deputy have the ultimate responsibility for providing a safe and healthy environment for EOC staff to work within.

Suggested Approaches to Solving Conflict

- **Avoidance** approach is simply to ignore the conflict or at least not put any attention into trying to do anything about it. In certain situations where the conflict is a trivial one, this might be appropriate.

This approach also carries the risk of the conflict not being resolved successfully within the desired timeframe, or even becoming larger so that it will take more skill and time to resolve.

- **Giving it back to those involved** differs from avoidance in that the parties involved are charged with determining the solution within a certain timeframe. However, it is important to monitor the situation and not assume it has been successfully resolved. Section Chiefs have the responsibility to monitor conflict that arises between their staff. It is up to the Section Chief to try and mediate a resolution and / or forward to the EOC Director or Deputy Director to handle.
- **Imposing a solution (authoritative)**, the EOC Director / Deputy listens to both parties and unilaterally decides a solution, announces it to those involved, and makes sure they understand which solution has been chosen. This alternative may have to be used in a disaster situation when the time is short and the EOC Director clearly knows what solution he or she wants.
- **Compromise** is when all parties think over their side of the issue and their critical needs, and then identify and accept the minimum they can live with to resolve the conflict. The primary goal is to stop the conflict, rather than a thorough working out of the issues in order to keep something like this from happening again.
- **Collaboration** has each side working hard at stating their concerns, their goals, and their needs in the conflict situation, and then listens to the other party do the same in an attempt to work through the conflict to a genuinely satisfactory outcome.

The EOC will operate more effectively if the staff members interact as a cohesive team. There are a number of advantages to working in teams, especially in terms of productivity and creativity.

Teams also present their own challenges, particularly in terms of changing composition and priorities. Different methods of dealing with conflict are available, and each has its advantages when employed appropriately. Although the term conflict has negative connotations, it can be used constructively and creatively in many problem-solving situations.

The Psychological and Social Climate of the EOC

There are three principles of psychological support that you should be aware of in managing crisis operations:

- **Effective Management.** In a crisis people will seek and follow a leader who provides direction, inspires confidence and helps to structure an unclear, threatening situation. An EOC Director must demonstrate personal leadership and effective management by successfully organizing the EOC and carrying out major responsibilities.
- **Interaction with Others.** Empathetic, friendly interaction with others is an important part of successful psychological support.
- **Goal-Oriented Behaviour.** Persons under stress need to have something useful to do and need to understand how to do it. In assigning tasks, remember that stress affects everyone's performance. People under stress may tend to:
 - Act impulsively, with a feeling of urgency that is not appropriate to the task
 - Concentrate only on the immediate problem and forget the larger problems
 - Forget what they have been trained to do in the EOC, and fall back into pre-disaster patterns of a routine emergency response, and
 - Perform simple tasks better than complex, skilled tasks.

Managing Staff Under Stress

The EOC Director and Deputy must be constantly aware of the working conditions and stressful events that could affect EOC staff's ability to function. There are methods to help employees cope with stress.

- **Debriefing.** A debriefing is a useful process that can help emergency personnel cope with an incident. It is commonly held at the end of a shift to review operational procedures and identify immediate areas requiring attention and / or changes.
- **Defusing.** A defusing is a much shorter, less formal and less structured version of a critical incident stress debriefing (CISD). A defusing is held within 12 hours of the event, and usually lasts about 30 to 45 minutes. Qualified personnel manage it. The defusing only involves the most seriously affected members who experienced the emotional event. Its purpose is to allow the affected personnel to express their feelings and to prepare them to go back to work. A defusing is a short-term fix for an immediate reaction to a troubling event.
- **CISD.** Critical Incident Stress Debriefing is a group meeting, conducted in a confidential environment that provides a forum for individuals to vent their emotions and express their reactions to the event. Two major goals of a CISD are to reduce the impact of a critical event and to accelerate the recovery of people who have experienced a traumatic event.
- **Post-Operation Debriefing.** Soon after the EOC demobilization and response operation is concluded, the agencies involved will be invited to attend a formal debriefing with a view to improving response capabilities within the jurisdiction. To facilitate that meeting, which may not be attended by all EOC staff, it is important to ensure that significant operational information has been evaluated by the persons actively involved, and that an accurate written record of the operation has been preserved.

During the debriefing, "lessons learned" are recorded as well as participants' comments on the current plans and procedures implemented. If possible, representatives from supporting functional organizations, DOCs other EOCs and PREOC should be invited to the post-op debriefing.

Note

The EOC Director / Deputy should constantly check with section chiefs and / or monitor EOC staff for signs of stress. If a particular staff person appears distressed, take immediate action and do not delay if it is determined that the person should be relieved.

3 - Position Checklists and Aids

This Section provides checklists and flowcharts for all EOC Functions, Branches and Units required to staff the EOC in a major emergency.

It is important to note that not all positions are required for all emergencies and in some cases, one person may carry out the responsibilities of more than one position. Only those functions / positions that are needed to effectively handle the emergency should be staffed.

Position Checklists have been proven to be an effective tool during emergencies. They help guide staff who may not be familiar or practiced in their EOC role and provide useful reminders of items that should be done during an emergency. It is important that the entire Checklist be read through once before initiating action items.

As emergencies and exercises are reviewed, the applicability of the Checklists will be reviewed and revised as needed. The responsibility for this review lies with the EOC Director and the Emergency Program Coordinator for the jurisdiction.

Generic EOC Checklist - For All Positions

Activation Phase:

- Check in with the Personnel Unit (in Logistics) upon arrival at the EOC. Obtain an identification card and vest, if available.
- Complete EOC Check-In List (EOC 511) and PEP Task Registration Form (EOC 512).
- If you are a representative from an outside (non-jurisdictional) agency register with the Liaison Officer.
- Report to EOC Director, Section Chief, or other assigned supervisor, to obtain current situation status and specific job responsibilities expected of you.
- Set up your workstation and review your Position Checklist, forms and flowcharts.
- Establish and maintain a Position Log (EOC 414) that chronologically describes the actions you take during your shift.
- Determine your resource needs, such as a computer, phone, fax, stationary, plan copies, and other reference documents.
- Participate in any facility / safety orientations as required.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the EOC Director or designate.
- Complete all required forms, reports, and other documentation. All forms and paperwork should be submitted through your supervisor to the Planning Section (Documentation Unit), as appropriate, prior to your departure.
- If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave. Return any communications equipment or other materials specifically issued for your use.
- Leave a forwarding phone number where you can be reached.
- Follow EOC checkout procedures. Return to Personnel Unit (in Logistics) to sign out.
- Be prepared to provide input to the After Action Report.
- Upon request, participate in formal post-operational debriefs.
- Access critical incident stress debriefings, as needed.

Policy Group

Composition could include:

- Mayor and Elected Officials, and / or
- Senior Executives

Responsibilities:

1. Provides overall emergency policy and direction to the EOC Director.
2. Sets expenditure limits.
3. Formally requests outside support / resources (e.g., Provincial and Federal support).
4. Authorizes declaration and termination of “State of Local Emergency.”
5. Provides direction for emergency public information activities.
6. Acts as a spokesperson for the jurisdiction.

Activation Phase:

- Convene as the EOC Policy Group at the EOC or designated site as recommended by the EOC Director.
- Obtain current situation status and a briefing on priority actions taken and outstanding, from the EOC Director.
- Follow the Generic Activation Phase Checklist (3.3).

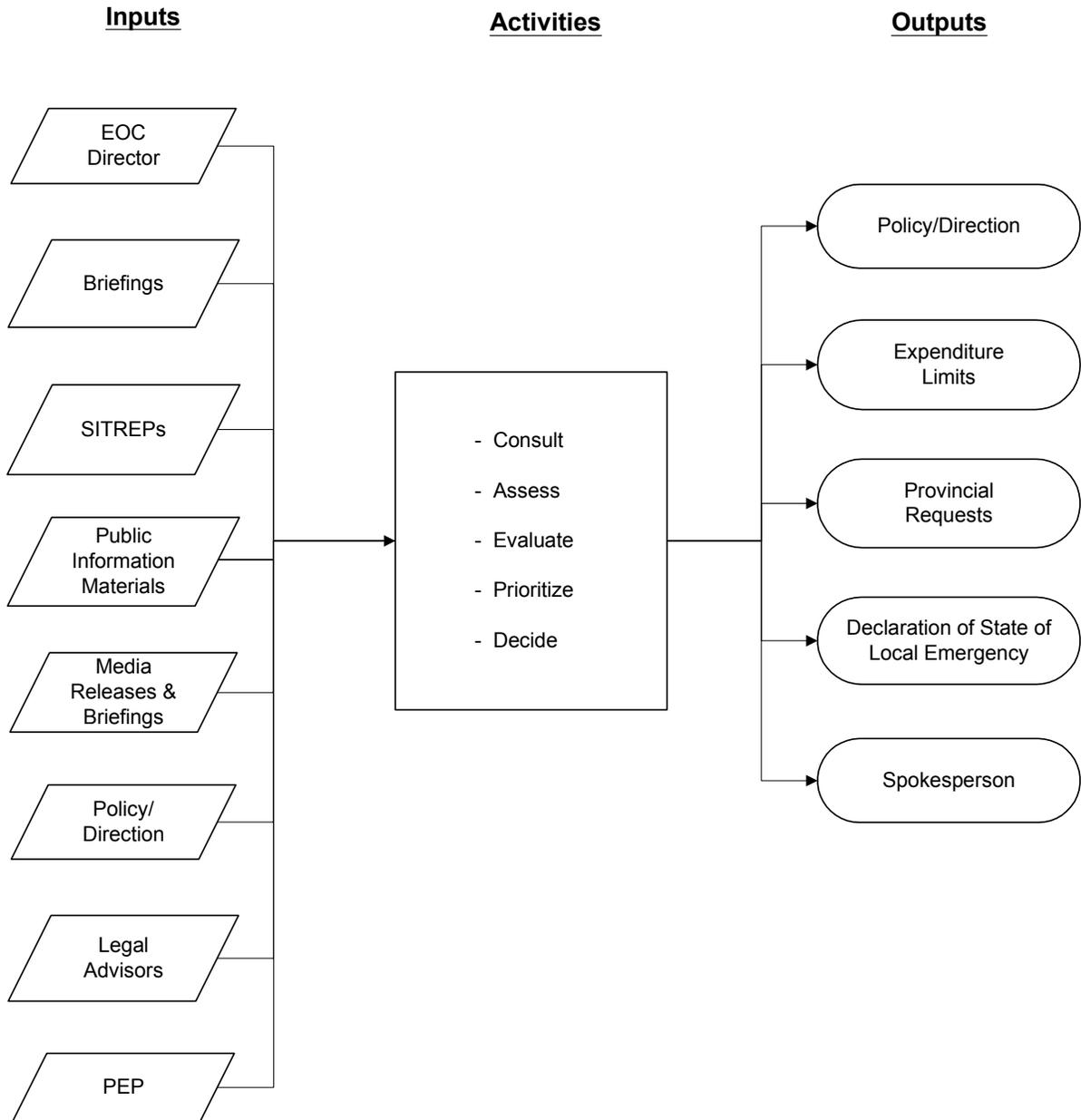
Operational Phase:

- Examine need for new or temporary policies, as required to support response operations.
- Consult with EOC Director to determine appropriate expenditure limits.
- As requested prepare for and participate in any media briefings.
- Ensure adequate public information materials are being issued from the EOC.
- Consult with EOC Director and / or Legal Advisors regarding any potential legal issues and recommended courses of action.
- Consult with EOC Director to determine need for extraordinary resources and / or outside assistance.
- Consult with EOC Director to determine need for Declaration and Termination of “State of Local Emergency.”
- Keep appraised as to the status of the emergency event by reviewing EOC Situation Reports.

Demobilization Phase:

- Proclaim termination of the emergency response and have EOC proceed with recovery efforts.
- Ensure all paperwork has been forwarded to the Documentation Unit in Planning.
- Provide input to the after action report.
- Participate in formal post-operational debriefs.
- Recognize EOC staff members and response personnel for their efforts.
- Follow the Generic Demobilization Phase Checklist (3.3).

POLICY GROUP



EOC Director

Responsibilities:

1. Exercise overall management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with Incident Commander(s), EOC General Staff and Management Staff, set priorities for response efforts in the affected area.
2. Provide support to local authorities and provincial agencies and ensure that all actions are accomplished within the priorities established.
3. Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
4. Ensure that inter-agency coordination is accomplished effectively within the EOC.
5. Direct, in consultation with the Information Officer, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases, and other public information materials as required.
6. Liaise with Policy Group and / or Elected Officials.
7. Ensure risk management principles and procedures are applied for all EOC activities.

Reports to:

- Policy Group

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Obtain briefing from whatever sources are available.
- Obtain PEP task number if required.
- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation of the EOC.
- Respond immediately to EOC location and determine operational status.
- Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
 - Operations Section Chief
 - Logistics Section Chief
 - Planning Section Chief
 - Finance / Administration Section

- Determine which Management Staff positions are required and ensure they are filled as soon as possible.
 - Information Officer
 - Risk Management Officer
 - Liaison Officer
- Ensure EOC organization and staffing chart is posted and arriving team members are assigned appropriate roles.
- Establish initial priorities for the EOC based on current status and information from Incident Commander(s).
- Schedule the initial EOC Action Planning meeting and have Planning Chief prepare the agenda.
- Consult with Liaison Officer and General Staff to determine what representation is needed at the EOC from other emergency response agencies.
- Assign the Liaison Officer to coordinate outside agency response to the EOC, and to assist as necessary.
- Obtain personal telecommunications equipment if required.

Operational Phase:

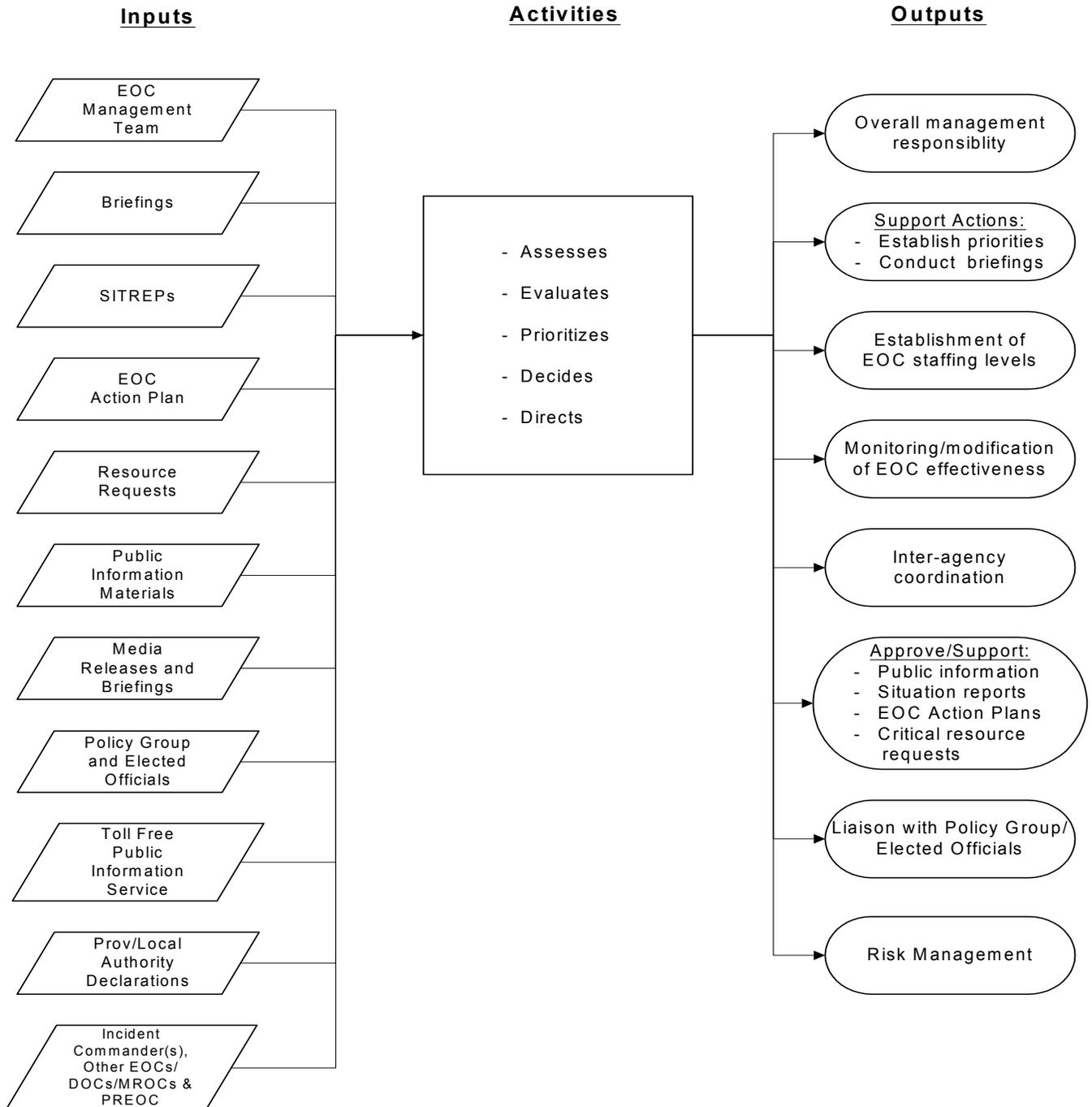
- Monitor general staff activities to ensure that all appropriate actions are being taken.
- Ensure that Operational Periods are established and that initial EOC response priorities and objectives are decided and communicated to all involved parties.
- In conjunction with the Information Officer, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- Ensure that the Liaison Officer is providing for and maintaining effective inter-agency coordination.
- In coordination with Management Staff, identify priorities and management function objectives for the initial EOC Action Planning Meeting.
- Convene the initial EOC Action Planning meeting. Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate planning procedures are followed. Ensure the Planning Section facilitates the meeting appropriately.
- Once the Action Plan is completed by the Planning Section, review, approve and authorize its implementation.
- Conduct periodic briefings with the EOC Management Team to ensure response priorities and objectives are current and appropriate. (See EOC 401.)
- Establish and maintain contacts with adjacent jurisdictions / agencies and other BCERMS levels as appropriate.

- Conduct periodic briefings for Policy Group, elected officials or their representatives.
- In conjunction with the Liaison Officer, prepare to brief elected officials on possibility for declaration of state of local emergency.
- Document all decisions / approvals.
- Approve resource requests not included in Action Plan, as required.
- Ensure Policy Group and / or elected officials are informed of State of Provincial Emergency if declared by the Attorney General, and coordinate local government Proclamations (if any) with other emergency response agencies, as appropriate.
- Assign in writing, delegated powers allowed under declaration if any are given.
- Assign special projects to Deputy Director, as needed.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Authorize demobilization of sections, branches and units when they are no longer required.
- Ensure that any open actions not yet completed will be handled after demobilization.
- Ensure that all required forms or reports are completed prior to demobilization.
- Ensure that an EOC After Action Report is prepared in consultation with the Planning Section and EOC Management Team.
- Terminate emergency response and proceed with recovery operations as proclaimed by Policy Group.
- Deactivate EOC when emergency event no longer requires the EOC activated. Ensure all other facilities are notified of deactivation.
- Follow the Generic Demobilization Phase Checklist (3.3).

EOC DIRECTOR



EOC Deputy Director

Responsibilities:

1. Assume the role of an EOC Director in his / her absence. See pages 3-9 for EOC Director responsibilities.
2. Undertake special assignments at the request of the EOC Director.
3. Ensure the efficient and effective flow of information within the EOC.
4. Ensure resource requests are prioritized and tracked.
5. Support EOC management by communicating policy direction and action priorities to all staff.
6. Coordinate internal functions of EOC for effective operational capability.
7. Monitor the health and welfare of EOC staff. Mediate and resolve any personnel conflicts.
8. Facilitate shift change briefings and operational debriefings.

Reports to:

- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Respond as requested, to EOC location and assist EOC Director in determining operational status.
- Obtain briefing from whatever sources are available.
- Supervise the set-up of the EOC for the most effective and efficient operations.
- Ensure EOC Management staff's working area is set-up properly and that appropriate personnel, equipment and supplies are in place.
- Obtain personal telecommunications equipment if required.

Operational Phase:

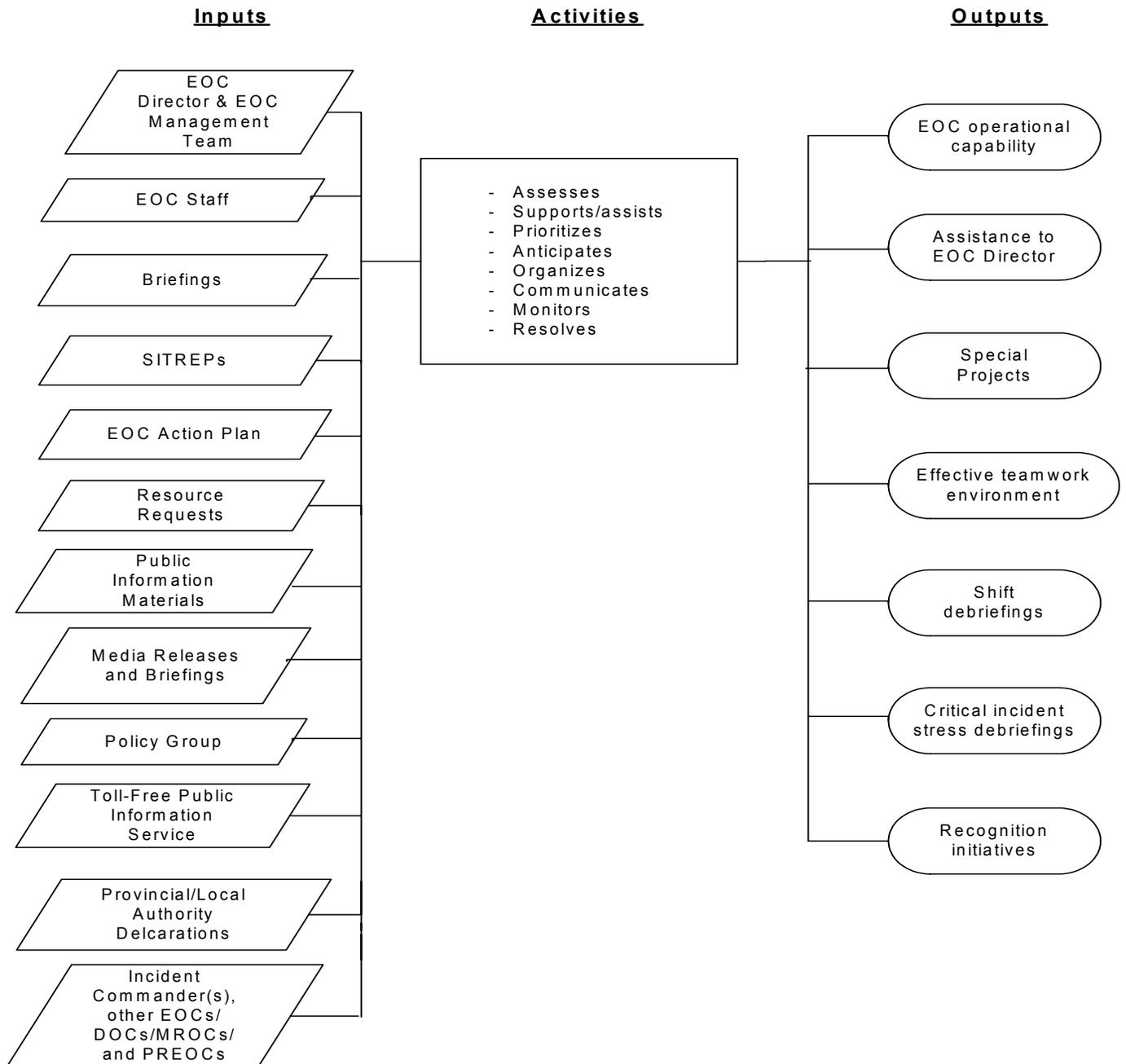
- Maintain a position log and any other relevant forms.
- Support management staff activities to ensure that all appropriate actions are being taken.
- Assist EOC Director in determining and communicating priorities, objectives and decisions to all EOC staff.
- Assist with preparations for EOC Action Planning meeting.
- Ensure EOC management team follows Status Report (EOC 401A).

- Ensure EOC management staff has sufficient administrative support.
- Coordinate additional staffing needs with Logistics Personnel Unit Coordinator.
- Ensure all positions use a Position Log (EOC 414).
- Participate in EOC Action Planning and Management Team meetings.
- Report significant events and any issues of concern to EOC Director and advise of your activities on a regular basis.
- Undertake special projects and assignments as directed by the EOC Director.
- Check with the General Staff on the health and welfare of all EOC staff. Authorize and coordinate additional support needs as required.
- Mediate and resolve any personnel conflicts.
- Consult with EOC Director on appointing additional staff to ensure 24-hour shift scheduling for both Director and Deputy positions.
- Arrange for and facilitate operational debriefs and critical incident stress debriefs for EOC staff, as required.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Assist EOC Director with demobilization procedures.
- Ensure that any operations not yet completed are handled and assigned after demobilization.
- Complete all required forms and reports prior to demobilization and forward to Documentation Unit.
- Assist with the deactivation of the EOC at the designated time, as appropriate.
- Assist with the preparation of the EOC After Action Report.
- Organize and facilitate staff debriefings and critical incident stress debriefs.
- Organize and coordinate staff recognition initiatives (i.e., thank you letters) for time and expertise staff contributed towards EOC operations.
- Follow the Generic Demobilization Phase Checklist (3.3).

EOC DEPUTY DIRECTOR



Liaison Officer

Responsibilities:

1. The Liaison Officer functions as a point of contact for, and interaction with, representatives from other agencies arriving at the EOC.
2. Liaise with any DOCs (Department Operation Centres), MROCs (Ministry Regional Operation Centres), and organizations not represented in the EOC.
3. Coordinate agency representatives for the EOC as required to ensure adequate EOC structure, and fill all necessary roles and responsibilities enabling the EOC to function effectively and efficiently.
4. Assist and serve as an advisor to the EOC Director and Management Team as needed, providing information and guidance related to the external functions of the EOC.
5. Assist the EOC Director in ensuring proper procedures are in place for directing agency representatives, communicating with elected officials, and conducting VIP / visitor tours of the EOC facility.
6. Liaise with local authorities other EOCs, Provincial and Federal organizations, communicating EOC guidelines, directives, Action Plans and Situation Information.

Reports to:

- EOC Director / Deputy Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC and obtain situation status and response priorities from EOC Director or Deputy.
- Ensure that an EOC staff check-in procedure is established immediately (EOC 511).
- Ensure registration procedures are established for outside agencies working within the EOC.
- Assist the EOC Director in determining appropriate staffing for the EOC.
- Ensure that an EOC organization and staffing chart is posted and updated.
- Provide assistance and information to General Staff regarding staffing EOC sections.
- Ensure that agency representatives' telephone and / or radio communications are established and functioning.
- Obtain personal telecommunications equipment.

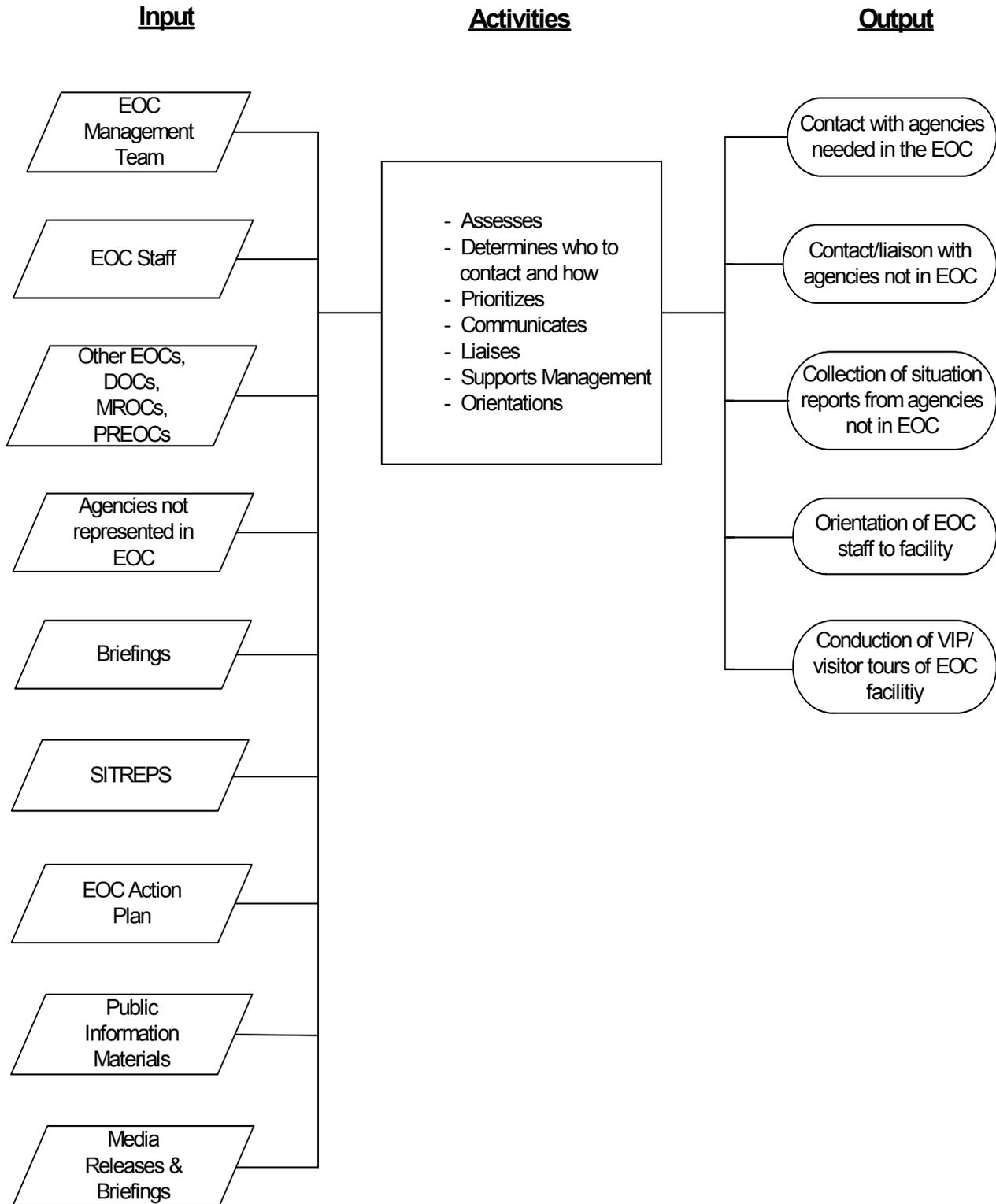
Operational Phase:

- Assist the EOC Director and Management Team in developing overall EOC priorities as well as priorities for the initial Action Plan.
- Provide external and non-represented agencies information to the Planning Section to assist in the development, continuous updating and implementation of EOC Action Plans.
- Provide general advice and guidance to agencies and EOC staff as required.
- Ensure that all notifications are made to agencies not represented in the EOC.
- Ensure that communications with appropriate external non-represented agencies (such as: Utilities, Transportation, Volunteer Organizations, Private Sector, etc.) is established and maintained. (See EOC 410.)
- Assist EOC Director in preparing for and conducting briefings with EOC Management Team members, elected officials, the media, and the general public.
- Prepare external non-represented agency information for briefings with the EOC Management Team.
- Ensure that operational priorities and objectives identified in EOC Action Plans are communicated to external non-represented agencies.
- Facilitate completion of situation reports with external non-represented agencies and forward to the Planning Section.
- Advise the EOC Director of critical information and requests contained within agency situation reports.
- Forward approved EOC Situation Reports to non-represented agencies as requested.
- Assist the EOC Director in establishing and maintaining an Inter-agency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC, as required.
- In consultation with the Information Officer, conduct tours of EOC facility as requested.
- Provide assistance with shift change activity as required.

Demobilization Phase:

- Notify external non-represented agencies in the EOC of the planned demobilization, as appropriate.
- Assist with the deactivation of the EOC at the designated time, as appropriate.
- Assist the EOC Director with recovery operations and assist with preparation of the After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

EOC LIAISON OFFICER



Risk Management Officer

Responsibilities:

1. **Risk Management** – Ensures that good risk management practices are applied throughout the response organization and that every function contributes to the management of risk. Protects the interests of all EOC participants, agencies, and organizations by ensuring due diligence in information collection, decision-making, and implementation. Monitors situations for risk exposures and ascertains probabilities and potential consequences of future events.
2. **Safety** – The Risk Management Officer provides advice on safety issues. The Risk Management Officer has the authority to halt or modify any and all unsafe operations within or outside the scope of the EOC Action Plan, notifying the EOC Director of actions taken. It should be noted that while the risk management officer has responsibility for safety, it is recommended that a safety specialist be appointed who is familiar with all aspects of safety and relevant legislation.
3. **Security** – The Risk Management Officer ensures that appropriate security measures have been established to allow for only authorized access to the EOC facility and documentation.

Reports to:

- EOC Director / Deputy

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Perform a risk identification and analysis of the EOC site and operations.
- Tour the entire facility area and determine the scope of ongoing and future operations.
- Monitor set-up procedures for the EOC ensuring that proper safety regulations are adhered to.
- Oversee that security checkpoints have been established at all EOC entrances to allow only authorized personnel access to the EOC, including staff sign-in and identification procedures.

Operational Phase:

Risk Management

- Establish and maintain position log and other necessary files.
- Assess damage and loss, working with Planning's Situation Unit and the Compensation and Claims function in Finance / Administration.

- Identify and document risk and liability issues; keep Planning Section Chief advised at all times.
- Gather and organize evidence that may assist all EOC organizations in legal defence that may be more difficult to obtain later.
- Conduct interviews and take statements to investigate major risk management issues.
- Advise EOC members on safety and risk management issues.
- Assist the EOC Director in reviewing press releases, public alerts and warnings and public information materials from a risk management perspective.
- Evaluate situations and advise the EOC Director of any conditions and actions that might result in liability (e.g., oversights, improper response actions, etc.)
- Identify potential claimants and the scope of their needs and concerns.
- Advise members of response organizations regarding options for risk control, during operational meetings and upon request.
- Advise on actions to reduce loss and suffering and, where appropriate, proactively support response and recovery objectives.
- Ensure Documentation Unit is secure and operating effectively. Advise Documentation Unit on the types of information to collect, flow of information, and confidentiality concerns.
- Organize and prepare records for final audit.

Safety:

- Work with the EOC Support Branch Coordinator to become familiar with any hazardous conditions in the facility, especially following a seismic event. Conduct regular inspections of the facility.
- Coordinate with EOC Support Branch to obtain assistance for any special safety requirements.
- Provide guidance to EOC staff regarding actions to protect themselves from the emergency event, such as smoke from a wildfire or aftershocks from an earthquake.
- Coordinate with Finance / Administration on any EOC personnel injury claims or records preparation as necessary for proper case evaluation and closure.

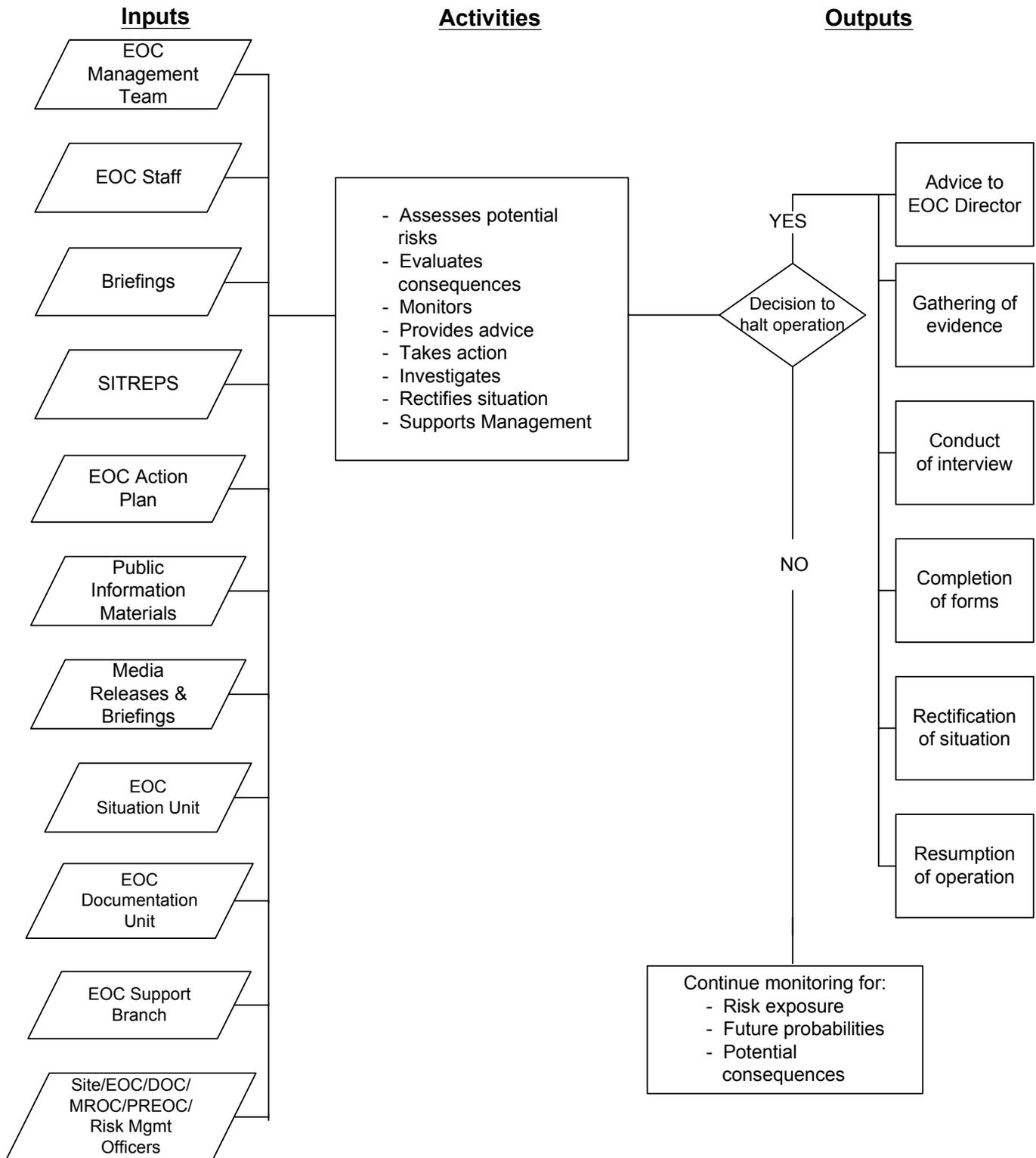
Security:

- Monitor security checkpoints and EOC facility access.
- Address any security issues with the EOC Director recommending improvements where necessary.

Demobilization Phase:

- Assist the EOC Director in de-activation activities including:
 - Collection of all relevant papers and electronic records to the Documentation Unit.
 - Collection of all material necessary for post-operation reporting procedures.
- Assist with the deactivation of the EOC at designated time, as appropriate.
- Assist EOC Director in preparing the After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

EOC RISK MANAGEMENT OFFICER



Information Officer

Responsibilities:

1. Serve as the coordination point for all public information, media relations and internal information sources for the EOC.
2. Coordinate and supervise all staff assigned as Assistant Information Officers and their activities.

Public Information:

1. Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
2. Ensure that a Toll-Free Public Information Service (hotline or call centre) is established for the public to access helpful information and advice. Provide the call takers with timely and accurate messaging sheets so that they offer only confirmed and approved information.

Media Relations:

1. Serve as the coordination point for all media releases for the EOC.
2. Coordinate media releases with officials representing other affected emergency response agencies.
3. Develop the format for press conferences and briefings in conjunction with the EOC Director.
4. Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.

Internal Information:

1. In consultation with EOC Director and Liaison Officer, coordinate VIP and visitor tours of the EOC facility.
2. Develop helpful messaging sheets and / or FAQ sheets (frequently asked questions and answers) to ensure consistent and accurate information sharing amongst EOC staff.
3. Maintain a web site established for EOC information, as appropriate.
4. Liaise with the Information Officers at site(s) other EOCs, DOCs, MROCs, PREOC and other external agencies.

Reports to:

- EOC Director / Deputy

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Determine staffing requirements and make required personnel assignments for an Information Section.
- Assess information skill areas required in the EOC such as: writing, issues management, media relations, event planning, etc.

Operational Phase:

- Obtain policy guidance and approval from the EOC Director with regard to all information to be released to the media and public.
- Refer to the jurisdiction's Emergency Information Plan and Public Information Officer operational guidelines, sample forms, templates and other information materials, as appropriate. (See sample EOC 420 to 425.)
- Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavourable media comments. Recommend procedures or measures to improve media relations.
- Coordinate with the Situation Unit and identify method for obtaining and verifying significant information as it develops.
- Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of handout materials.
- Implement and maintain an overall information release program.
- Establish a Media Information Centre, as required, providing necessary space, materials, telephones and electrical power.
- Maintain up-to-date status boards and other references at the media information centre. Provide adequate staff to answer questions from members of the media.
- Establish a Toll-Free Public Information Service and / or call centre to handle public inquiries and provide emergency support information. Consult with Logistics Information Technology Branch Coordinator for communication equipment needs and set-up.
- Interact with other EOCs as well as the PREOC and obtain information relative to public information operations.
- Establish distribution lists for recipients of all public information releases. Include Site Information Officers, PREOC Information Section, other EOCs' Information Officers, Local Authorities, Mayors and elected officials), local MLAs' and MPs' constituency offices, First Nations Groups, Emergency Social Service Groups, the Toll-free Public Information Service (hotline or call centre), etc.
- In coordination with other EOC sections and as approved by the EOC Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public. Liaise with Risk Management Officer to check for any potential liability or safety concerns.

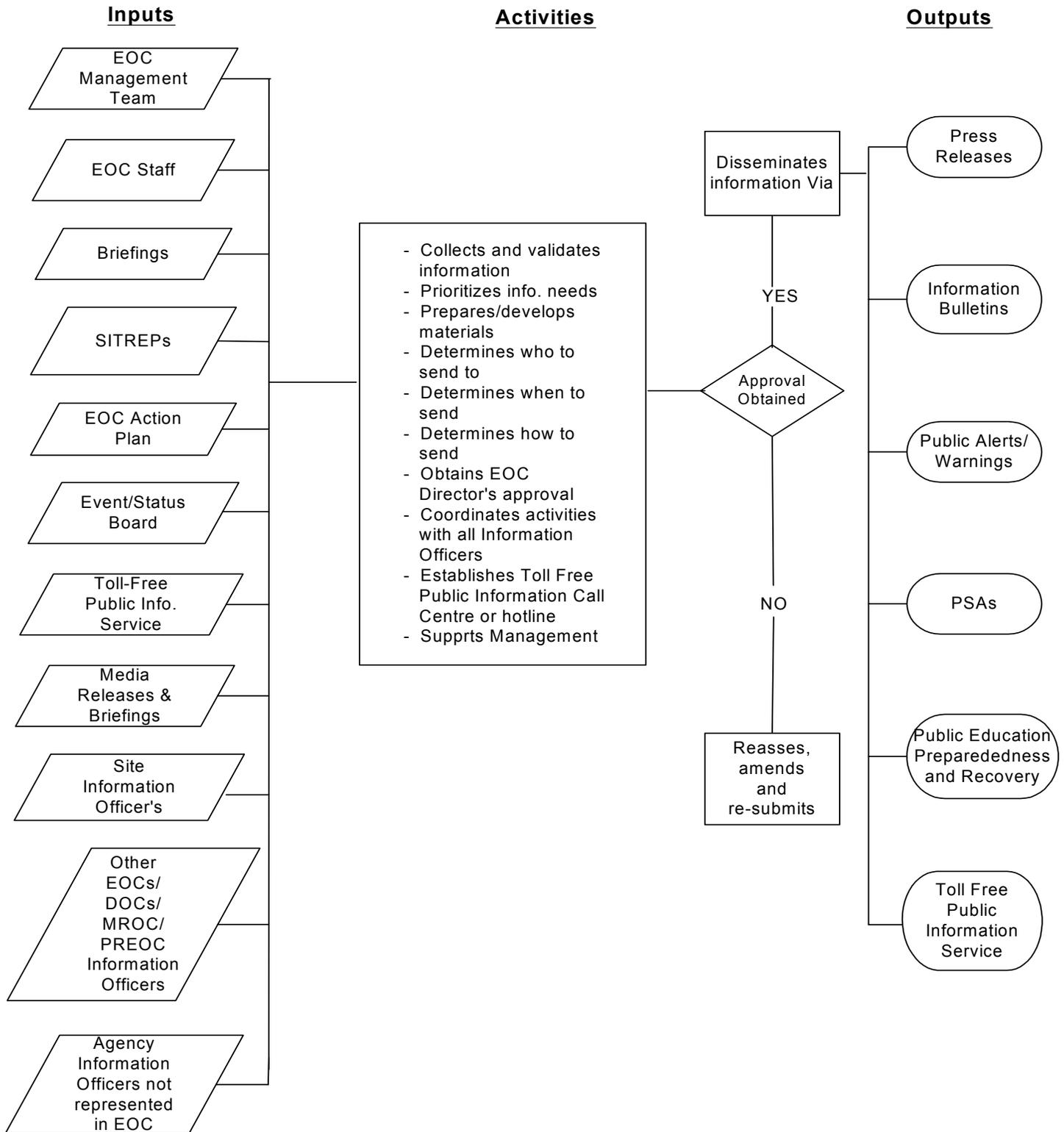
- At the request of the EOC Director, prepare media briefings for elected officials and / or Policy Group members and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.
- Arrange through logistics appropriate staffing and telephones to efficiently handle incoming media and public calls.
- In addition to identifying help sources contained within press releases, PSAs and bulletins, maintain a Disaster Assistance Information Directory, with numbers and locations to obtain food, shelter, supplies, health services, etc.
- Develop message statements for EOC Staff and the call takers of the toll-free hotline.
- Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired etc.).
- Monitor all media, using information to develop follow-up news releases and rumour control, consult with Risk Management Officer on appropriate wording and actions to take on correcting false or erroneous information.
- Ensure that file copies are maintained of all information released.
- Promptly provide copies of all media releases to the EOC Director.
- Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.

Demobilization Phase:

- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- Assist PREOC Director with demobilization procedures and contribute items of interest to the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

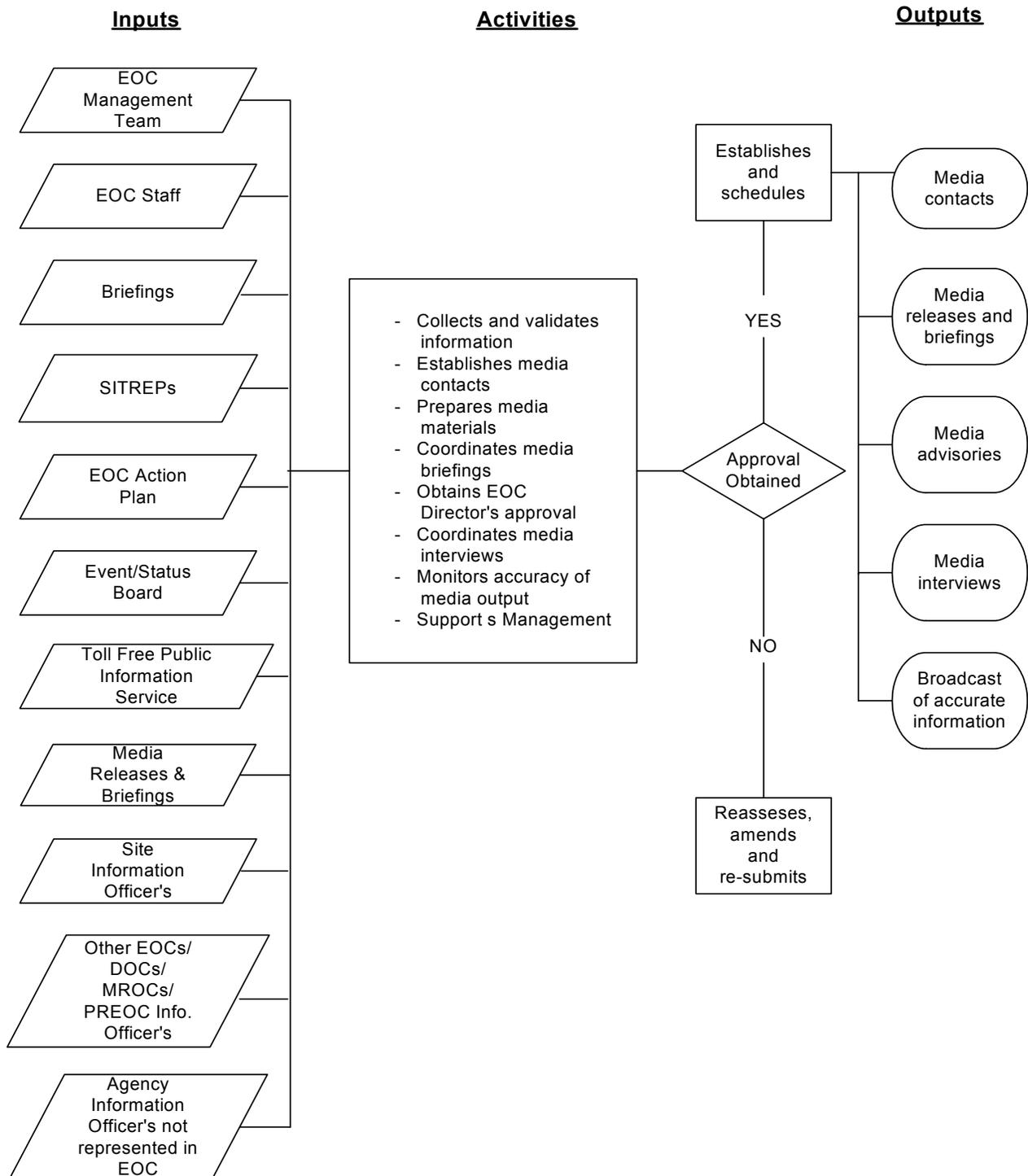
EOC INFORMATION OFFICER

Public Information Activities



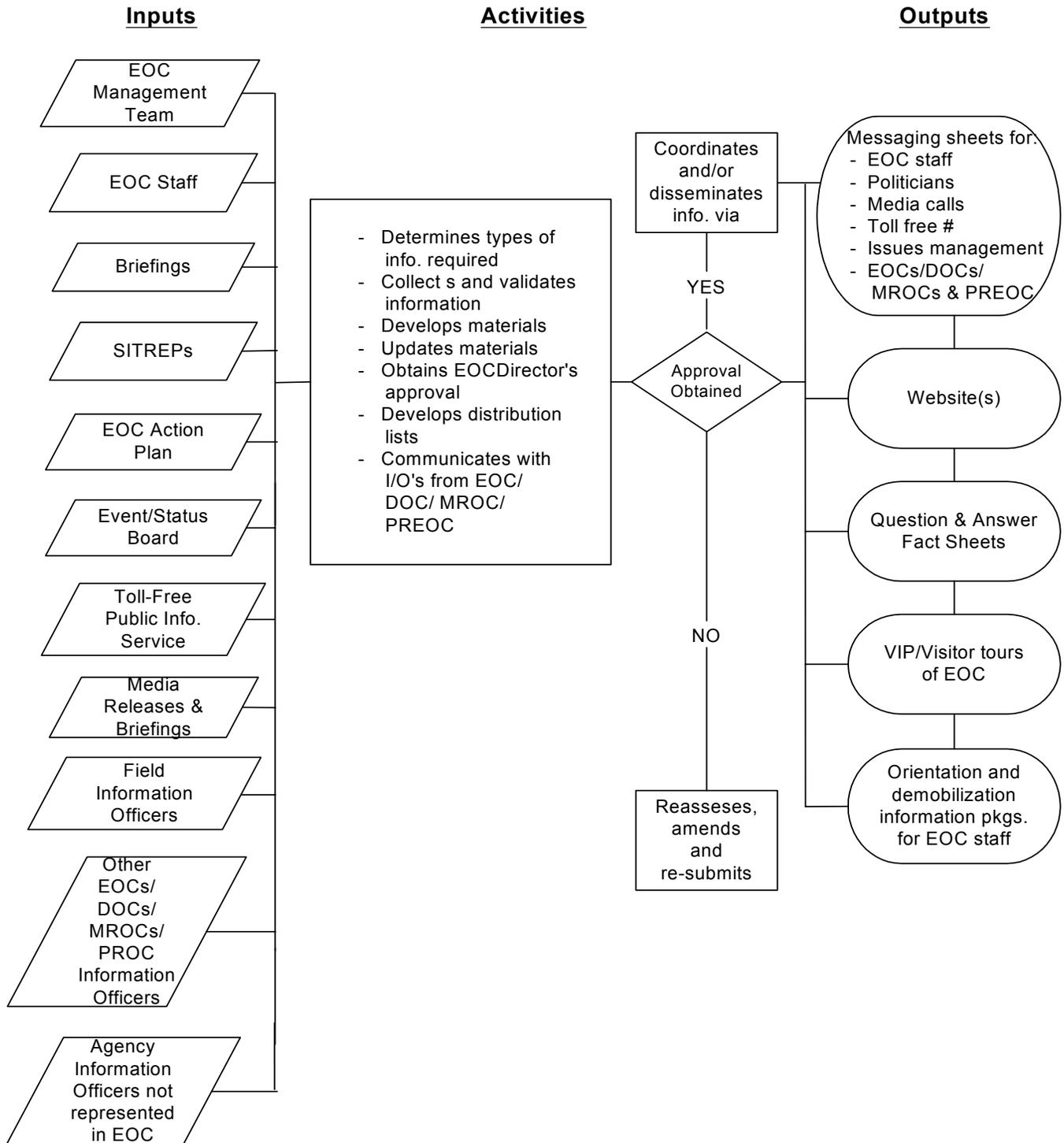
EOC INFORMATION OFFICER

Media Relations Activities



EOC INFORMATION OFFICER

Internal Information



Operations Section Chief

Responsibilities

1. Ensure that the Operations Coordination function is carried out including coordination of response for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
3. Establish the appropriate level of Branch and Unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
4. Coordinate any activated DOCs in the operational area.
5. Maintain a communications link between Incident Commanders (sites), DOCs and the EOC for the purpose of coordinating the overall response, resource requests and event status information.
6. Ensure that the Planning Section is provided with Branch Status Reports and Major Incident Reports.
7. Conduct periodic Operations briefings for the EOC Director and Management team as required or requested.
8. Supervise the Operations Section.

Reports to:

- EOC Director / Deputy

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps and status boards.
- Obtain a preliminary situation briefing from EOC Director, Planning Chief or other EOC Management Staff as appropriate.
- Based on the situation, activate appropriate branches based on functions or geographical assignments within the section. Designate Branch Coordinators as necessary:
 - Fire
 - Police
 - Health
 - Environmental
 - Engineering
 - ESS
 - Utilities
 - Air Operations
 - Special Operations
 - Others as needed

- Establish radio or cell-phone communications with DOCs, other EOCs, or PREOC operating in the region and coordinate accordingly.
- Request additional personnel for the section from the Personnel Unit as necessary to maintain 24-hour staffing capabilities, as necessary.
- Confer with the EOC Director to ensure that the Planning and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.
- Coordinate with the Liaison Officer regarding the need for Agency Representatives in the Operations Section.
- Obtain a current communications status briefing from the Information Technology Branch Coordinator in Logistics. Ensure that there is adequate equipment and frequencies available for the Section.
- Based on the situation known or forecasted, determine likely future needs of the Operations Section.
- Identify key issues currently affecting the Operations Section; meet with Section personnel and determine appropriate section objectives for the first operational period.
- Review responsibilities of branches operating the Section; develop a plan / process detailing strategies for carrying out Operations objectives.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.
- Obtain personal telecommunications equipment.

Operational Phase:

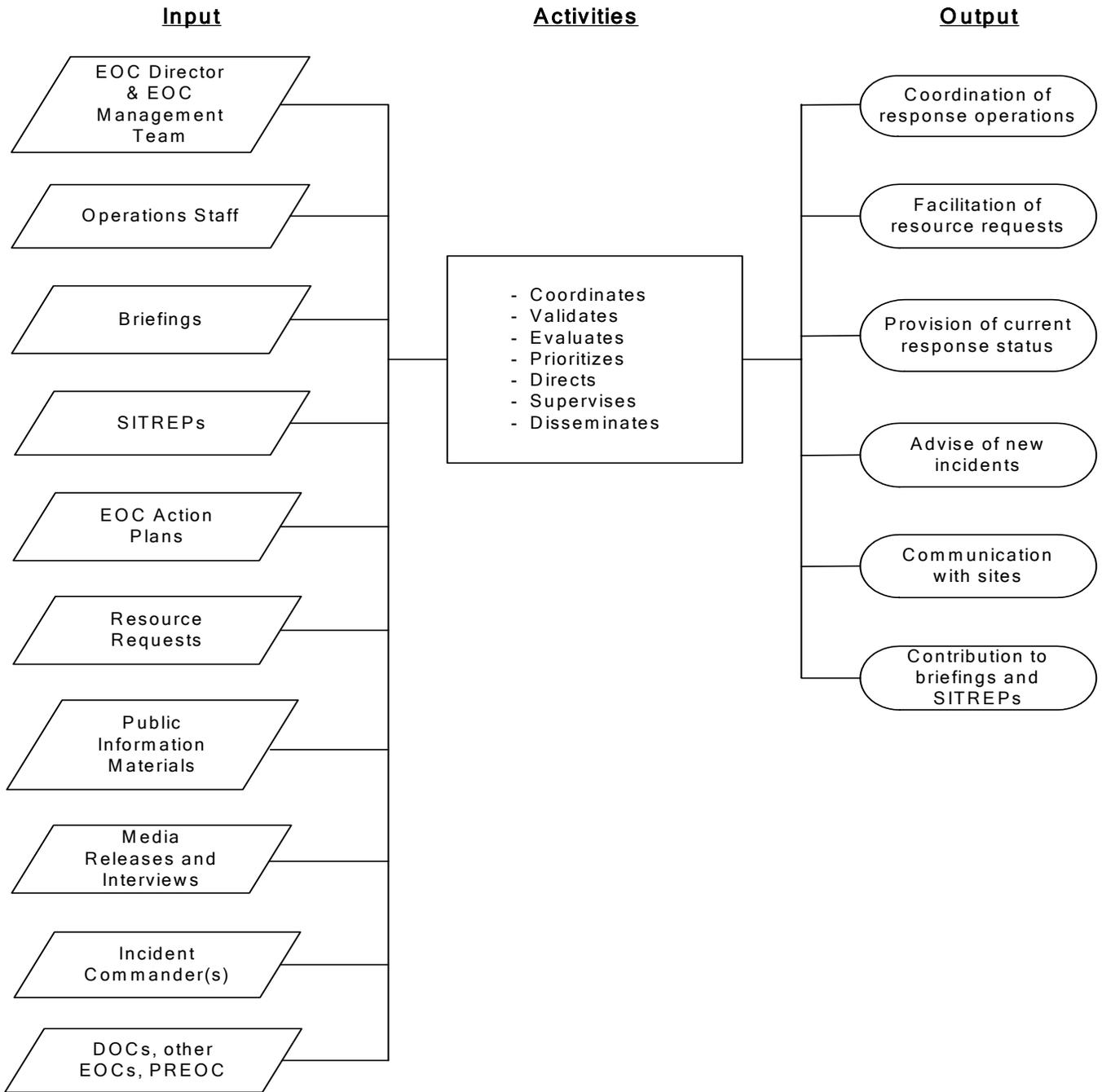
- Ensure that all Section personnel are maintaining their individual position logs and other paperwork as required.
- Conduct periodic briefings and work to reach consensus among Operations staff on objectives for each operational period.
- Ensure that all media contacts are referred to the Information Officer.
- Prepare for and participate in EOC Director's Action Planning meetings and other relevant EOC Management Team meetings. (See EOC 401A Status Report.)
- Provide the Planning Section Chief with the Operations Section's objectives prior to each Action Planning meeting.
- Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed.
- Ensure that situation and resources information is provided to the appropriate units in the Planning Section on a regular basis or as the situation requires, including Branch Status Reports and new incoming incident reports.

- Ensure that intelligence information from Branch Coordinators is made available to the Planning Section (Situation Unit) in a timely manner. Ensure that intelligence information from Branch Coordinators is made available to the Planning Section (Situation Unit) in a timely manner.
- Ensure that the branches coordinate all resource needs through the Logistics Section.
- Authorize resource requests and forward extraordinary and / or critical resource requests to the EOC Director for approval. (See EOC 414.)
- Ensure that fiscal and administrative requirements are coordinated through the Finance / Administration Section (e.g., notification of emergency expenditures and daily time sheets).
- Brief the EOC Director and other Management Team members on all major incidents.
- Brief Branch Coordinators and Section staff periodically on any updated information you may have received.
- Share status information with other sections as appropriate.

Demobilization Phase:

- Deactivate branches and any organizational elements, when no longer required. Ensure that all paperwork is complete and logs are closed and sent to Documentation Unit.
- Ensure that any open actions are assigned to appropriate agency and / or EOC staff as appropriate.
- Deactivate the Section and close out logs when authorized by the EOC Director.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

OPERATIONS SECTION CHIEF



Air Operations Branch Coordinator

Responsibilities:

1. Organize aviation resources at the local level to support site operations.
2. As appropriate, initiate requests for Notice to Airmen (NOTAM).
3. Establish procedures for emergency reassignment of aircraft if required.
4. Coordinate with any provincial or regional authority's Air Operations in the operational area.
5. Liaise with Air Operations at the PREOC.

Reports to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Assess current level of local regional and provincial air operations in the operational area.
- Determine activation status of PREOC aviation resources and establish communication links with their Air Operations if necessary.
- Identify key issues currently affecting air operations; prepare initial report for Operations Section Chief.

Operational Phase:

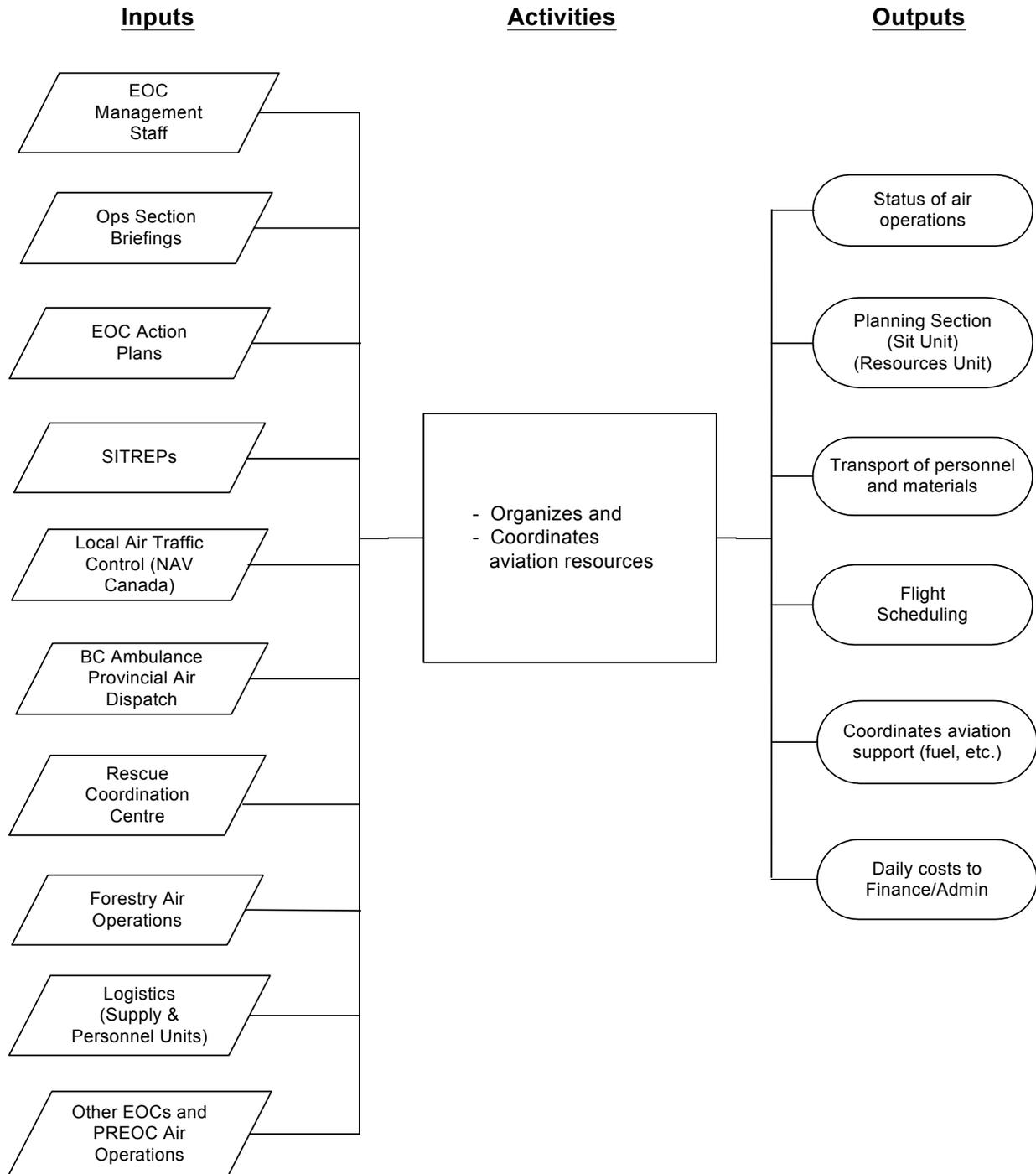
- Establish and maintain individual position log.
- Obtain briefing from Operations Section Chief.
- Liaise with BCAS Unit.
- Liaise with PREOC Air Operations.
- Receive resource requests and pass on to Operations Section Chief.
- Liaise with Logistics to coordinate air transport of personnel, material and evacuees, as required.
- Organize preliminary air operations.
- Initiate request for NOTAM if required.
- Schedule flights of non- emergency aircraft into the operational area if approved.
- Evaluate requests for non-tactical use of emergency aircraft assigned to the EOC.

- Ensure proper safety and risk management measures are being taken in regards to aircraft.
- Pass critical status information to Operations Section Chief, Situation Unit and Resource Unit.
- Provide reports on air operations issues to Operations Section Chief.
- Forward daily air operations costs to Finance / Administration Section.

Demobilization Phase:

- Follow the Generic Demobilization Phase Checklist (3.3).
- Determine demobilization status of aviation resources in the operational area and advise Operations Section Chief and Situation Unit.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure that all air expenditures and financial claims have been coordinated through the Finance / Administration section.
- Forward input for the EOC After Action Report to Operations Section Chief.

AIR OPERATIONS BRANCH COORDINATOR



Special Operations Branch Coordinator

Responsibilities:

1. Organize specialized resources at the site support (EOC) level to support site activities.
2. As appropriate, initiate requests for Notice to Mariners.
3. Establish procedures for emergency reassignment of specialized resources such as Heavy Urban Search and Rescue if required.
4. Coordinate with any regional or provincial special operations in the operational area.
5. Liaise with Special Operations at the PREOC.

Reports to:

- EOC Operations Section Chief or,
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Assess current level of local, regional and provincial special operations in the operational area.
- Determine activation status of provincial authority specialized resources and establish communication links with their Special Operations Branch, if necessary.
- Identify key issues currently affecting special operations; prepare initial report for Operations Section Chief.

Operational Phase:

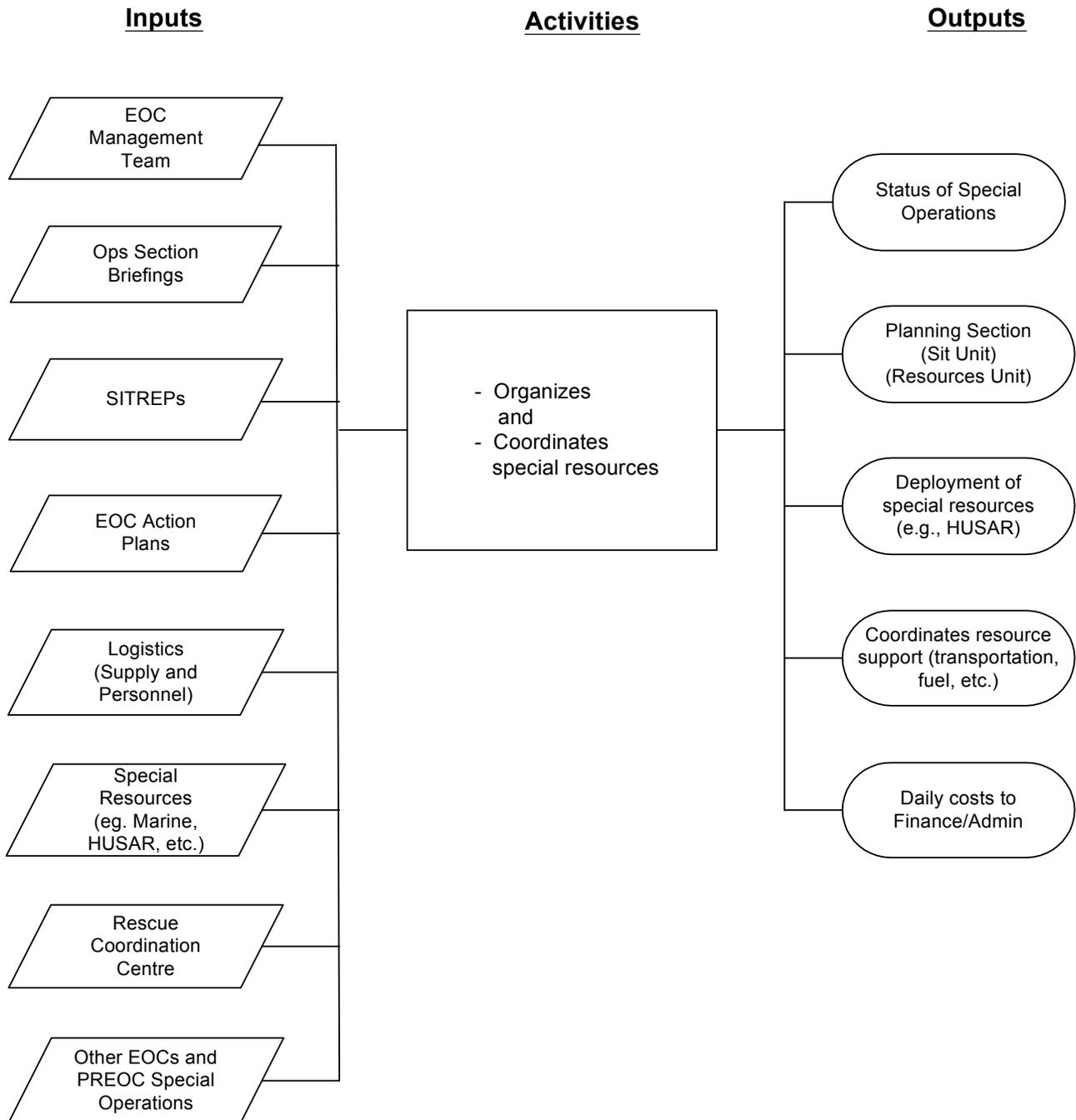
- Establish and maintain individual position log.
- Obtain briefing from Operations Section Chief.
- Evaluate requests for tactical and non-tactical use of specialized resources assigned to the EOC.
- Receive resource and operational requests and forward to Operations Section Chief.
- Organize preliminary special operations.
- Initiate request for Notice to Mariners if required.
- Ensure proper safety and risk management measures are being taken in regards to special operations.

- Pass critical status information to Operations Section Chief, Situation Unit and Resource Unit.
- Provide reports on special operations issues to Operations Section Chief.

Demobilization Phase:

- Determine demobilization status of any specialized resources in operational area and advise Operations Section Chief and Situation Unit.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration section.
- Forward input for the EOC After Action Report to Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

SPECIAL OPERATIONS BRANCH COORDINATOR



Fire Branch Coordinator

Responsibilities:

1. Arrange and coordinate for urban and wildland fire suppression, as well as hazardous materials support operations.
2. Acquire mutual aid resources, as necessary.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Complete and maintain branch status reports for major incidents requiring or potentially requiring regional and provincial response support, and maintain status of unassigned fire and HAZMAT resources in the area in conjunction with the Resource Unit.
5. Implement the objectives of the EOC Action Plan assigned to the Fire Branch.
6. Overall supervision of the Fire Branch.

Report to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Obtain briefing of the situation from the Operations Section Chief.
- Based on the situation, activate the necessary Units within the Fire Branch and coordinate their activities:
 - Structural Fire Suppression
 - Wildland Fire Suppression Unit
 - HAZMAT Unit
 - Rescue Unit
- If local authority mutual aid system is activated, coordinate use of area fire suppression resources with respective DOCs and / or EOCs.
- Prepare and submit a preliminary branch status report and major incident reports, as appropriate, to the Operations Section Chief.
- Prepare objectives for the Fire Branch and forward them to the Operations Section Chief prior to Action Planning meetings.

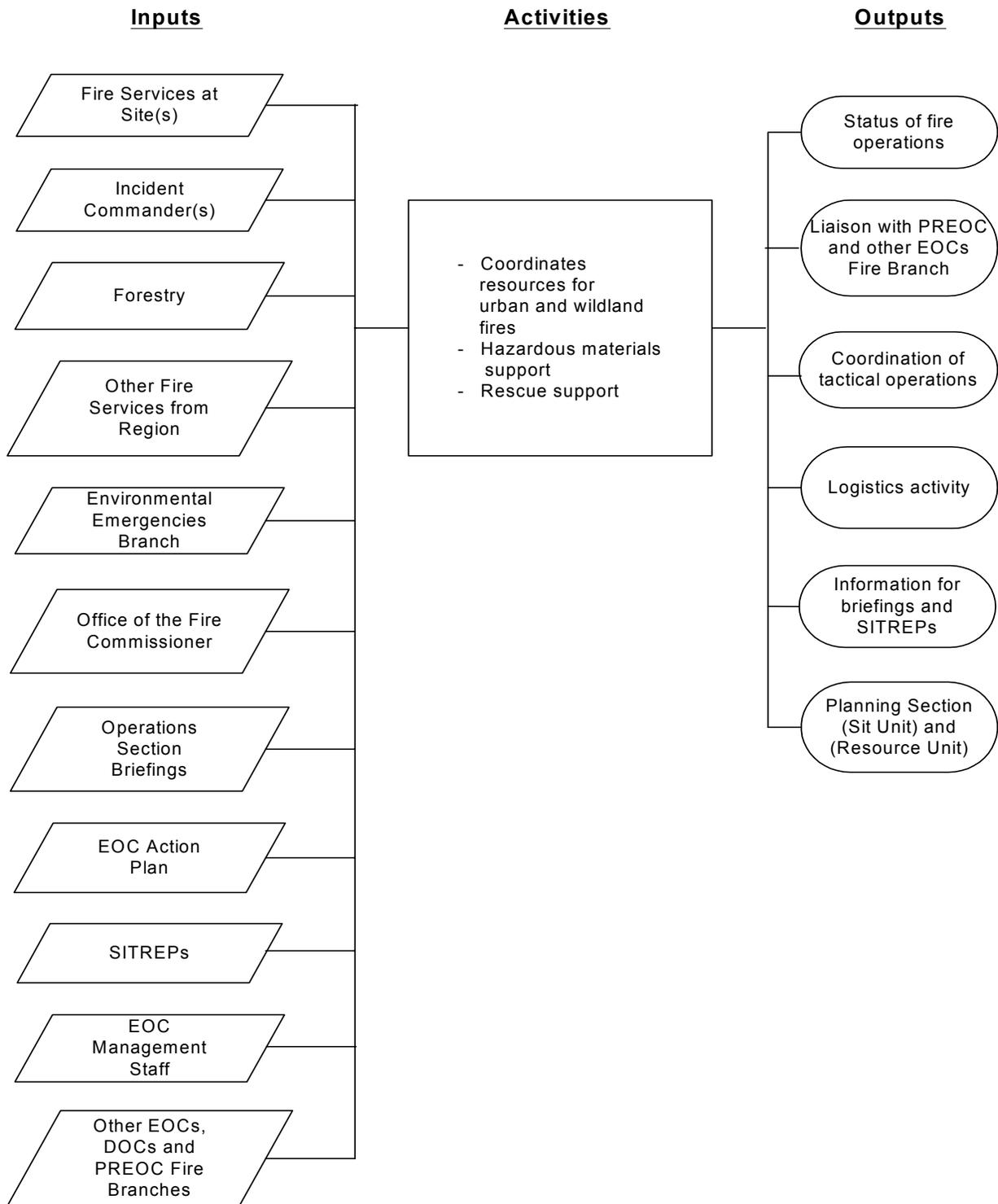
Operational Phase:

- Ensure that Branch and Unit position logs and other files are maintained.
- Ensure that all interface fire operations are being managed utilizing, when required, Unified Command with the appropriate agencies.
- Confirm and resolve through the EOC Director, any response boundary issues that may restrict mutual aid.
- Liaise with Provincial Fire Commissioner as required.
- Liaise with Ministry of Forests personnel in the PREOC as required.
- Maintain current status on Fire suppression missions being conducted in the area.
- Provide the Operations Section Chief and the Planning Section with an overall summary of Fire Branch operations periodically or as requested during the operational period.
- Refer all contacts with the media to the Information Officer but be prepared to speak on technical matters when requested.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance / Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Fire Branch for the subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Implement those objectives of the EOC Action Plan assigned to the Fire Branch.
- Provide your relief with a briefing at shift change; inform him / her of all on going activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Determine demobilization status of branch units and fire operations in the area, and advise Operations Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC Sections to follow up
- Ensure all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Forward any input towards the After Action Report to the Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

FIRE BRANCH COORDINATOR



Police Branch Coordinator

Responsibilities:

1. Coordinate movement and evacuation operations with other Operations Section Branches.
2. Alert and notify the public of impending or existing emergency situations, public safety orders, requests and information within the jurisdiction, as required.
3. Coordinate law enforcement and traffic control operations, including evacuation, during a major emergency.
4. Coordinate all ground and inland water search and rescue operations and resource for the jurisdiction.
5. Coordinate Police Mutual Aid requests.
6. Supervise the Police Branch.

Reports to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Obtain a briefing of the situation from Operations Section Chief and Site Personnel.
- Based on the situation, activate the necessary Units within the Police Branch:
 - Police Operations Unit
 - Search and Rescue Unit
 - Coroner Unit
 - Evacuation Unit
- Coordinate mutual aid resources with other EOC Police Branch Coordinator(s) as required.
- Contact PREOC Police Branch Coordinator, if established, for the coordination of mutual aid resources.
- Provide an initial Police Services situation report to the Operations Section Chief.
- Based on initial EOC priorities, prepare objectives for the Police Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

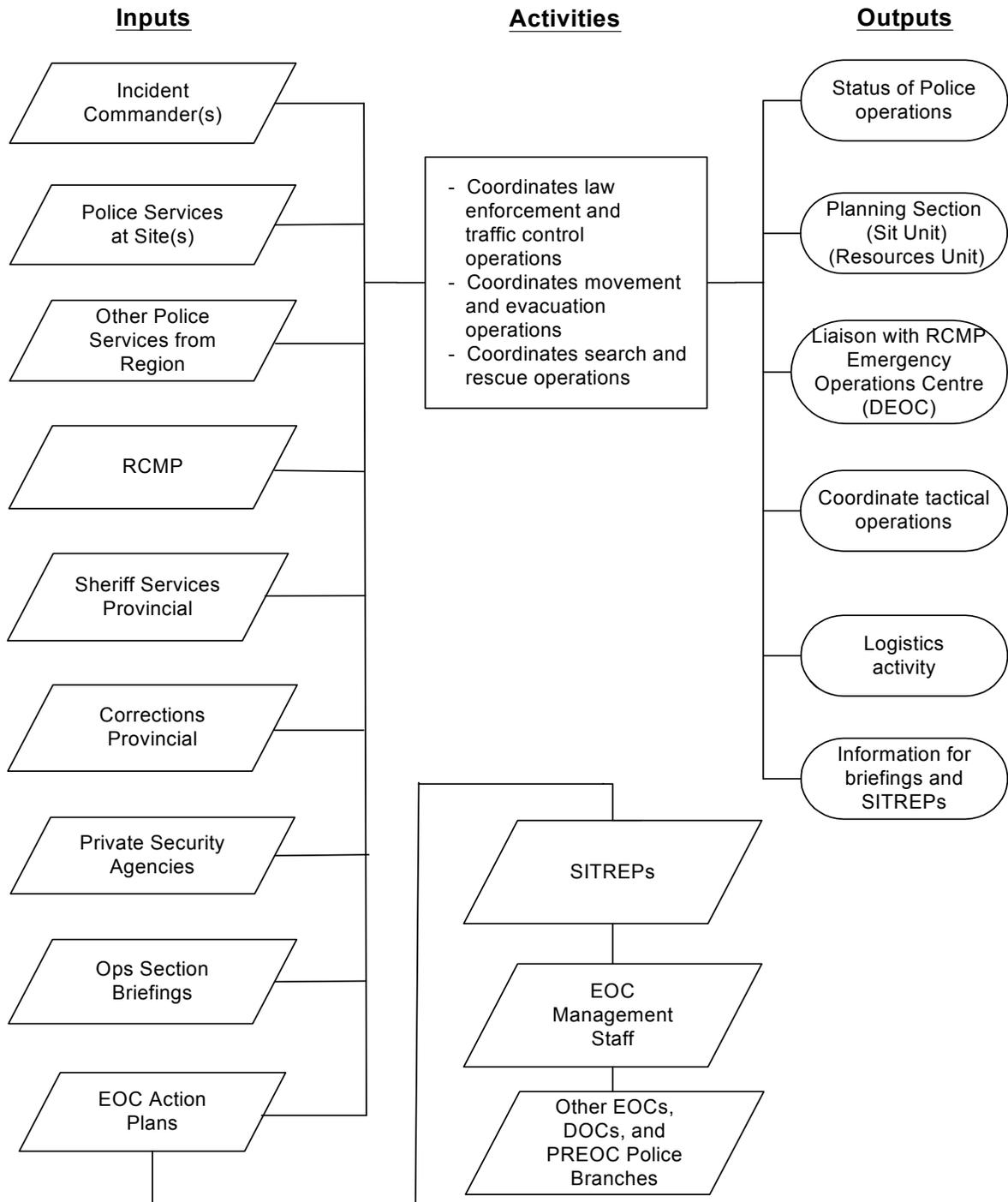
Operational Phase:

- Ensure that Branch and Unit position logs and other appropriate files are maintained.
- Maintain current status on Police activities and Search and Rescue missions being conducted in the area.
- Provide the Operations Section Chief and the Planning Section with an overall summary of Police Branch operations periodically or as requested during the operational period.
- On a regular basis, complete and maintain the Police Branch Status Report.
- Refer all contacts with the media to the Information Officer but be prepared to speak on technical matters when requested by the Information Officer.
- Determine need for Police mutual aid. Determine need for Search and Rescue mutual aid.
- Determine need for Coroner's services.
- Ensure all resource requests are coordinated through the Logistics Section.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance / Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Police Branch for the subsequent Operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning Meeting.
- Implement those objectives of the EOC Action Plan assigned to the Police Branch.
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Determine demobilization status of branch units and police operations in the area, and advise Operations Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow-up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Forward any input towards the EOC After Action Report to the Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

POLICE BRANCH COORDINATOR



Ambulance Branch Coordinator

Comprised of:

- Designated BCAS Staff

Responsibilities:

1. Assist in identifying and mobilizing available ambulance and auxiliary ambulance resources as required.
2. Coordinate the transportation of people injured in the disaster and health care personnel to appropriate medical facilities as required.

Reports to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility, as advised.
- Obtain a briefing from the Operations Section Chief.
- Assess and anticipate health services required to support the situation.

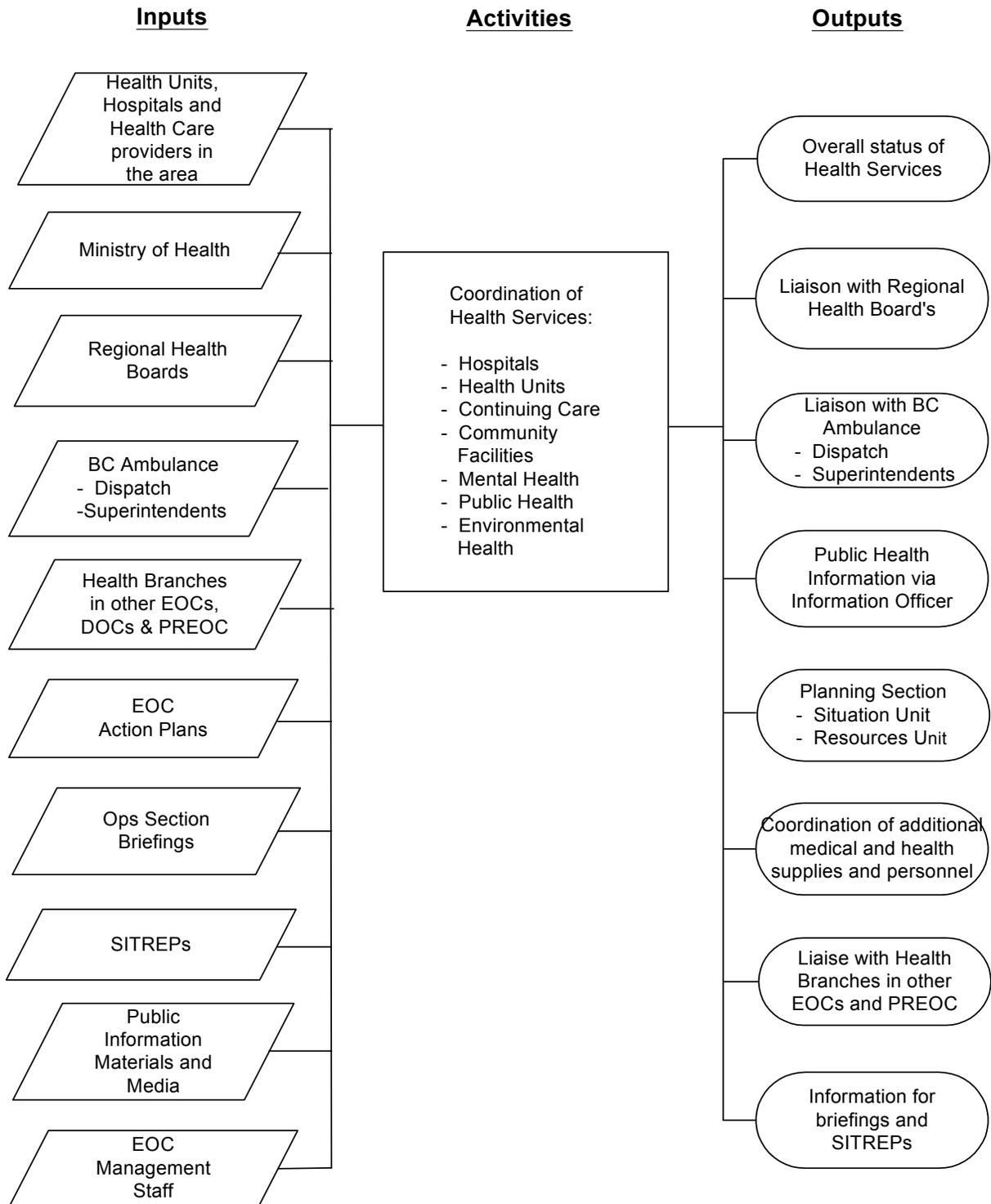
Operational Phase:

- Establish radio or telephone communication with area hospitals and other medical facilities to determine their capability to treat casualties.
- Establish radio or telephone communication with BC Ambulance Regional Dispatch Centre.
- Determine the status and availability of mutual aid resources in the operational area, specifically industrial first-aiders St. John Ambulance and private / industrial ambulances.
- Determine the scope of ambulance resources and medical transport needs.
- Coordinate with the Logistics Section, Transportation Unit, to acquire suitable non-ambulance transportation such as buses for people injured in the disaster as required or requested.
- Coordinate with BCAS Air Dispatch and the Air Operations Branch for air transportation needs

Demobilization Phase:

- Determine demobilization status of Ambulance Services in area, and advise Operations Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow-up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Forward any input towards the EOC After Action Report to the Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

AMBULANCE BRANCH COORDINATOR



Health Branch Coordinator

Responsibilities:

1. Ensure coordination of hospitals, health units, continuing care, mental health and environmental health within the area
2. Assist the BCAS Unit Coordinator in ensuring that casualties are evenly distributed to receiving facilities.
3. Coordinate provision of public health measures including epidemic control and immunization programs, in consultation with Medical Health Officer.
4. Ensure that potable water supplies are inspected and monitored.
5. Ensure that food quality is regulated and inspected.
6. Ensure that sewage systems are operating at acceptable levels.
7. Coordinate and support health services for physically challenged or medically disabled persons.
8. Coordinate the activation of emergency hospitals and advanced treatment centres supplied by Health Canada.
9. Assist in identifying and mobilizing available ambulance and auxiliary ambulance resources as required.
10. Coordinate health care needs at Reception Centres with ESS Branch Coordinator.
11. Determine the status of medical and care facilities within the affected area and availability of facilities in surrounding area.
12. Assist with the coordination of the transportation of people injured in the disaster and health care personnel to appropriate medical facilities as required.
13. Assist with the coordination of pharmaceuticals as required.
14. Assist with the coordination of other health care resources as required.
15. Liaise with Health Branches activated in other EOCs and at PREOC.

Reports to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility, as advised.
- Obtain a briefing from the Operations Section Chief.
- Assess and anticipate health services required to support the situation.

Operational Phase:

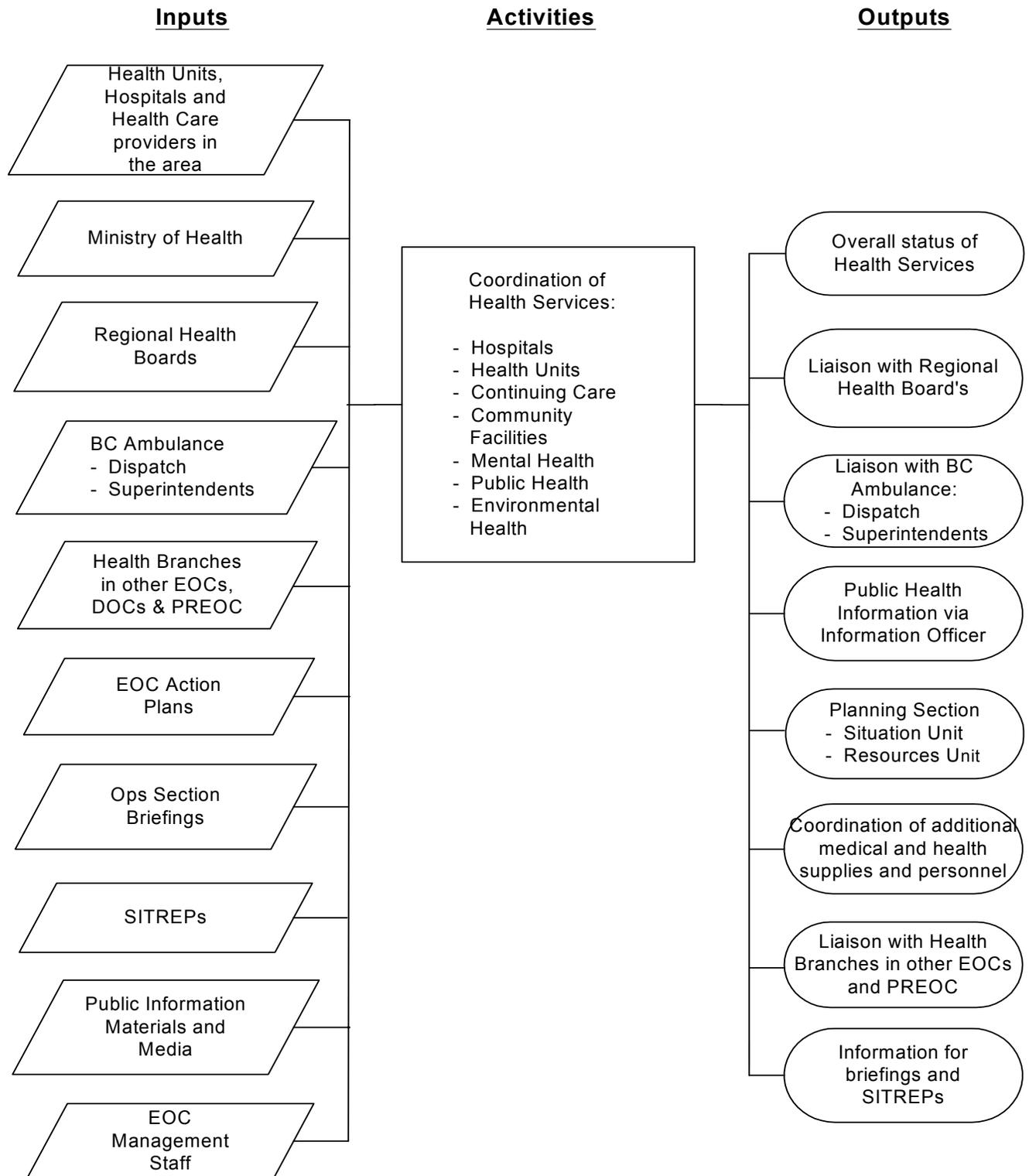
- Establish and maintain position logs and other necessary files.
- Determine the status and availability of medical facilities in the area affected and outside areas, including special treatment facilities for trauma, pediatrics, burn and psychiatric patients.
- Establish communications with appropriate health services.
- Determine capacity of various health services.
- Prioritize health issues.
- Prepare initial briefing for Operations Section Chief
- Establish BC Ambulance Service Unit and Regional Health Authorities Unit.
- Liaise with ESS Branch Coordinator to assist with sheltering of displaced home care clients if needed.
- Coordinate with Logistics Section assistance to move and establish advanced treatment centre and / or 200 bed emergency hospital if needed. REMEMBER: These units are not small and take time to establish.
- Liaise with PREOC Health Branch, if established.
- If local facilities are, or soon will be overwhelmed, contact other unaffected areas to receive patients.
- If mass feeding areas are established, ensure food quality and other public health issues are addressed.
- Establish radio or telephone communication with area hospitals and other medical facilities to determine their capability to treat casualties.
- Establish radio or telephone communication with BC Ambulance Regional Dispatch Centre.
- Determine the status and availability of mutual aid resources in the operational area, specifically industrial first-aiders, St. John Ambulance and private / industrial ambulances.
- Determine the scope of ambulance resources and medical transport needs.
- Coordinate with the Logistics Section, Transportation Unit, to acquire suitable non-ambulance transportation such as buses for people injured in the disaster as required or requested.
- Coordinate with BCAS Air Dispatch and the Air Operations Branch for air transportation needs.
- Coordinate with the Logistics Section to obtain necessary supplies and equipment to support disaster medical operations in the field.
- Advise Operations Section Chief and Branch Coordinators of all significant events.

- Prepare Health Services objectives for the EOC Action Plan for each operational period and submit to Operations Section Chief prior to Action Planning meetings.
- Reinforce the use of proper Procedures for media contacts. This is particularly critical in emergency medical situations where statistical information is requested by the media.
- Consider need for critical incident stress debriefings for responders and people impacted by the disaster.
- Ensure proper documentation of plans, actions and decisions.

Demobilization Phase:

- Determine demobilization status of Health Services in the area, and advise Operations Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Forward any input towards the EOC After Action Report to the Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

HEALTH BRANCH COORDINATOR



Environmental Branch Coordinator

Responsibilities:

1. Assist and / or coordinate local response to hazardous spills, waste disposal and dam failure.
2. Liaise with regional, provincial, and federal environment officials and the private sector.

Report to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility as directed.
- Obtain a briefing from the Operations Section Chief.
- Assess and anticipate environmental concerns and recommended responses in support of the emergency situation.

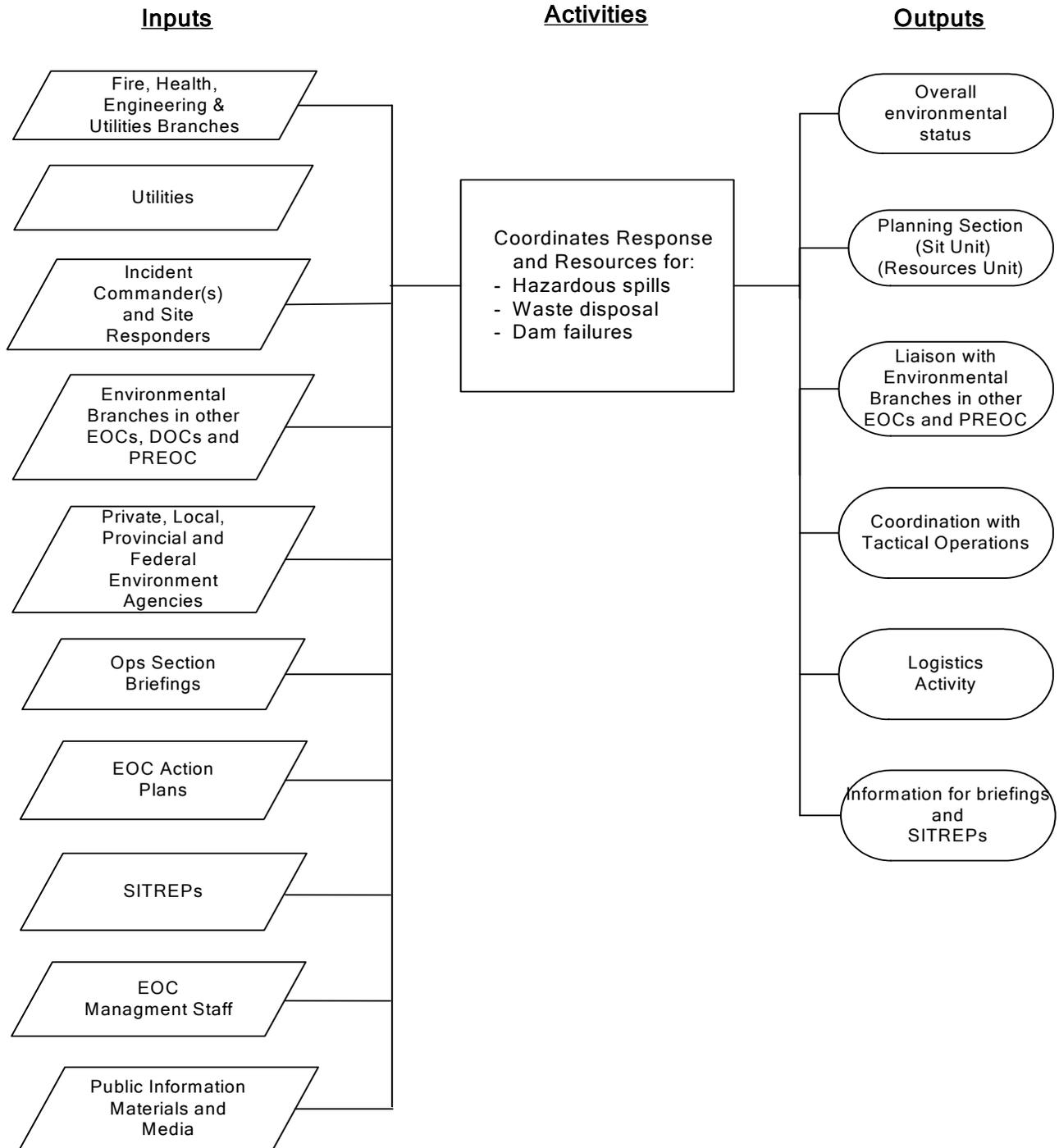
Operational Phase:

- Establish and maintain position logs and other necessary files.
- Determine the scope of environmental assistance required in consultation with Operation Section Chief and other Branch Coordinators.
- Determine the status and availability of waste storage and disposal facilities in the area.
- Liaise with Health Branch to assist and consult with exposure to hazardous materials and impacts on water and air resources.
- Develop intelligence of environmental issues, damage and threats. Forward to Situation Unit.
- Prioritize environmental issues.
- Liaise with Engineering and Utilities Branch Coordinators to assist with dam safety issues as required.
- Coordinate HAZMAT response and support in cooperation with Fire Branch Coordinator, for situations involving hazardous materials.
- Liaison with Environmental Branches in other EOCs and PREOC if established.

Demobilization Phase:

- Determine demobilization status of environmental services in the area, and advise Operations Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Forward any input towards the EOC After Action Report to the Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

ENVIRONMENTAL BRANCH COORDINATOR



Emergency Social Services Branch Coordinator

Note:

This position should be filled by the Emergency Social Services Director.

Responsibilities:

1. Manages the ESS Branch of the EOC.
2. Coordinates the delivery of Emergency social Services (i.e., food, clothing, lodging and other essential services) as required for those impacted by the disaster and for response workers in the area.
3. Provides direction and support to all activated ESS facilities (i.e., Reception Centres, Group Lodging facilities).
4. Provides routine situation reports to the Operations Section Chief, Situation Unit and ESS Office at the PEP HQ in Victoria or the PREOC, if activated.
5. Requests mutual aid assistance and / or provincial ESS resources from the ESS Office at PEP HQ in Victoria, or from the PREOC, if activated, when local and / or regional ESS resources are exhausted.
6. Liaises with other agencies involved in the ESS response.
7. Confers with Operations Section Chief and EOC Director to ensure that ESS response is appropriate and that expenditures for ESS are authorized.

Reports to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility as requested.
- Ensure alternates are identified for your position to allow for 24 hour extended operations.
- Obtain briefing from Operations Section Chief or EOC Director.
- Assess level of ESS services needed and initiate call-out of ESS staff and volunteers as required.
- If appropriate, activate the ESS DOC to coordinate delivery of ESS services (via Reception Centres) and coordinate ESS resources with local suppliers and agencies.
- If ESS DOC is activated, establish telephone and / or radio communications with Reception Centres, Group Lodging facilities, and other ESS organizations.

- If ESS DOC is activated, establish telephone and / or radio communications with Reception Centres, Group Lodging facilities and other ESS organizations.
- Establish communications by phone with ESS Office in Victoria, 1-800-585-9559 or via the Emergency Coordination Centre, 1-800-663-3456.
- Ensure communication is established with ESS Branch Coordinators in EOCs in other affected communities and / or the ESS Branch Coordinator in the PREOC.

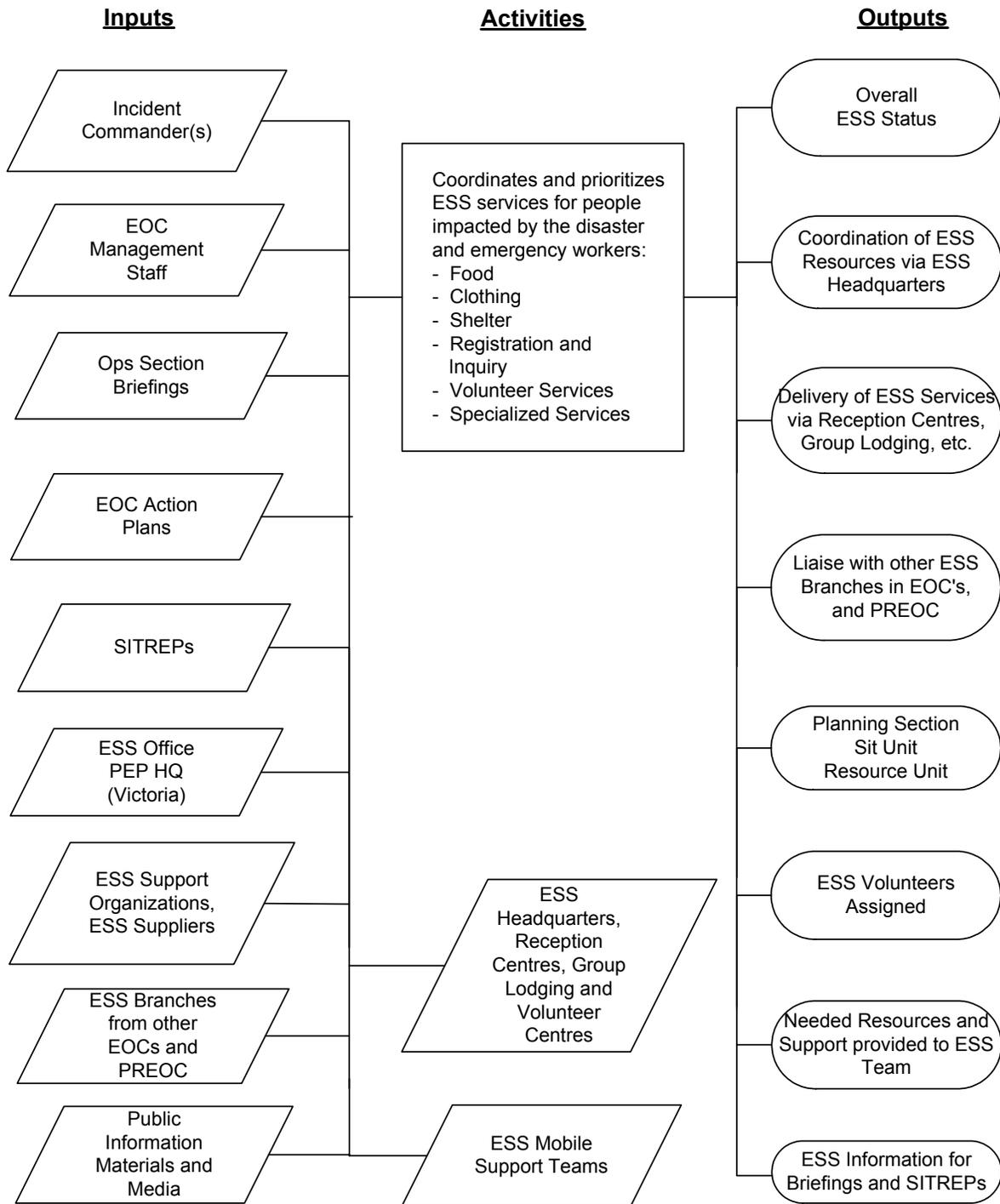
Operational Phase:

- Establish and maintain a position log or other necessary files.
- Maintain communications with and provide direction to the Reception Centres and Group Lodging facilities and ESS DOC, if activated, pertaining to the level of services required and duration of services.
- Prioritize requests for ESS services.
- Coordinate activities with other volunteer agencies as required, (e.g., Red Cross, The Salvation Army, etc.)
- Prepare objectives for the ESS Branch for each operational period; provide them to the Operations Section Chief prior to the Action Planning meetings.
- Maintain ESS resource status board, keeping track of number and type of ESS resources deployed and still available and share this information with Ops Section Chief, PREOC and other EOCs upon request.
- Request and arrange for acquisition of provincial ESS resources (via PREOC) when local and regional ESS resources are insufficient to meet needs.
- Refer all contacts with the media to the Information Officer and ensure that critical ESS information (e.g., location of activated reception centres) is included in media releases.
- If an ESS Mobile Support Team members are deployed to the area, maintain communications with the Team Leader to ensure appropriate placement and adequate support needs are met.
- Prepare and forward ESS situation reports to Operations Section Chief, and ESS Office in Victoria or ESS Branch Coordinator in the PREOC.
- Actively share ESS information with other branches and sections in the EOC.
- Maintain adequate records of financial expenditures.
- Ensure emergency expenses and extensions for ESS are pre-authorized by PEP through the EOC Director.
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Determine demobilization status of ESS services (e.g., closing of Reception Centres, Group Lodging facilities, etc.) and the deactivation of the ESS DOC and advise the Operations Section Chief.
- Collect and store all completed ESS forms and paperwork from all the ESS facilities. Consult with Documentation Unit for appropriate storage location.
- Complete personal logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up on.
- Coordinate the transition from ESS to the local recovery organization to ensure follow up and / or continued services are provided to those impacted by the disaster.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Forward any input towards the EOC After Action Report to the Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

ESS BRANCH COORDINATOR



Engineering Branch Coordinator

Responsibilities:

1. Survey all local facilities, assessing the damage to such facilities, and coordinating the repair of damage.
2. Survey all other infrastructure systems, such as local roads, bridges, sewer and water systems within the area.
3. Assist other sections, branches, and units as needed.
4. Supervise the Engineering Branch.
5. Liaise with other Engineering Branches in EOCs and PREOC.

Reports to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to the EOC facility and obtain a briefing on the situation from the Operations Section Chief and site personnel.
- Based on the situation, activate the necessary units within the Engineering Branch:
 - Roads and Bridges Unit
 - Public Works Unit
 - Damage / Safety Assessment Unit
- Provide an initial situation report to the Operations Section Chief.
- Based on initial EOC priorities, prepare objectives for the Engineering Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

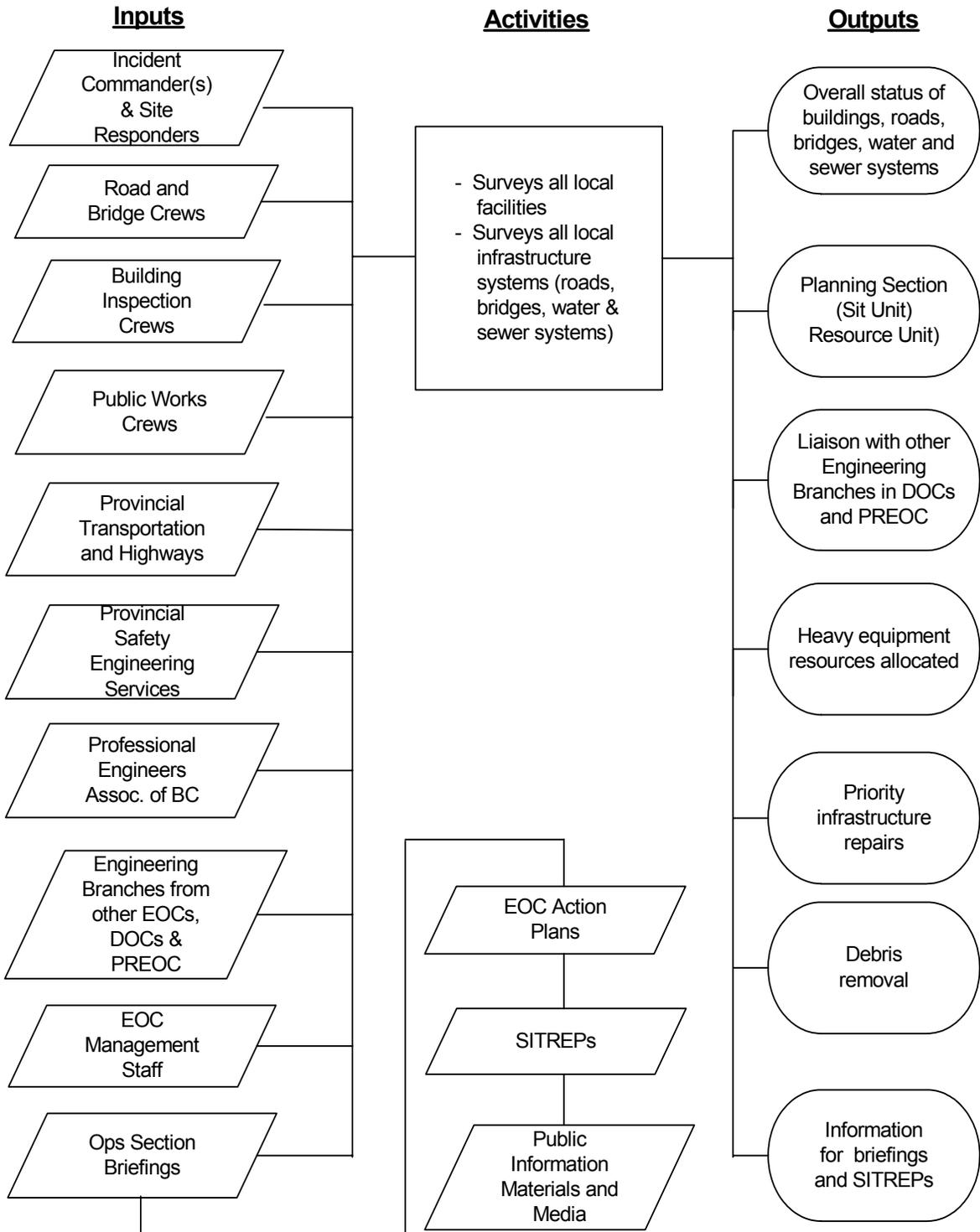
- Ensure that branch and unit position logs and other necessary files are maintained.
- Maintain current status on all engineering activities being conducted in the area.
- Ensure that damage and safety assessments are being carried out for both public and private facilities (See EOC 415).
- Determine and document the status of transportation routes into and within affected areas.
- Determine and document the status of public works (water and sewer systems) within affected areas.

- Coordinate debris removal services as required.
- Provide the Operations Section Chief and the Planning Section with an overall summary of Engineering Branch activities periodically during the operational period or as requested.
- Ensure that all Unit Status Reports, as well as, the Initial Damage Assessment are completed and forwarded to the Operations Section Chief and Situation Unit.
- Refer all contacts with the media to the Information Officer. Be prepared to act as a spokesperson and offer technical information as requested.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance / Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Engineering Branch for each operational period; provide them to the Operations Section Chief prior to the Action Planning meeting.
- Implement EOC Action Plan assignments for Engineering Branch and Units.
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Determine demobilization status of branch units and engineering operations in the area, and advise Operations Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Forward any input towards the EOC After Action Report to the Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

ENGINEERING BRANCH COORDINATOR



Utilities Branch Coordinator

Responsibilities:

1. Survey all utility systems, and provide restoration priorities to providers.
2. Assist other sections, branches, and units as needed.
3. Liaise with other utility representatives not present in EOC.

Reports to:

- EOC Operations Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to the EOC facility and obtain a briefing from the Operations Section Chief.
- Provide an initial Utilities Situation Report to the Operations Section Chief.
- Based on initial EOC priorities, prepare objectives for the Utilities Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

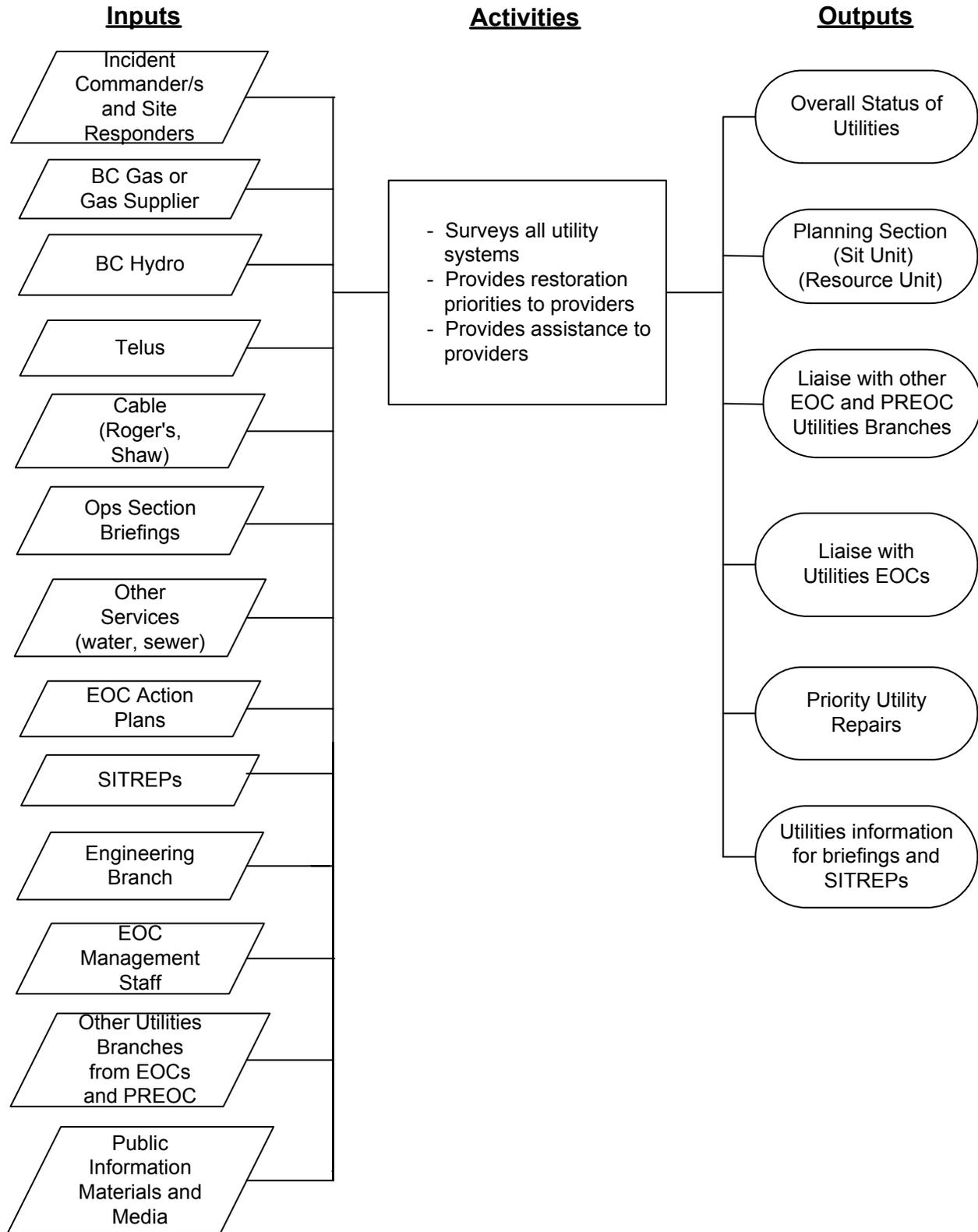
Operational Phase:

- Establish and maintain communications with the utility providers in the affected area.
- Determine the extent of damage to utility systems in the affected area.
- Coordinate with the Liaison Officer to establish whether agency representatives from affected utilities are available to attend the EOC.
- Ensure that support to utility providers is available as necessary to facilitate restoration of damaged systems.
- Keep the Health Branch Coordinator informed of any threats (real or potential) regarding water contamination issues.
- Keep the Engineering Branch Coordinator informed of the restoration status.
- Complete and maintain Utilities Status Reports, and share with Operations Section Chief, Branch Coordinators and Situation Unit.
- Refer all contacts with the media to the Information Officer, and be prepared to speak to technical issues as requested.
- Provide your relief with a briefing at shift change, informing him / her of all the ongoing activities, branch objectives for the operational period, and any other pertinent information.

Demobilization Phase:

- Determine demobilization status of the Utilities Branch and utility operations in the area, and advise Operations Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Forward any input towards the EOC After Action Report to the Operations Section Chief.
- Follow the Generic Demobilization Phase Checklist (3.3).

UTILITIES BRANCH COORDINATOR



Planning Section Chief

Responsibilities:

1. Ensures that the following responsibilities of the Planning Section are addressed as required:
 - Collect, analyze, and display situation information
 - Prepare periodic Situation Reports
 - Prepare and distribute EOC Action Plan and facilitate Action Planning process
 - Track Resources
 - Conduct Advance Planning activities and report
 - Document and maintain files on all EOC activities
 - Provide technical support services to the various EOC sections and branches.
2. Establishes the appropriate level of organization for the Planning Section.
3. Exercises overall responsibility for the coordination of branch / unit activities within the section.
4. Keeps the EOC Director informed of significant issues affecting the Planning Section.
5. In coordination with the other Section Chiefs, ensures that Status Reports are completed and utilized as a basis for EOC Situation Reports, and EOC Action Plans.

Reports to:

- EOC Director / Deputy

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to the EOC facility and obtain a briefing from the EOC Director.
- Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Based on the situation, activate units within the Planning section as needed and designate Leaders for each unit:
 - Situation Unit
 - Resources Unit
 - Demobilization Unit
 - Technical Specialists Unit
 - Documentation Unit
 - Advance Planning Unit
 - Recovery Unit
- Request additional personnel for the section from Logistics as necessary to maintain a 24-hour operation.

- Meet with Operations Section Chief; obtain and review any major incident reports.
- Review responsibilities of units in Planning section; develop plans for carrying out all responsibilities.
- Make a list of key issues to be addressed by Planning; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period.
- Keep the EOC Director and EOC Management Team informed of significant events.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

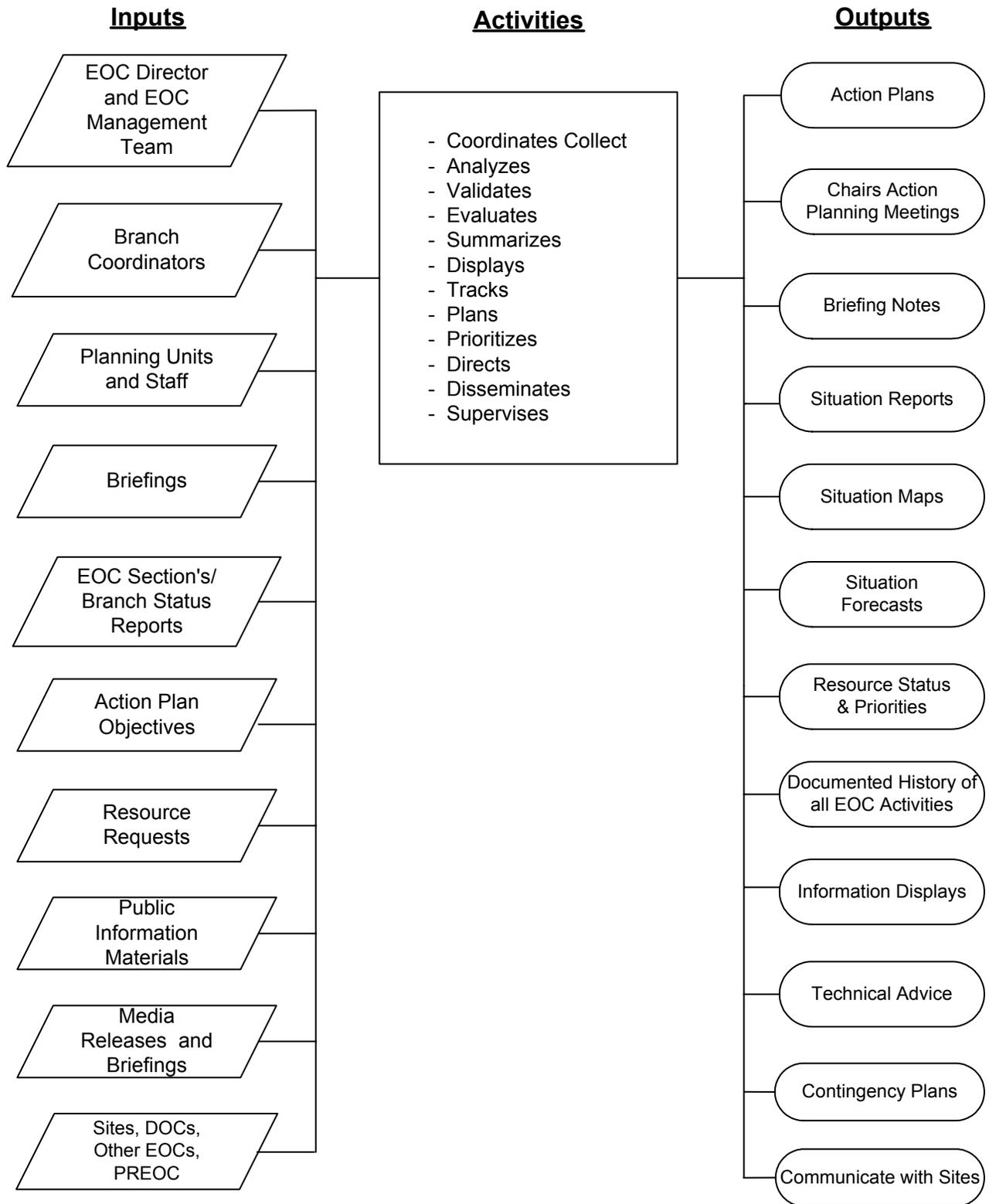
- Ensure that Planning position logs and other necessary files are maintained.
- Ensure that the Situation Unit is maintaining current information for the EOC Situation Report.
- Ensure that major incident reports and branch status reports are completed by the Operations Section and are accessible by Planning Section. It is recommended to provide a Planning Liaison to Operations Section.
- Ensure that an EOC Situation report is produced, approved and distributed to EOC Sections, PEP or PREOC at least once, prior to the end of the operational period (others may be produced as directed by EOC Director).
- Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure that the Information Officer has immediate and unlimited access to all status reports and displays.
- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- Chair the EOC Action Planning meetings approximately two hours before the end of each operational period.
- Ensure that objectives for each section are completed, collected and posted in preparation for the next Action Planning meeting.
- Ensure that the EOC Action Plan is completed and distributed prior to the start of the next operational period.
- Work closely with each branch / unit within the Planning Section to ensure the section objectives, as defined in the current EOC Action Plan are being addressed.
- Ensure that the Advance Planning unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall priorities of the EOC.
- Ensure that the Documentation Unit maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.

- Provide technical services, such as environmental advisors and other technical specialists to all EOC sections as required.
- Ensure that fiscal and administrative requirements are coordinated through the Finance / Administration Section.
- Ensure Risk Management Officer is involved in Action Planning process.

Demobilization Phase:

- Ensure Demobilization Plan for the EOC is complete, approved by the EOC Director and distributed to all EOC sections.
- Oversee preparation of the EOC After Action Report, by the Recovery Unit.
- Determine demobilization status of all Planning Units and advise the EOC Director.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Review EOC After Action Report prior to submitting to EOC Director and Management Team for approval.
- Follow the Generic Demobilization Phase Checklist (3.3).

PLANNING SECTION CHIEF



Situation Unit Coordinator

Responsibilities:

1. Oversee the collection, organization, and analysis of disaster situation information, including damage assessments.
2. Ensure that information collected from all sources is validated. (See Information Validation Figure on page 3.81.)
3. Ensure that Situation Reports are developed for dissemination to EOC staff and to the PREOC.
4. Ensure that an EOC Action Plan is developed for each operational period based on objectives developed by each EOC Section. (See EOC 502.)
5. Ensure that an ongoing link is established with the Operations Section for the purpose of collecting accurate situation information in a timely manner.
6. Ensure that all maps, status boards and other displays contain current and accurate information.
7. Supervise the Situation Assessment Unit.

Reports to:

- EOC Planning Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to the EOC facility and obtain a briefing from the Planning Section Chief.
- Ensure there is adequate staff, including Observers (if needed) available to collect and analyze information and facilitate the Action Planning Process. Examples: Observers can be placed in the Operations Section as well as out at the sites to help collect necessary information.
- Prepare Situation Unit objectives for the initial Action Planning meeting.

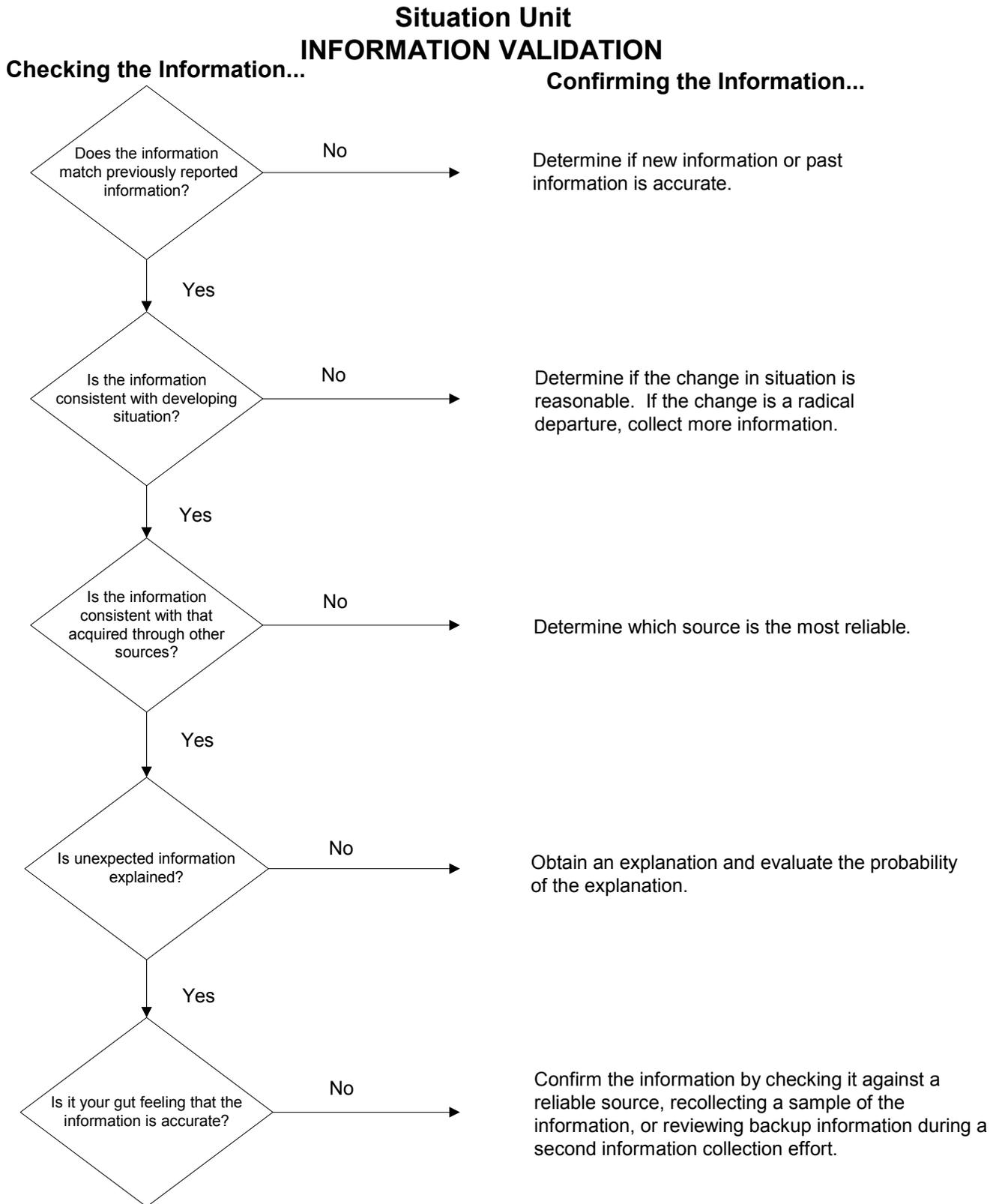
Operational Phase:

- Ensure position logs and other necessary files are maintained.
- Assign a Situation Staff member to observe the Operations Section and collect situation status information on a regular basis.
- Ensure each EOC section & branch provides the Situation Unit with status updates on a regular basis.
- Oversee the collection and analysis of all incident or disaster related information.

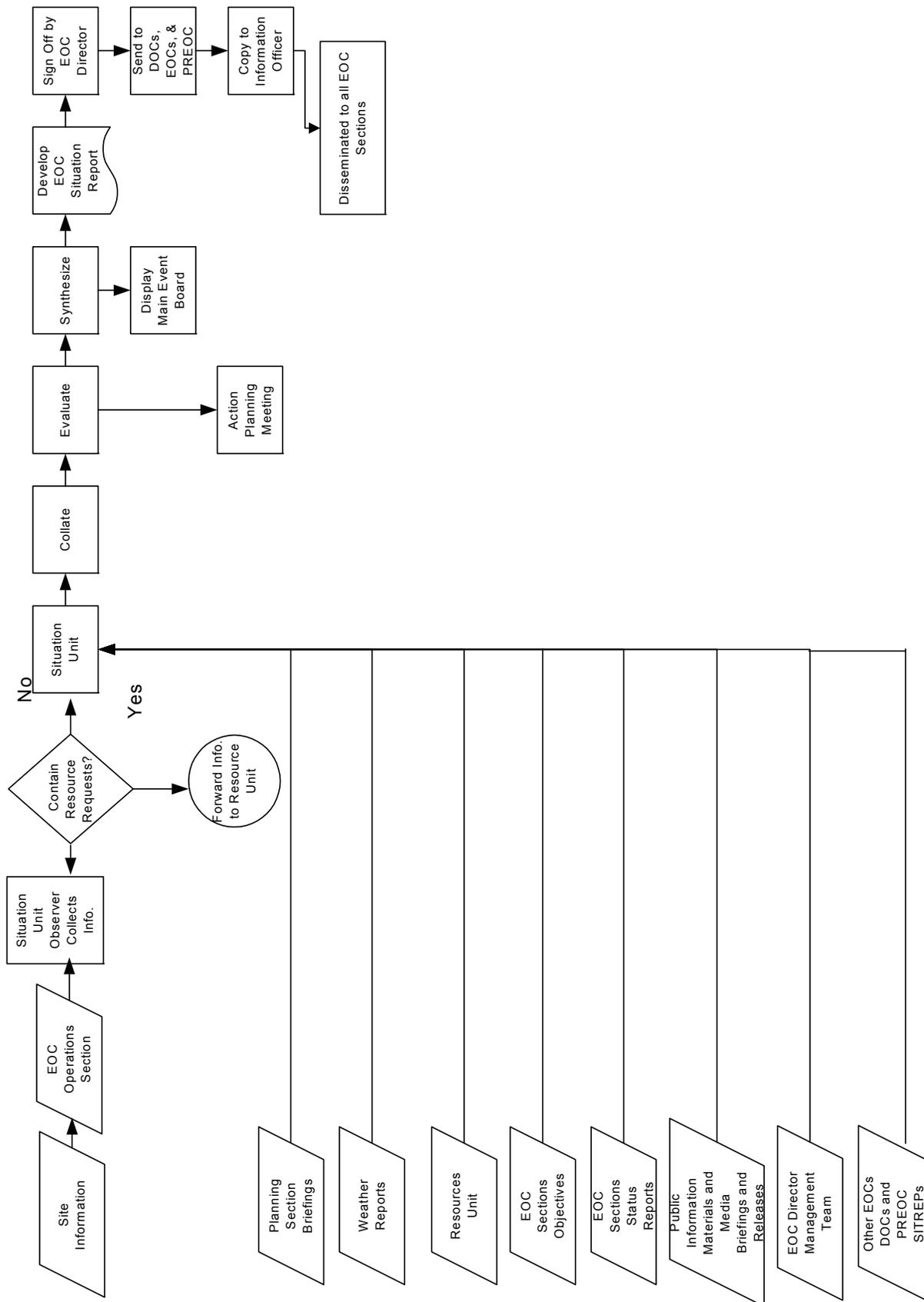
- Oversee the preparation and distribution of the EOC Situation Report. (See EOC 501.)
- Coordinate with the Documentation Unit for the reproduction of relevant plans and distribution as required.
- Meet with the Information Officer to coordinate access to current information.
- Prepare a status report for the EOC Action Planning meeting. (See EOC 401A.)
- Ensure each EOC section provides their objectives at least 30 minutes prior to each Action Planning meeting.
- Convene the Action Planning meeting and assist Planning Section Chief in facilitating the meeting.
- In preparation for the Action Planning meeting, ensure that all EOC priorities and objectives are posted or distributed, and that the meeting room is set up with appropriate equipment and materials (easels, markers, Sit Reports, etc.)
- Following the meeting, send approved Action Plan to the Documentation Unit for distribution prior to the next operational period. (See EOC 502.)
- Ensure that adequate staff members are assigned to maintain all maps, status boards and other displays. Status Board information should include Event Name, PEP Task # and columns for: Sequential Numbering System for new incidents, Date and Time, Incident Details, Response taken (includes activities and resources), Open or Closed Status, and a column for Follow-up Required.

Demobilization Phase:

- Determine demobilization status of the Situation Unit and advise the Planning Section Chief.
- Complete all logs and forms and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on.
- Provide input toward the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).



**Situation Unit Coordinator
Information Collection Analysis and Distribution**



Resource Unit Coordinator

Responsibilities:

1. Coordinate with the branches and units in the Operations and Logistics Sections to capture and centralize resource status information. **Note: This position tracks resources, it does not obtain or supply them.**
2. Develop and maintain resource status boards, and / or other tracking and display systems.
3. Supervise the Resource Unit.

Reports to:

- EOC Planning Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to the EOC facility and obtain a briefing from the Planning Section Chief.
- Ensure there is adequate staff to fill the Resource Unit responsibilities.

Operational Phase:

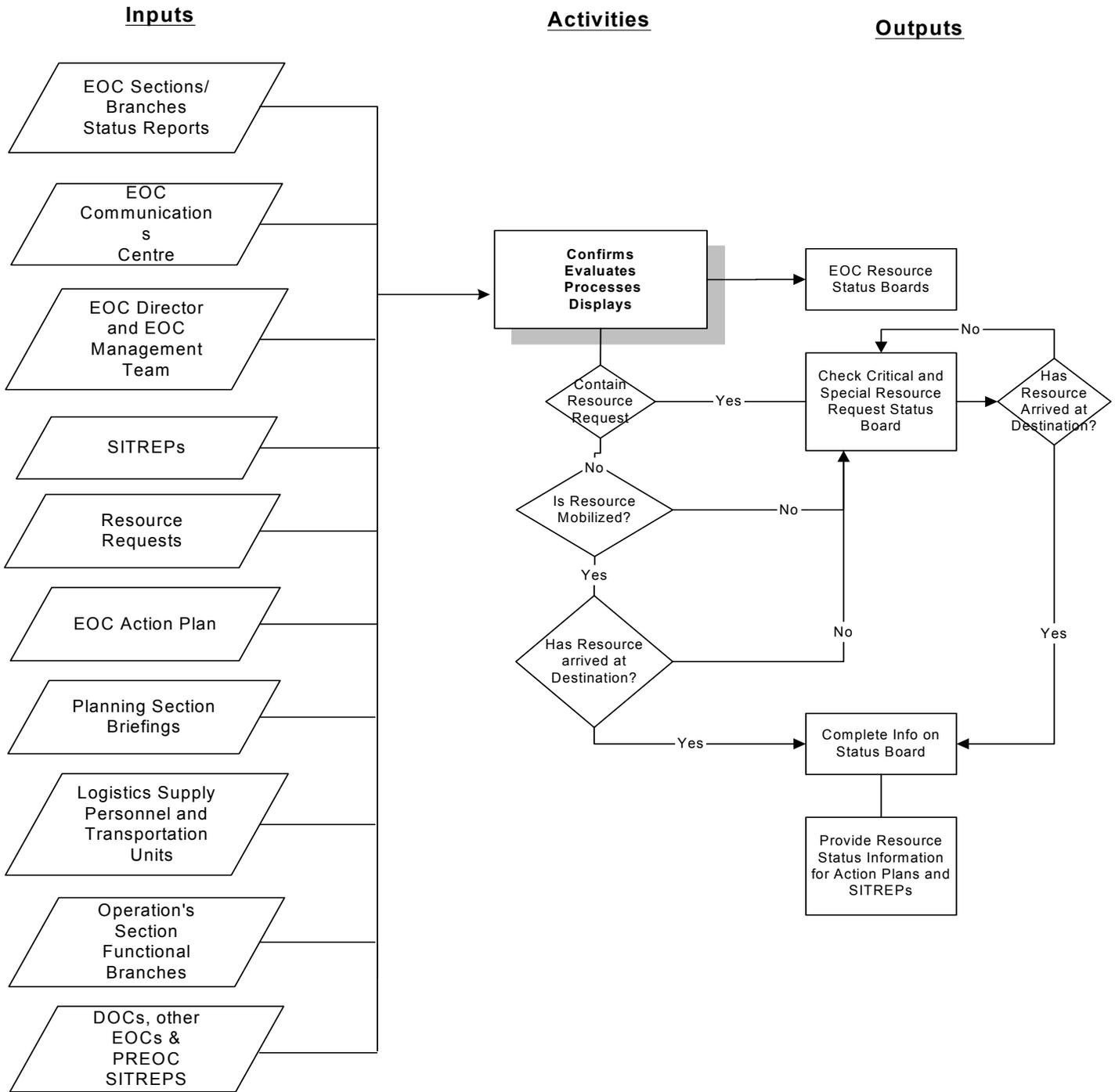
- Establish and maintain a position log and other necessary files.
- Coordinate closely with the Operations Sections Branches and Logistics Section Units particularly Supply, Personnel, and Transportation.
- Obtain from Planning Section Chief or EOC Director list of known critical resources.
- Obtain copies of critical resource requests from the Logistics Section, post the request on a status board and track the progress of the request until filled.
- Status boards should track requests by providing at a minimum, the following information: date and time of the request, items requested, priority designation (precedence level), time the request was processed and estimated time of arrival or delivery to the requesting party.
- Work closely with Operations and Logistics and assist in notifying requesting parties of the status of their resource request. This is particularly critical in situations where there will be delays in filling the request.
- An additional status board may be developed to track resource use by the requesting party. Information categories might include the following: actual arrival time of the resource, location of use, and an estimate of how long the resource will be needed.

- Keep in mind that it is generally not necessary to track mutual aid resources unless they are ordered through the Logistics Section.

Demobilization Phase:

- Keep Demobilization Unit informed of committed resources.
- Determine demobilization status of the Resource Unit and advise the Planning Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Planning Staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

RESOURCE UNIT COORDINATOR



Demobilization Unit Coordinator

Responsibilities:

1. Develop a Demobilization Plan for the EOC based on a review of all pertinent Planning Section documents, and Situation Reports, and status of EOC priorities and objectives.
2. Supervise personnel assigned to the Demobilization Unit.

Reports to:

- EOC Planning Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain a current situation report from the Planning Section Chief.

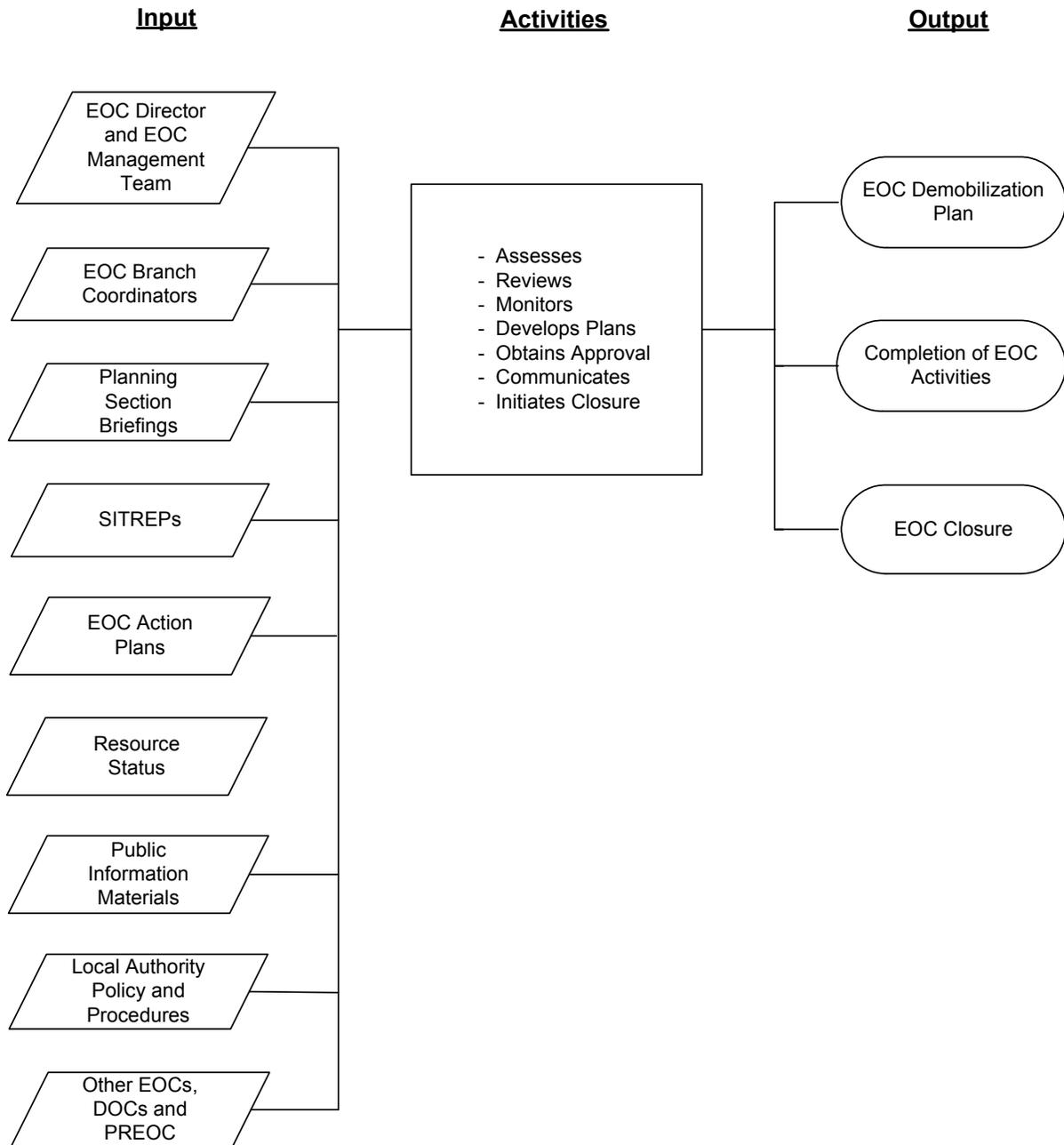
Operational Phase:

- Monitor current EOC Action Plans, Situation Reports, and resource assignment lists.
- Consult with Section Chiefs, Branch Coordinators, Liaison Officer and EOC Director for demobilization policies and procedures.
- Draft Demobilization Plan and circulate to the Planning Section Chief EOC Director and EOC Management Team for review.
- Finalize the Demobilization Plan for approval by the EOC Director.
- Demobilization Planning must occur at least once during the operational period for as long as EOC Sections are formally staffed.
- Advise all Section Chiefs to ensure that demobilized staff complete and forward to Documentation Unit all reports, time sheets, and exit surveys prior to leaving the EOC.

Demobilization Phase:

- Initiate the Demobilization Plan for the EOC as approved by the EOC Director.
- Complete all logs and documentation and forward to documentation unit.
- Ensure all equipment and materials are returned to their proper places.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

DEMOBILIZATION UNIT COORDINATOR



Advance Planning Unit Coordinator

Responsibilities:

1. Develop an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36 to 72 hours.
2. Review all available Situation Reports, Action Plans, and other significant documents. Determine potential future impacts of the event or disaster, particularly issues that might modify the overall EOC priorities and objectives.
3. Provide periodic briefings for the EOC Director and Management Team addressing Advance Planning issues.
4. Supervise the Advance Planning Unit.

Reports to:

- EOC Planning Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain situation briefing from the Planning Section Chief.
- Ensure adequate staffing level for the Advanced Planning Unit.

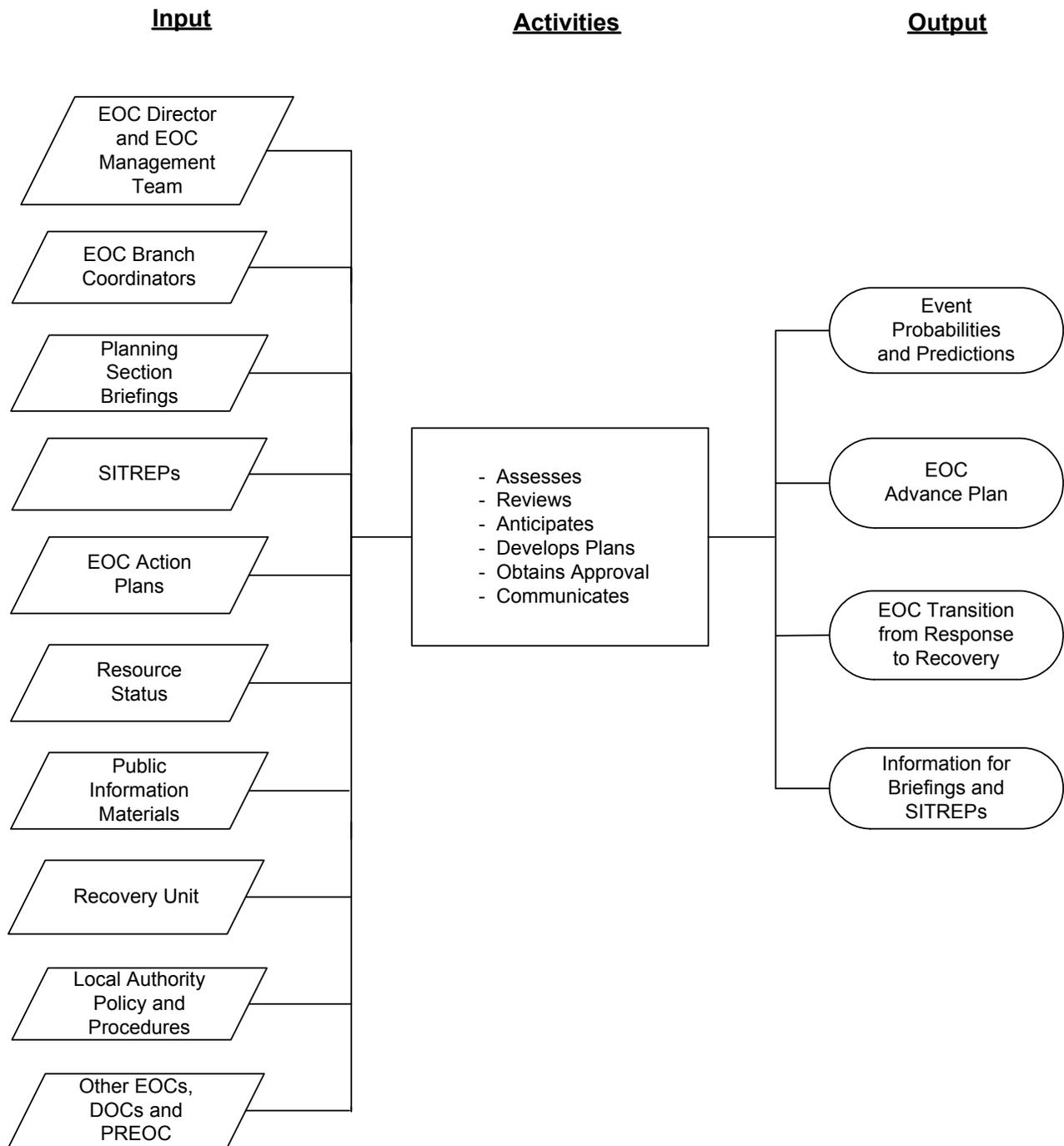
Operational Phase:

- Maintain a position log, and other relevant documentation.
- Review the current Situation Report and include recent updates.
- Meet individually with the EOC Management Team and determine best estimates of the future direction and outcomes of the event or disaster.
- Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations within a 36 to 72 hour time frame.
- Submit the Advance Plan to the Planning Section Chief for review and approval prior to implementation via briefings with the EOC Director and Management Team.
- Review Action Planning objectives submitted by each section for the forthcoming operational period. In conjunction with the Management Team, recommend a transition strategy to the EOC Director when EOC activity shifts predominately to recovery operations.
- Assist Recovery Unit Coordinator in developing initial relief plans.

Demobilization Phase:

- Determine demobilization status of the Advance Planning Unit and advise EOC Planning Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

ADVANCE PLANNING UNIT COORDINATOR



Recovery Unit Coordinator

Responsibilities:

1. Assess the requirements for assistance for community and individual recovery from a major emergency or disaster.
2. Identify immediate steps (short-term relief efforts) that can be taken to initiate and speed recovery within the area.
3. Anticipate actions required over the long term to restore local services and return the area to pre-emergency conditions.
4. Supervise the Recovery Unit and all recovery operations unless otherwise directed by the Planning Section Chief and / or EOC Director.

Reports to:

- EOC Planning Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain current situation briefing from Planning Section Chief.

Operational Phase:

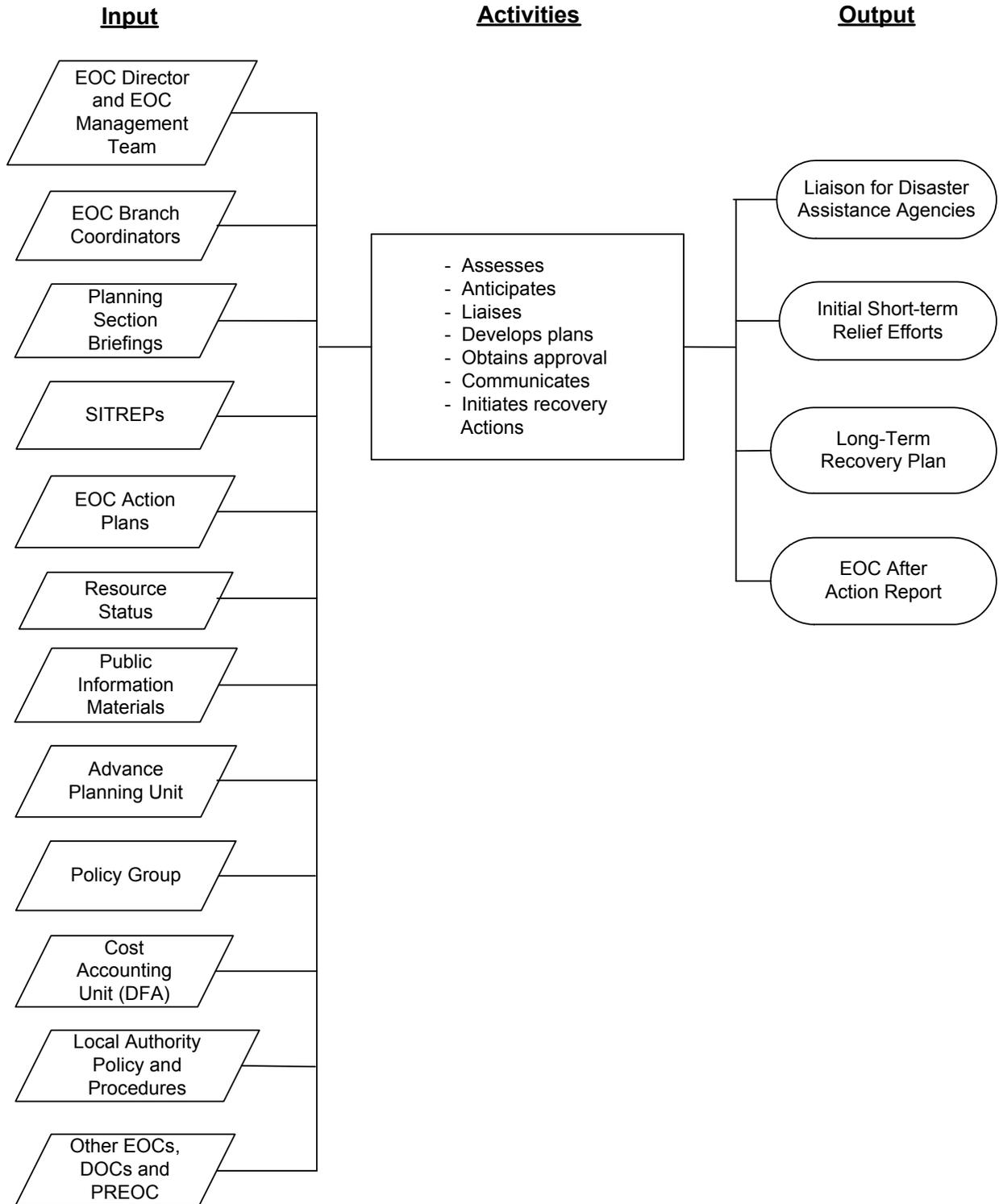
- Establish and maintain position log and other necessary files.
- Act as the liaison for the EOC and other disaster assistance agencies to coordinate the recovery process.
- Ensure that short-term relief efforts such as: interim housing, counselling, utility restoration, debris removal, building safety inspections, etc. have been planned for and initiated.
- Prepare Recovery Plan, including actions required by priority, for recovery of public and private infrastructure, public and private property, mental health, public health, and the social economic fabric.
- Obtain EOC Director's approval of plan and disseminate to EOC Management Team.
- Coordinate recovery plans and Disaster Financial Assistance (DFA) with Cost Accounting Unit.
- Assist DFA Unit with plans for establishing a "One-Stop Shopping" Recovery Centre, as required.

- In consultation with the other Planning Section Units and EOC Management Team prepare the EOC After Action Report.
- Submit After Action Report to Planning Section Chief for review and approval prior to conducting briefings with the EOC Director and Management Team.

Demobilization Phase:

- Determine demobilization status of the Recovery Unit and advise the EOC Planning Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Follow the Generic Demobilization Phase Checklist (3.3).

RECOVERY UNIT COORDINATOR



Documentation Unit Coordinator

Responsibilities:

1. Collect, organize and file all completed event or disaster related forms, including: all EOC position logs, Situation Reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
2. Provide document reproduction services to EOC staff.
3. Distribute the EOC Situation Reports, EOC Action Plan, and other documents, as requested.
4. Maintain a permanent archive of all Situation Reports and EOC Action Plans associated with the event or disaster.
5. Assist Recovery Unit with preparation and distribution of the EOC After Action Report.
6. Supervise the Documentation Unit.

Reports to:

- EOC Planning Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain a situation briefing from the Planning Section Chief.

Operational Phase:

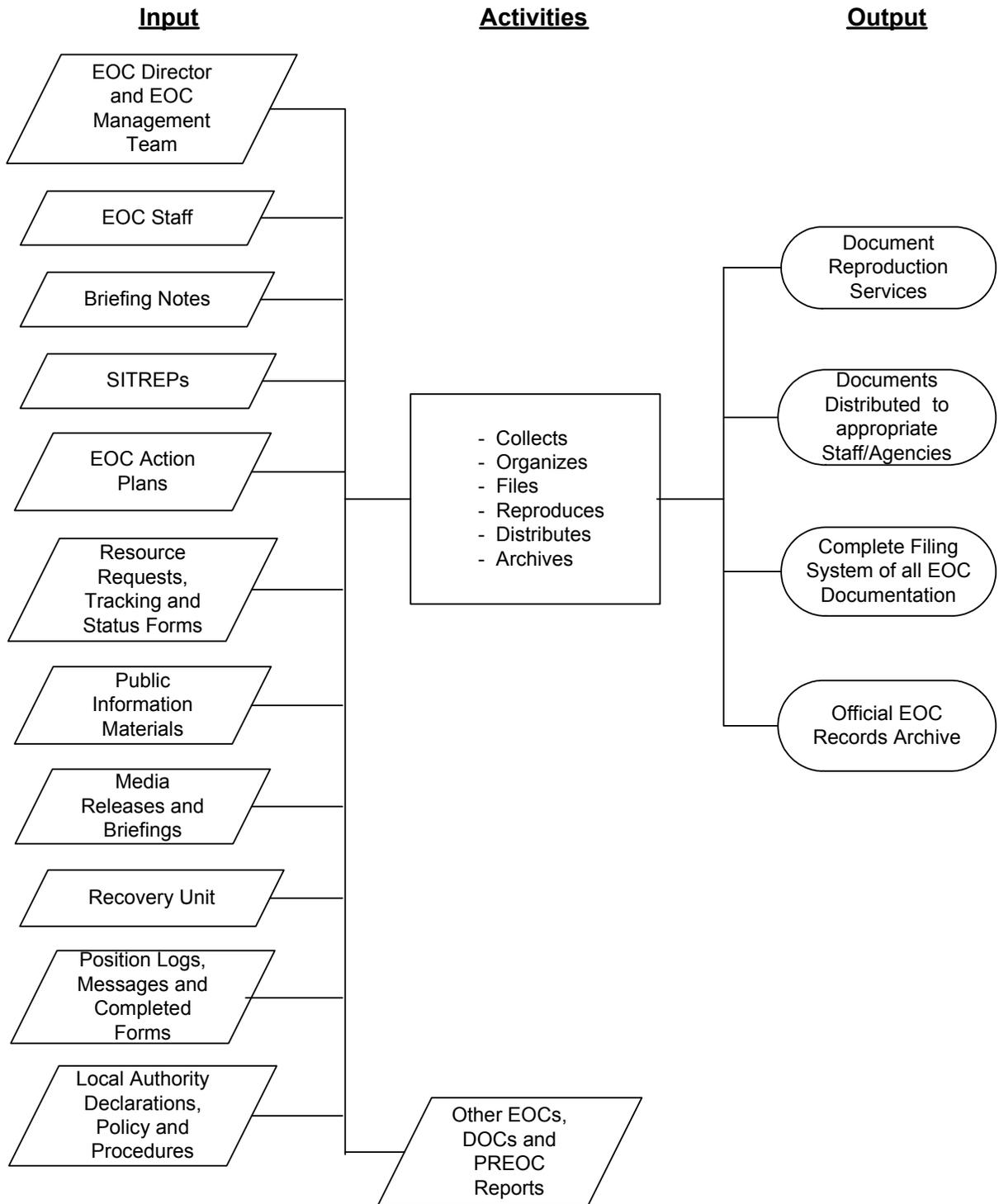
- Maintain a position log and other relevant documentation.
- Meet with the Planning Section Chief and Risk Management Officer to determine what EOC materials should be maintained as official records.
- Initiate and maintain a roster and organization chart of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit.
- Meet with the Recovery Unit Coordinator to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- Reproduce and distribute approved Situation Reports and EOC Action Plans. Ensure distribution includes the PREOC.
- Keep extra copies of reports and Plans available for special distribution as required.

- Set up and maintain document reproduction services for the EOC.
- Assist the Recovery Unit in preparing the EOC After Action Report.

Demobilization Phase:

- Determine demobilization status of the Documentation Unit and advise the EOC Planning Section Chief.
- Complete all logs and documentation.
- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on.
- Assist with distribution of the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

DOCUMENTATION UNIT COORDINATOR



Technical Specialists Unit Coordinator

Responsibilities:

1. Provide technical observations and recommendations to the EOC in specialized areas, as required.
2. Ensure that qualified specialists are available in the areas required by the particular event or disaster.
3. Supervise the Technical Specialists Unit.

Reports to:

- EOC Planning Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to the EOC facility and obtain a situation briefing from the Planning Section Chief.

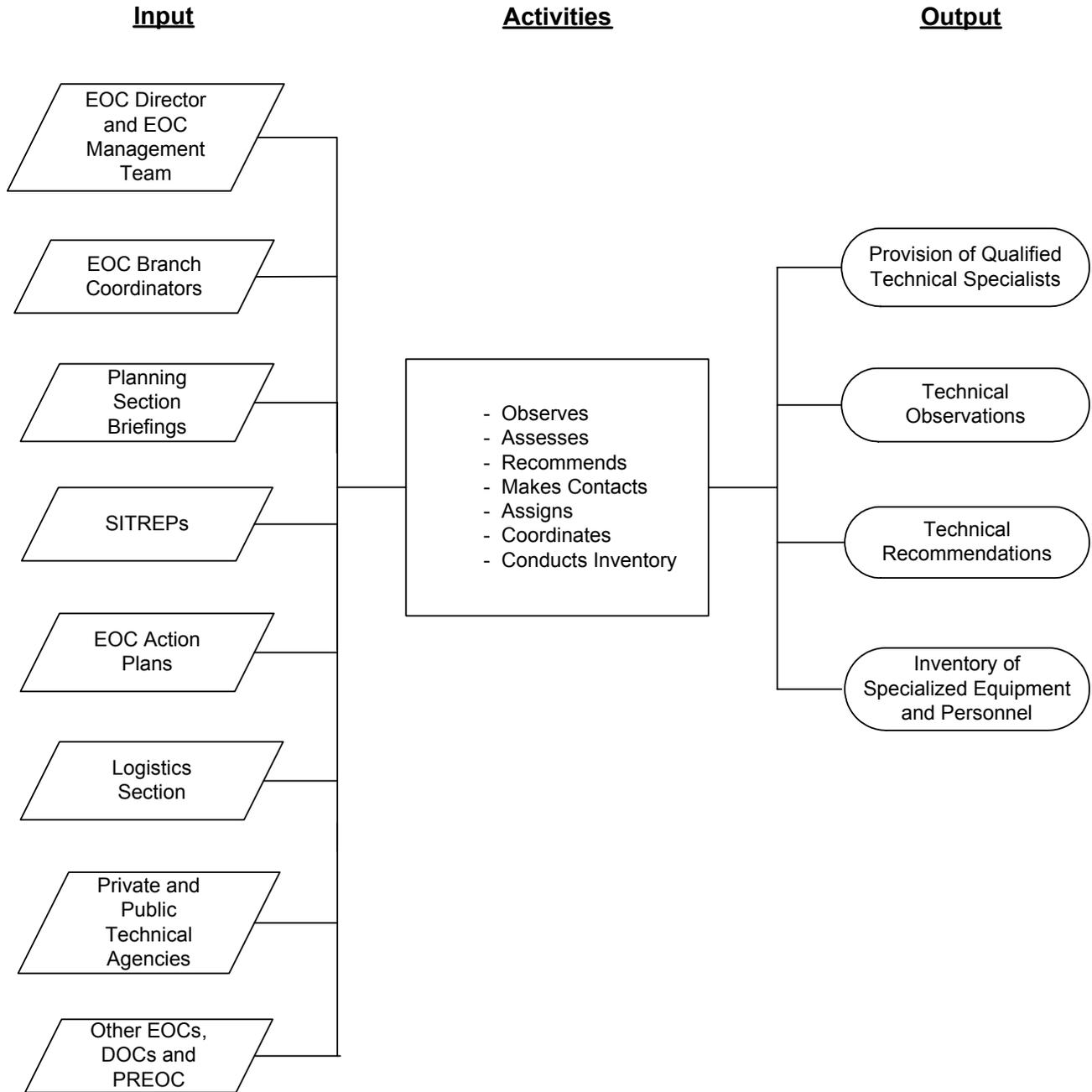
Operational Phase:

- Maintain a position log and other necessary files.
- Coordinate with the Logistics Section to ensure that technical staff are located and mobilized.
- Assign technical staff to assist other EOC Sections in coordinating specialized areas of response or recovery.
- Assign technical staff to assist the Logistics Section with interpreting specialized resource capability and requests.
- Maintain inventory of technical specialists.
- On request, prepare to provide centralized technical specialties such as meteorological, fire behaviour or engineering expertise for multiple incident sites.

Demobilization Phase:

- Determine demobilization status of the Technical Specialists Unit and advise the EOC Planning Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Technical Staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

TECHNICAL SPECIALISTS UNIT COORDINATOR



Logistics Section Chief

Responsibilities:

1. Ensure the Logistics function is carried out in support of the EOC. This function includes providing telecommunication services and information technology, locating or acquiring equipment, supplies, personnel, facilities, and transportation as well as arranging for food, lodging, and other support services as required both for the EOC and site requirements.
2. Establish the appropriate level of branch and / or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame.
4. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
5. Keep the EOC Director informed of all significant issues relating to the Logistics Section.
6. Ensure critical resources are allocated according to EOC Action Plan policy, priorities and direction.
7. Coordinate with ESS Branch Coordinator on the provision of food and lodging for EOC and Site Personnel.
8. Supervise the Logistics Section.

Reports to:

- EOC Director / Deputy

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- Based on the situation, activate branches / units within the section as needed and designate Branch and Unit Leaders for each element:
 - Information Technology Branch (Communications Unit, Computer Systems Unit)
 - EOC Support Branch (Facilities Unit, Security Unit, Clerical Unit)
 - Supply Unit
 - Transportation Unit
 - Personnel Unit

- Mobilize sufficient section staffing for 24-hour operations.
- Establish communications with the Logistics Section at the PREOC if activated.
- Advise Units within the section to coordinate with appropriate Branches in the Operations Section to prioritize and validate resource requests from Incident Commanders and DOCs. This should be done prior to acting on a request.
- Meet with the EOC Director and Management Team to identify immediate resource needs.
- Meet with the Finance / Administration Section Chief and determine level of purchasing authority for the Logistics Section.
- Assist Unit Leaders in developing objectives for the Logistics section as well as plans to accomplish their objectives within the first operational period, or in accordance with the EOC Action Plan.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

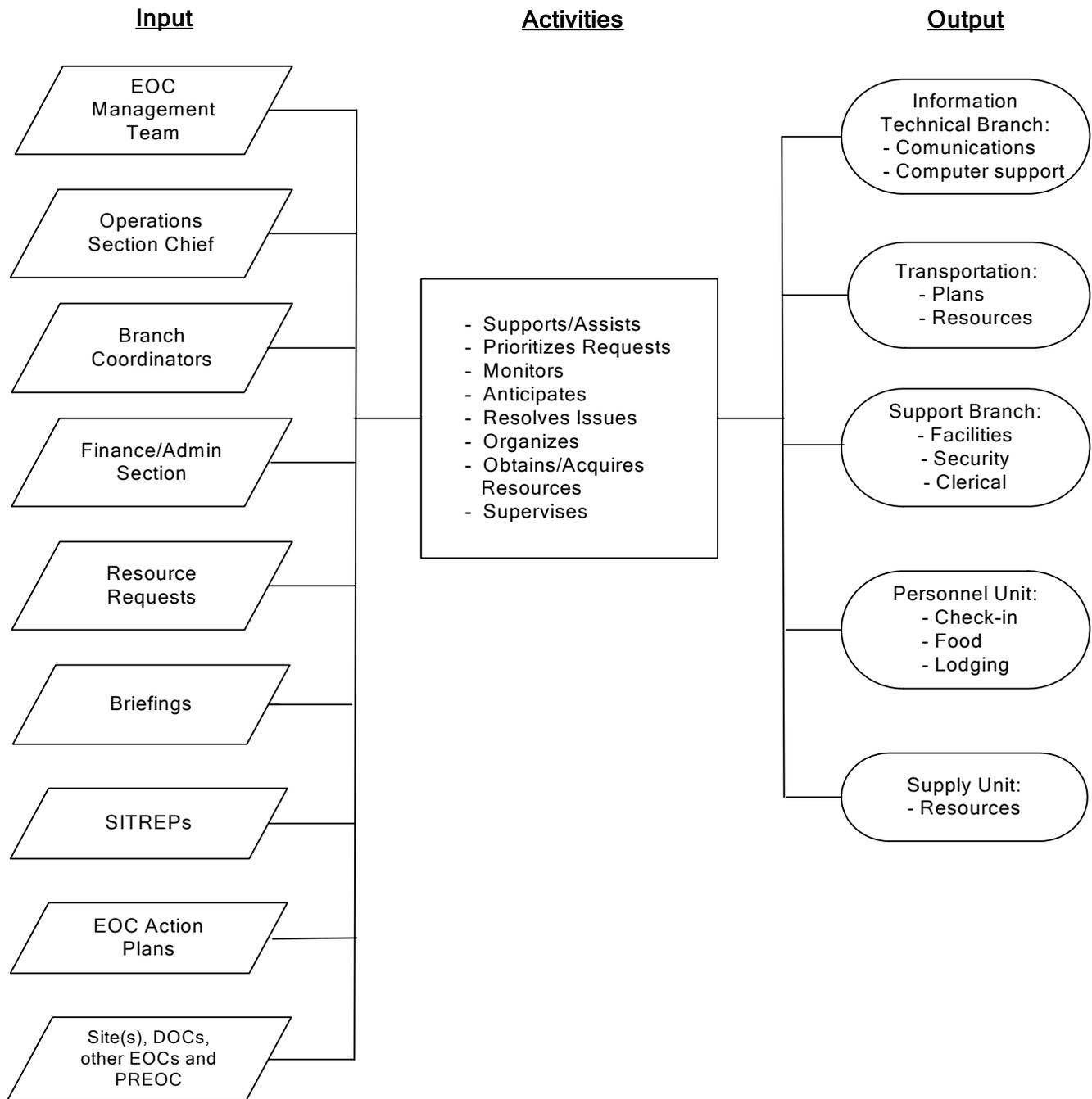
Operational Phase:

- Ensure that Logistic Section position logs and other necessary files are maintained.
- Meet regularly with section staff and work to reach consensus on Logistics section objectives for forthcoming operational periods.
- Provide the Planning Section Chief with the Logistics Section objectives at least 30 minutes prior to each Action Planning meeting.
- Attend and participate in EOC Action Planning meetings.
- Provide periodic Section Status Reports to the EOC Director and Situation Unit.
- Ensure that the Supply Unit coordinates closely with the Purchasing Unit in the Finance / Administration Section and that all required documents and procedures are completed and followed.
- Ensure Supply and Personnel Units coordinate relevant activities with appropriate Functional Branch Coordinators in the various EOC Sections.
- Ensure that transportation requirements, in support of response operations, are met.
- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all resources are tracked and accounted for in cooperation with the Planning Section Resource Unit, as well as resources ordered through Mutual Aid.
- Provide Section Staff with information updates via section briefings, as required.
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Identify high cost resources that could be demobilized early and advise other Section Chiefs.
- Ensure coordination with Operations before commencing demobilization.
- Determine demobilization status of the Logistics Section and advise the EOC Director.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administrative Section.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

LOGISTICS SECTION CHIEF



Information Technology Branch Coordinator

Responsibilities:

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required.
2. Oversee the installation of communications resources within the EOC. Ensure that a communications link is established with Incident Commander(s), DOCs, other EOCs, MROCs and PREOC, if established.
3. Determine specific computer requirements for all EOC positions.
4. Implement available computer systems for internal information management and include message and e-mail systems, as available.
5. Ensure that the EOC Communications Centre is established to include sufficient frequencies to facilitate operations, and that adequate communications operators are available for 24-hour coverage.
6. Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.
7. Supervise the Communications Branch.

Reports to:

- EOC Logistics Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain a situation briefing from Logistics Section Chief.
- Based on the situation, activate the necessary units within the Information Technology Branch:
 - Communications Unit
 - Computer Systems Unit
- Prepare objectives for the Information Technology Branch; provide them to the Logistics Section Chief as directed.

Operational Phase:

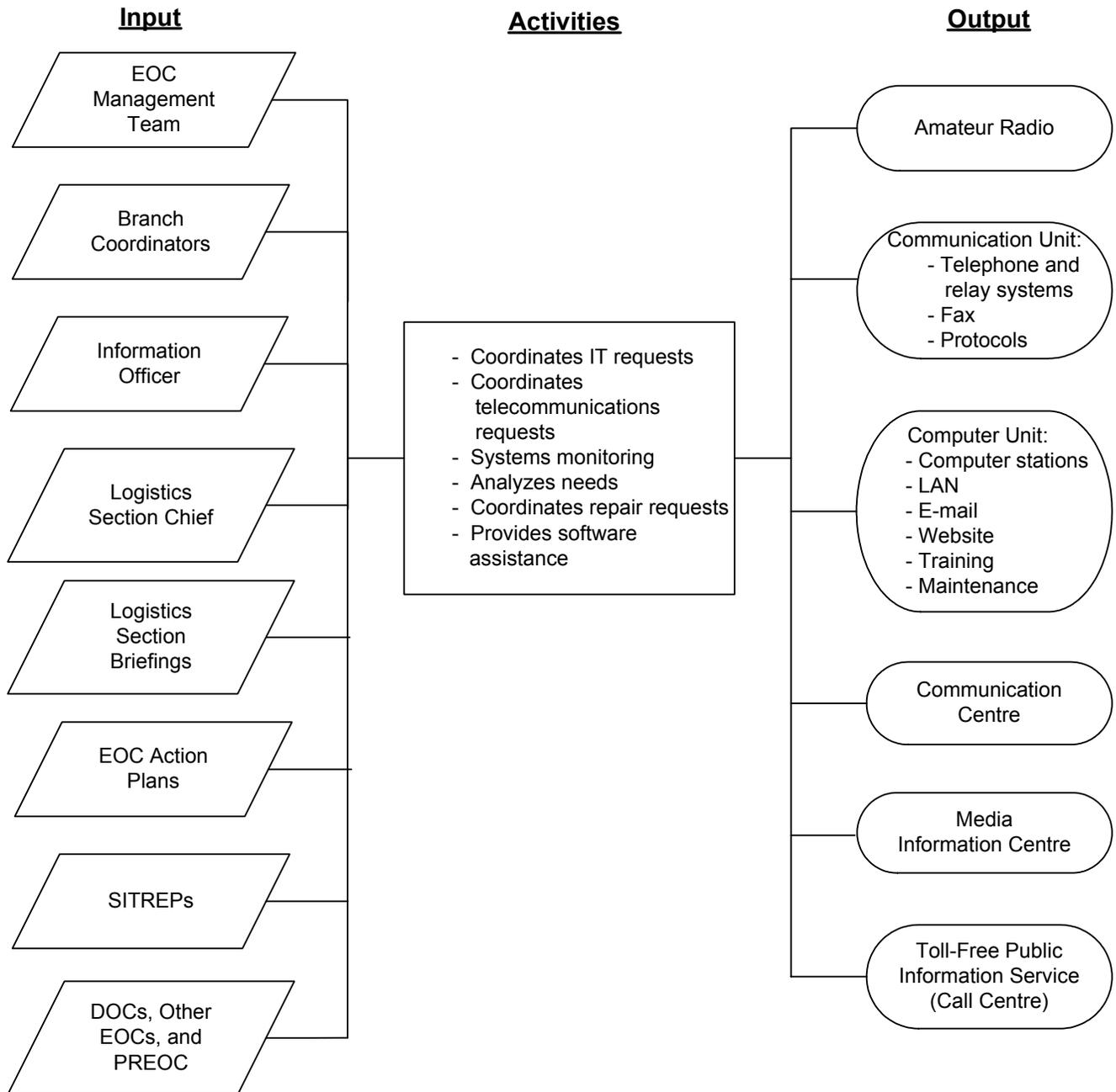
- Ensure that Information Technology Branch position logs and other necessary files are maintained.
- Keep all sections informed of the status of communications systems, particularly those that are being restored.

- Coordinate with all EOC Sections / Branches / Units regarding the use of all communication systems.
- Ensure that the EOC Communications Centre is activated to receive and direct all event or disaster related communications to appropriate destinations within the EOC.
- Provide necessary telecommunications when Information Officer establishes a Media Information Centre.
- Provide necessary telecommunications when Information Officer establishes a toll-free Public Information Line or Call Centre.
- Ensure that adequate communications operators and call takers are mobilized to accommodate each discipline, on a 24-hour basis or as required.
- Ensure that a communications link, (if available), is established with the PREOC.
- Continually monitor the operational effectiveness of EOC communication systems. Provide additional equipment as required.
- Ensure that technical personnel are available for communication equipment maintenance and repair.
- Mobilize and coordinate amateur radio resources to augment primary communication systems as required.
- Keep the Logistics Section Chief informed of the status of communication systems.
- Prepare objectives for the Communications Unit; provide them to the Logistics Section Chief as directed.
- Refer all contacts with the media to the Information Officer.

Demobilization Phase:

- Determine demobilization status of the Information Technology Branch and advise the EOC Logistics Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Follow the Generic Demobilization Phase Checklist (3.3).

INFORMATION TECHNOLOGY BRANCH COORDINATOR



Transportation Unit Coordinator

Responsibilities:

1. In coordination with the Engineering Branch Coordinator, and Planning's Situation Unit, develop a Transportation Plan to support the EOC Action Plan.
2. Arrange for the acquisition or use of required transportation resources.
3. Coordinate air transportation needs with Air Operations Branch.
4. Supervise the Transportation Unit.

Reports to:

- EOC Logistics Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain a situation briefing from the Planning Section Chief.

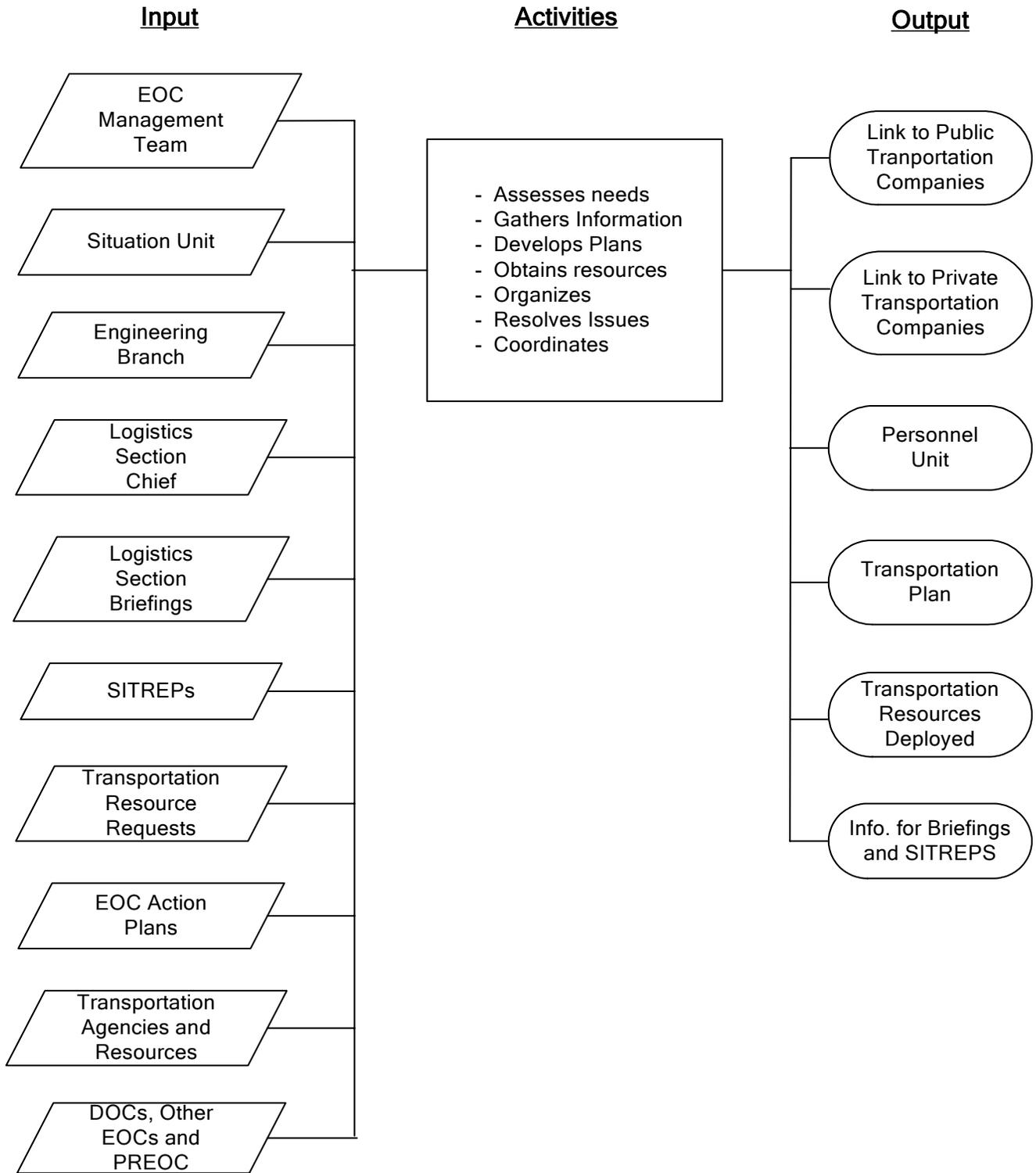
Operational Phase:

- Establish and maintain a position log and other necessary files.
- Routinely coordinate with the Situation Unit to determine the status of transportation routes in and around the area.
- Routinely coordinate with the Engineering Branch Coordinator to determine progress of route recovery operations.
- Develop a Transportation Plan which identifies routes of ingress and egress; thus facilitating the movement of response personnel, the affected population, and movement of resources and materials.
- Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
- Coordinate transportation activities and needs with Supply and Personnel Units, Branches, Information and Liaison Officers.
- Keep the Logistics Section Chief informed of significant issues affecting the Transportation Unit.

Demobilization Phase:

- Coordinate return of all transportation resources, no longer required.
- Determine demobilization status of the Transportation Unit and advise the EOC Logistics Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

TRANSPORTATION UNIT COORDINATOR



Personnel Unit Coordinator

Responsibilities:

1. Provide personnel resources as requested in support of the EOC and Site Operations.
2. Identify, recruit and register staff and volunteers as required.
3. Develop an EOC organization chart.
4. Supervise the Personnel Unit.

Report to:

- EOC Logistics Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain situation briefing from Logistics Section Chief.

Operational Phase:

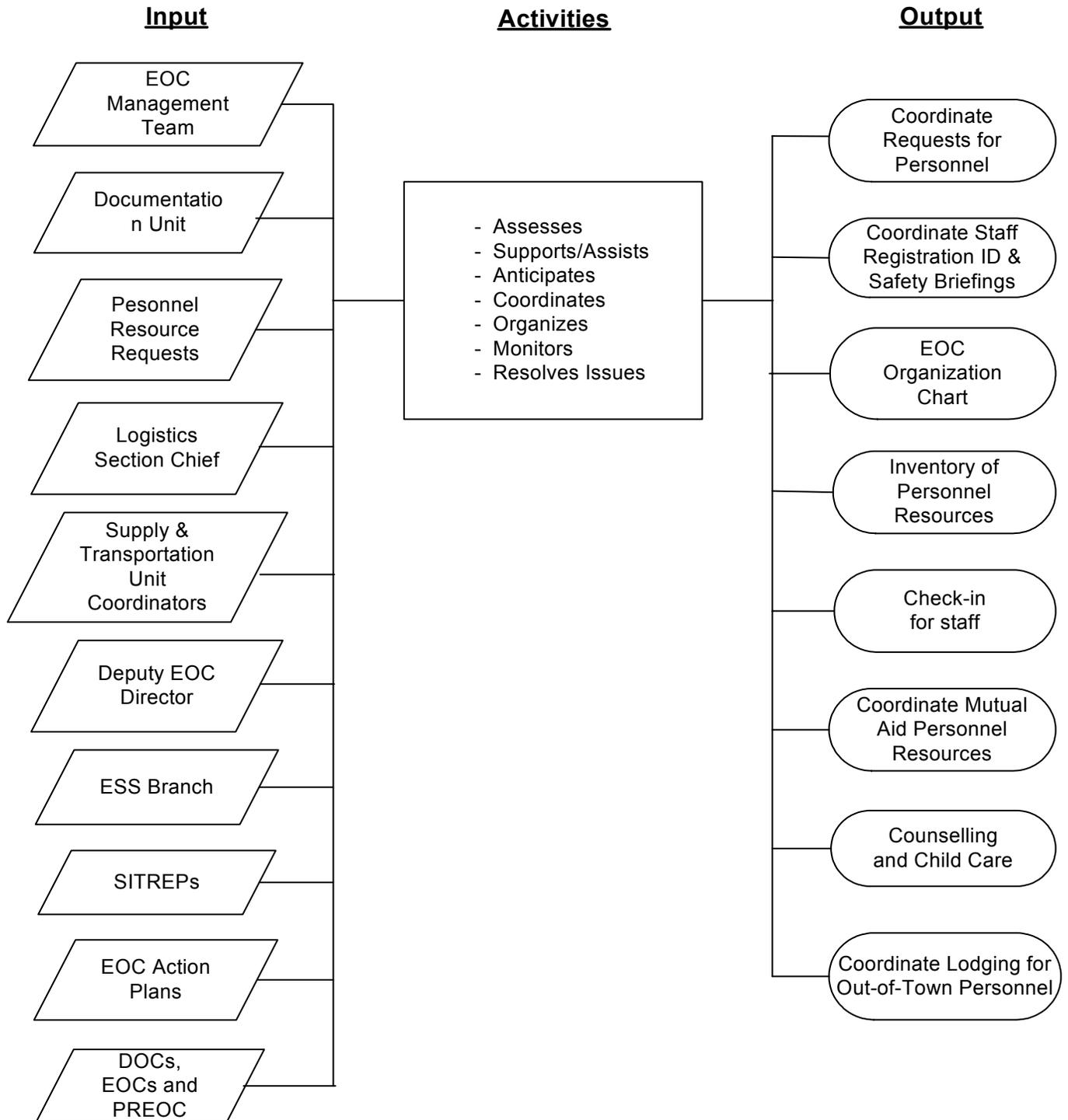
- Establish and maintain position log and other necessary files.
- Check in all incoming EOC personnel. (See EOC 511 and PEP Task Reg. 512.)
- In conjunction with the Documentation Unit, develop a large poster size EOC organization chart depicting each activated position. Upon check-in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
- Coordinate with the Deputy EOC Director and Risk Management Officer to ensure that all EOC staff, including volunteers, receive a current situation and safety briefing upon check-in.
- Establish communications with volunteer agencies and other organizations that can provide personnel resources.
- Process all incoming requests for personnel. Identify the number of personnel, special qualifications or training, where they are needed and the person or Unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel, and advise the requesting parties accordingly.
- Maintain a status board or other reference to keep track of incoming personnel resources.
- Coordinate with the Deputy EOC Director and Risk Management Officer to ensure access, badging or identification, and proper direction for responding personnel upon arrival at the EOC.

- Develop shift schedules. (See EOC 503.)
- Assist the Operations Section with ordering of mutual aid personnel resources as required.
- Coordinate all requests for personnel resources from the functional branches with the EOC Operations Section prior to acting on request.
- In coordination with the EOC Deputy Director, determine the need for counselling and critical incident stress debriefing for EOC staff and emergency workers; acquire mental health specialists as needed.
- Arrange for childcare services for EOC personnel as required.
- Establish and staff registration locations to register volunteers, and issue disaster service worker identification cards.
- Ensure that accommodation is arranged for out-of-town personnel. Coordinate with ESS Branch and Supply Unit.
- Coordinate with Transportation Unit ground transportation requirements.
- Keep the Logistics Section Chief informed of significant issues affecting the Personnel Unit.

Demobilization Phase:

- Determine demobilization status of the Personnel Unit and advise the EOC Logistics Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

PERSONNEL UNIT COORDINATOR



Supply Unit Coordinator

Responsibilities:

1. Oversee the acquisition and allocation of supplies and materials not normally provided through mutual aid or normal agency channels.
2. Coordinate actions with the Finance / Administration Section.
3. Coordinate delivery of supplies and materials as required.
4. Allocate critical resources as required and directed.
5. Supervise the Supply Unit.

Reports to:

- EOC Logistics Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain situation briefing from Logistics Section Chief.
- Ensure adequate staffing levels for Supply Unit.

Operational Phase:

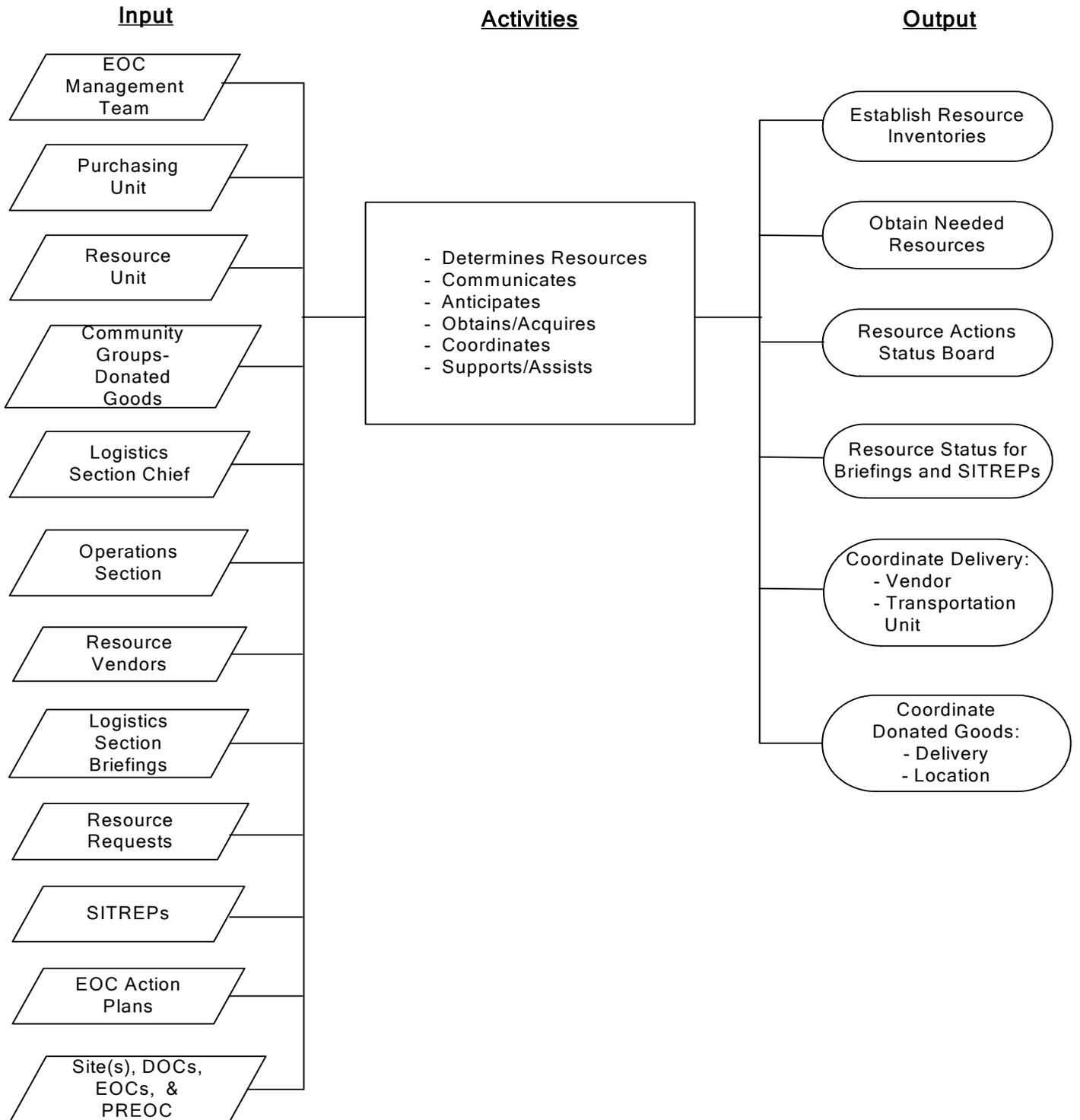
- Establish and maintain a position log and other necessary files.
- Determine if requested types and quantities of supplies and materials are available in inventory or from the area.
- Determine spending limits with the Purchasing Unit in Finance / Administration. Obtain a list of pre-designated emergency purchase orders as required.
- Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and materials, and also verify that the request has not been previously filled through another source.
- Generate an expenditure authorization form for EOC Director signature.
- In conjunction with the Resource Unit, maintain a status board or other reference depicting supply actions in progress and their current status. (See EOC 515.)
- Determine if the item can be provided without cost from another jurisdiction or through the PREOC.
- Determine unit costs of supplies and materials from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.
- Orders exceeding the purchase order limit must be approved by the Finance / Administration Section before the order can be completed.

- If vendor contracts are required for specific resources or services, refer the request to the Finance / Administration Section for development of necessary agreements.
- Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick up and delivery through the Transportation Unit.
- Coordinate donated goods and services from community groups and private organizations. Consult with ESS Branch Coordinator on procedures for collecting, inventorying, and distributing usable donations.
- Keep the Logistics Section Chief informed of significant issues affecting the Supply Unit.

Demobilization Phase:

- Determine demobilization status of the Supply Unit and advise the EOC Logistics Section Chief.
- Complete all logs and documentation and forward to the Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow-up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

SUPPLY UNIT COORDINATOR



EOC Support Branch Coordinator

Responsibilities:

1. Ensure that facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
2. Ensure food and refreshments are provided to EOC staff.
3. Ensure security measures are taken to secure all facilities from access by unauthorized people.
4. Ensure acquired buildings, building floors, and or workspaces are returned to their original state when no longer needed.
5. Supervise the Support Branch.

Reports to:

- EOC Logistics Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain situation briefing from Logistics Section Chief.
- Ensure adequate staffing levels to meet needs of Support Branch.

Operational Phase:

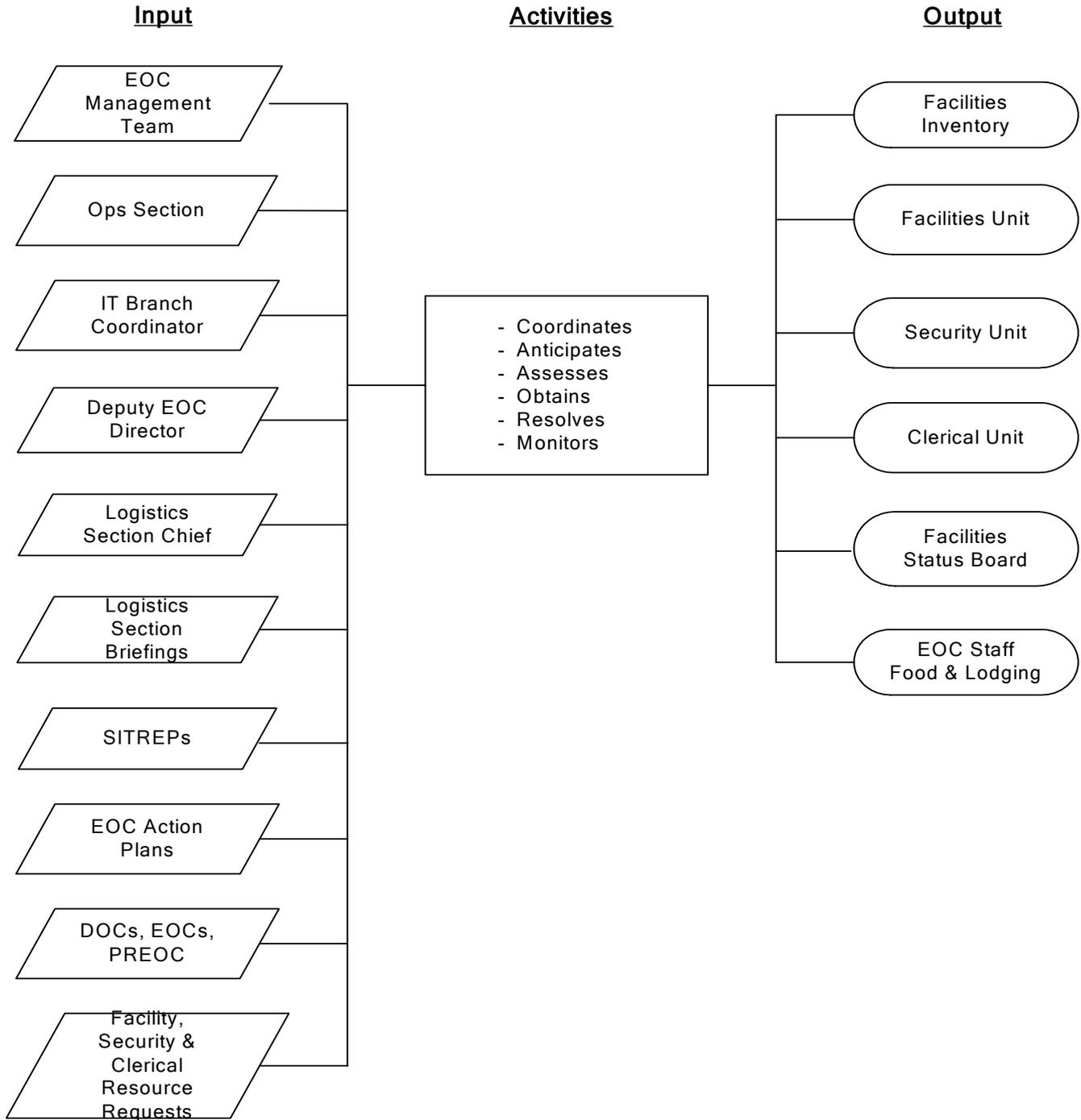
- Establish and maintain a position log and other necessary files.
- Activate Facilities Unit, Security Unit, Clerical Unit if required.
- Work closely with the Deputy EOC Director, IT Branch Coordinator, and other sections in determining facilities and furnishings required for effective operation of the EOC.
- Coordinate with Branches and Units in the Operations Section to determine if assistance with facility acquisition and support is needed at the site level.
- Arrange for continuous maintenance of acquired facilities, ensuring that utilities and restrooms are operating properly.
- Keep inventory lists. (See EOC 523.)
- If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.

- Develop and maintain a status board or other reference which depicts the location of each facility, a general description of furnishings, supplies and equipment at the site, hours of operation, and the name and phone number of the Facility Manager.
- Ensure all structures are safe for occupancy and that they comply with appropriate regulations & bylaws.
- Arrange for and supervise food and lodging services for EOC staff. (See EOC 508.) Coordinate activities with ESS Branch Coordinator and Supply Unit Coordinator.
- Arrange for and supervise security staff for EOC facilities.
- Arrange for and supervise clerical staff for the EOC.
- Keep the Logistics Section Chief informed of significant issues affecting the Support Branch.

Demobilization Phase:

- As facilities are vacated, coordinate with the facility manager and IT Branch Coordinator to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- Determine demobilization status of the EOC Support Branch and advise the EOC Logistics Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance / Administration Section.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

EOC SUPPORT BRANCH COORDINATOR



Finance / Administration Section Chief

Responsibilities:

1. Ensure that all financial records are maintained throughout the event or disaster.
2. Ensure that all on-duty time is recorded and collected for all personnel.
3. Ensure there is a continuum of the payroll process for all employees responding to the event or disaster.
4. In consultation with EOC Director determine spending limits, if any, for Logistics, Operations, and Management Staff.
5. Ensure that workers' compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.
6. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
7. Activate units within the Finance / Administration Section as required; monitor section activities continuously and modify the organization as needed.
8. Ensure that all recovery documentation and Disaster Financial Assistance paperwork is accurately maintained and submitted to PEP.
9. Supervise the Finance / Administration Section.

Reports to:

- EOC Director / Deputy

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Ensure that the Finance / Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Based on the situation, activate Units within Section, as needed, and designate Unit Coordinators for each element:
 - Time Unit
 - Purchasing Unit
 - Compensation and Claims Unit
 - Cost Unit.
- Ensure that sufficient staff are available for a 24-hour schedule, or as required.
- Consult with EOC Director for spending limits.
- Meet with the Logistics and Operations Section Chiefs and review financial and administrative requirements and procedures; determine the level of purchasing authority to be delegated to each.

- Meet with all Unit Coordinators and ensure that responsibilities and procedures are clearly understood.
- In conjunction with Unit Coordinators, determine the initial Finance / Administration Action Planning objectives for the first operational period.
- Notify the EOC Director when the Finance / Administration Section is operational.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

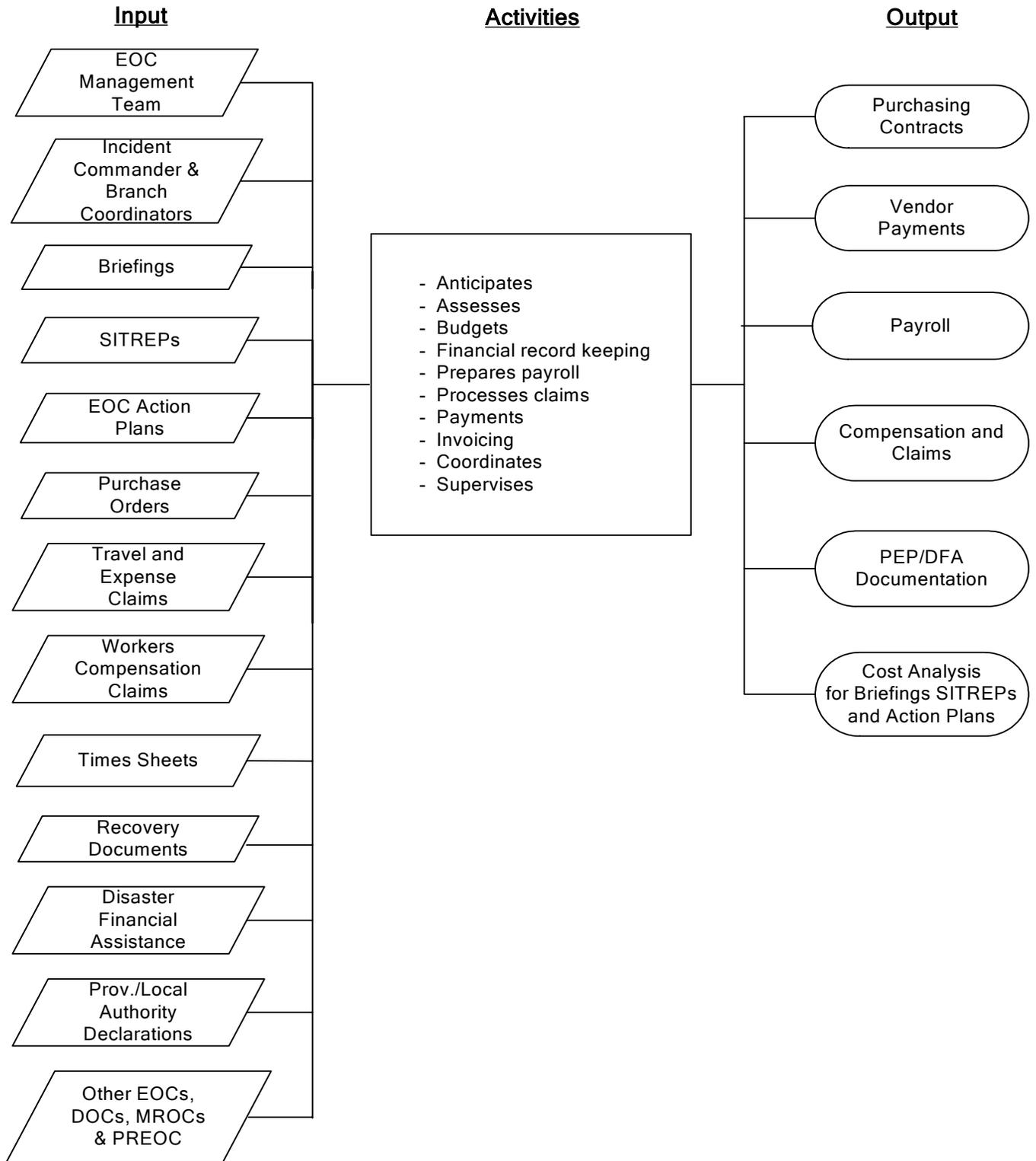
Operational Phase:

- Ensure that Finance / Administration position logs and other necessary files are maintained. Note: Jurisdiction should use the same financial, cost accounting and time sheet forms used in non-emergency times.
- Ensure that displays associated with the Finance / Administrative Section are current, and that information is posted in a legible and concise manner.
- Participate in all Action Planning meetings.
- Provide cost estimates to Action Planning Process.
- Brief all Unit Coordinators and ensure they are aware of the EOC priorities particularly those affecting the Finance / Administration Section, as defined in the Action Plan.
- Keep the EOC Director, Management Team, and Elected Officials aware of the current fiscal situation and other related matters, on an ongoing basis.
- Ensure that the Cost Unit maintains all financial records throughout the event or disaster.
- Ensure that the Time Unit tracks and records all agency staff time.
- In coordination with the Logistics and Operations Sections, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- Ensure that the Compensation and Claims Unit Processes all workers' compensation claims, resulting from the disaster, in a reasonable timeframe, given the nature of the situation.
- Ensure that the Time Unit processes all time sheets and travel expense claims promptly.
- Ensure that all cost documentation and Disaster Financial Assistance is accurately maintained by the Cost Unit during the response, and submitted on the appropriate forms to PEP.

Demobilization Phase:

- Determine demobilization status of the Finance / Administration Section and advise the EOC Director.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Finance / Administration staff or other EOC sections to follow up on.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

FINANCE / ADMINISTRATION SECTION CHIEF



Time Unit Coordinator

Responsibilities:

1. Track, record, and report all on-duty time for personnel, including hired and contracted, working during the event or disaster.
2. Ensure that hired and contracted personnel time records, travel expense claims and other related forms are prepared and submitted to budget and payroll office.
3. Supervise the Time Unit.

Reports to:

- EOC Finance / Administration Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain situation briefing from Finance / Administration Section Chief.

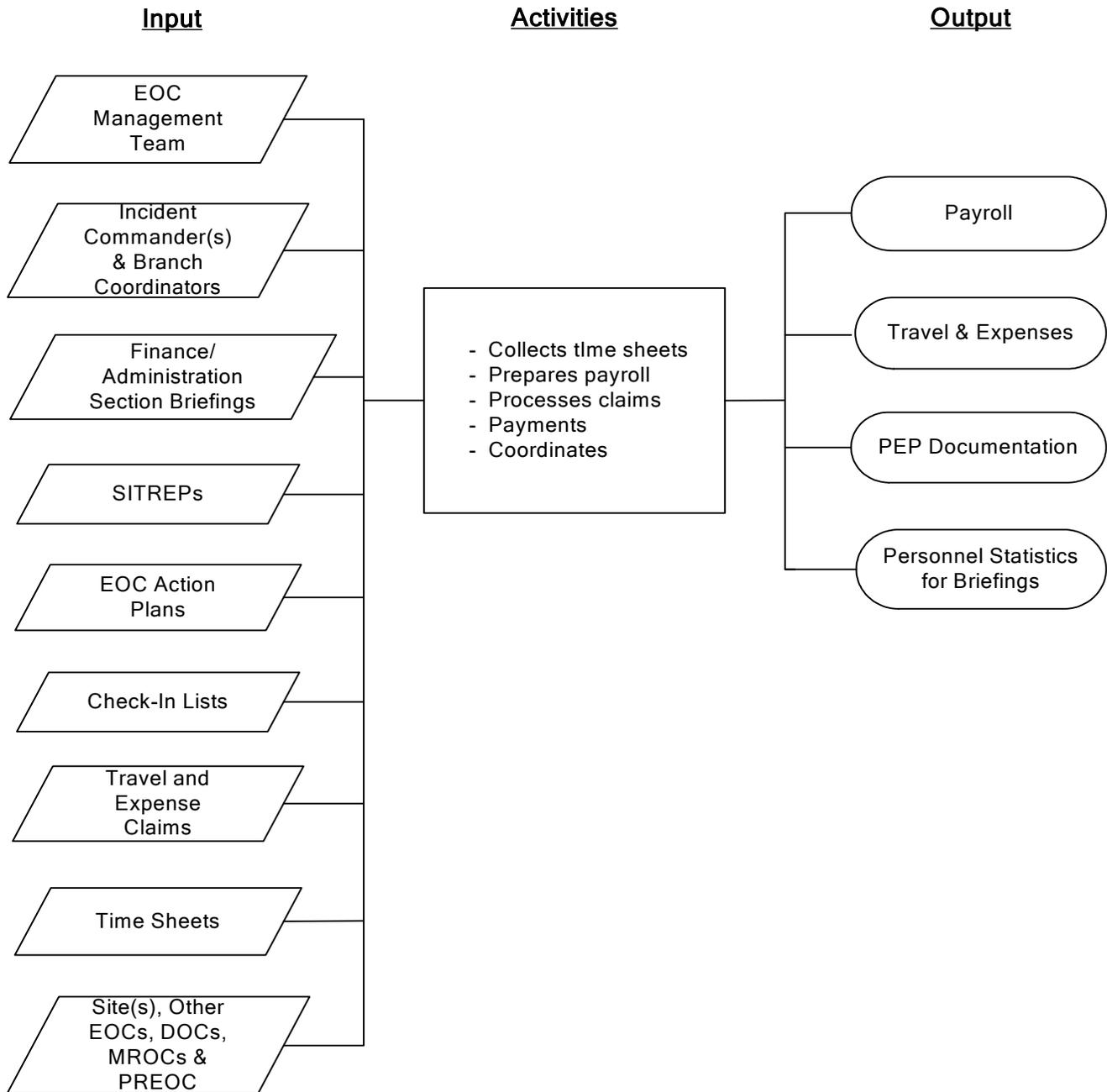
Operational Phase:

- Establish and maintain position logs and other necessary files.
- Initiate, gather, or update time reports (use jurisdictions regular payroll time sheets) from all personnel, including volunteers assigned to each shift; ensure that time records are accurate and prepared according to policy.
- Obtain completed personnel Check-in Lists (see EOC 511) from the Personnel Unit. Must include all EOC Personnel as well as personnel assigned to the Site level.
- Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
- Establish a file for each employee or volunteer within the first operational period to maintain a fiscal record for as long as the employee is assigned to the response.
- Keep the Finance / Administration Section Chief informed of significant issues affecting the Time Unit.

Demobilization Phase:

- Determine demobilization status of the Time Unit and advise the EOC Finance / Administration Section Chief.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Finance / Administration Section staff or other EOC sections to follow-up on.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

TIME UNIT COORDINATOR



Procurement Unit Coordinator

Responsibilities:

1. Coordinate vendor contracts not previously addressed by existing approved vendor lists.
2. Coordinate with Supply Unit and Operations Section on all matters involving the purchase, hire, contract, rental and leases.
3. Supervise the Procurement Unit.

Reports to:

- EOC Finance / Administration Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain situation briefing from Finance / Administration Section Chief.

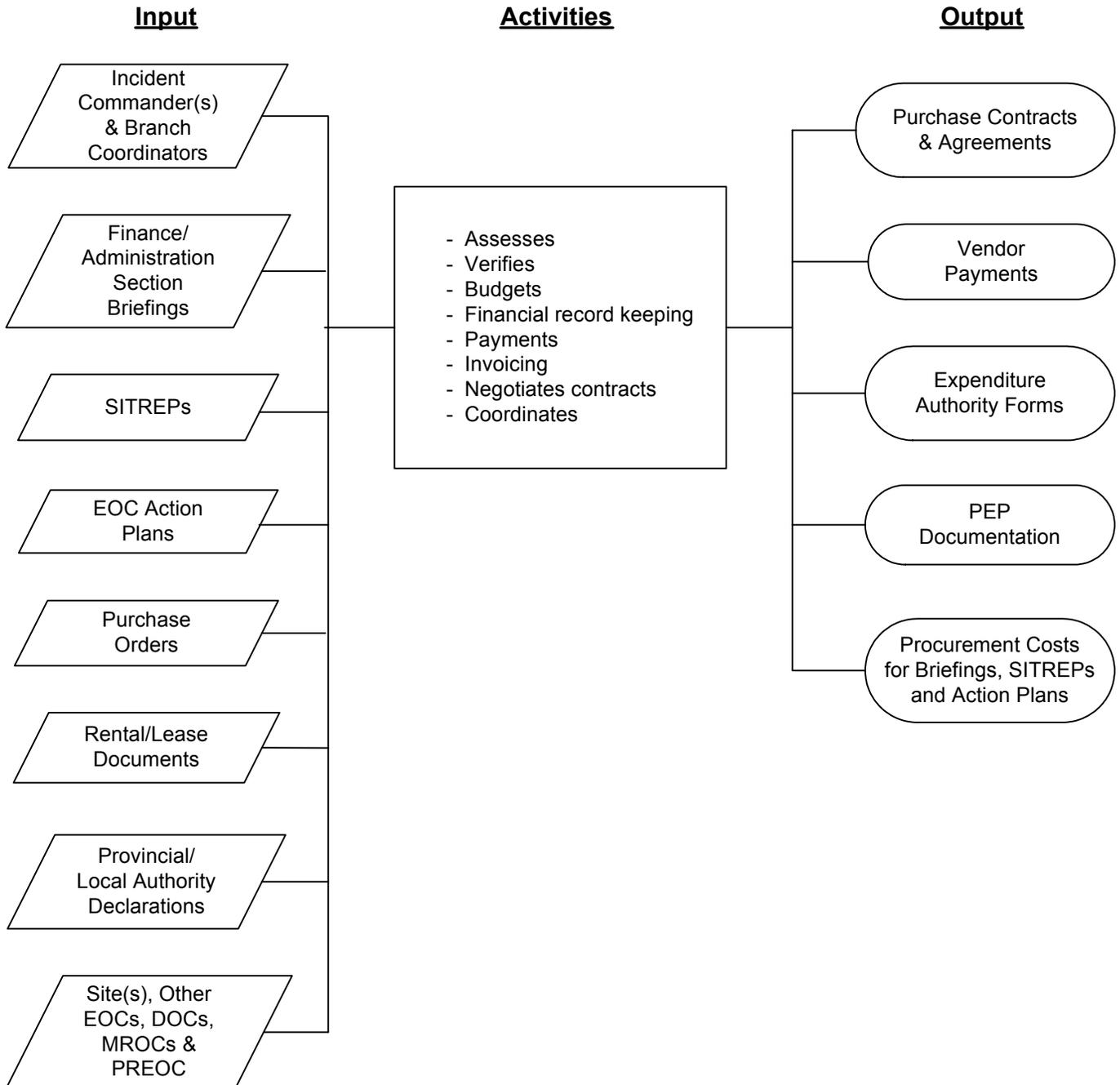
Operational Phase:

- Establish and maintain position logs and other necessary files.
- Review emergency procurement procedures.
- Provide sufficient copies of Expenditure Authorization Form.
- Prepare and sign contracts as needed; obtain concurrence from the Finance / Administration Section Chief.
- Ensure that all EOC personnel know financial processes.
- Ensure that all contracts identify the scope of work and specific site locations.
- Negotiate rental and lease rates not already established, or purchase price with vendors as required.
- Identify and report vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
- Finalize all agreements and contracts, as required.
- Verify costs data in the pre-established vendor contracts and / or agreements.
- In coordination with the Logistics and Operations Sections, ensure that the Procurement Unit processes Expenditure Authorization Forms and Purchase Orders and develops contracts in a timely manner.
- Keep the Finance / Administration Section Chief informed of all significant issues involving the Procurement Unit.

Demobilization Phase:

- Determine demobilization status of the Procurement Unit and advise the EOC Finance / Administration Section Chief.
- Ensure all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up on.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

PROCUREMENT UNIT COORDINATOR



Compensation and Claims Unit Coordinator

Responsibilities:

1. Oversee the investigation of injuries and property / equipment damage claims arising out of the emergency.
2. Complete all forms required by Worker's Compensation Act.
3. Maintain a file of injuries and illnesses associated with the event or disaster including results of investigations.
4. Liaise and consult with the Risk Management Officer on all injury claims.
5. Supervise the Compensation and Claims Unit.

Reports to:

- EOC Finance / Administration Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain a situation briefing from Finance / Administration Section Chief.

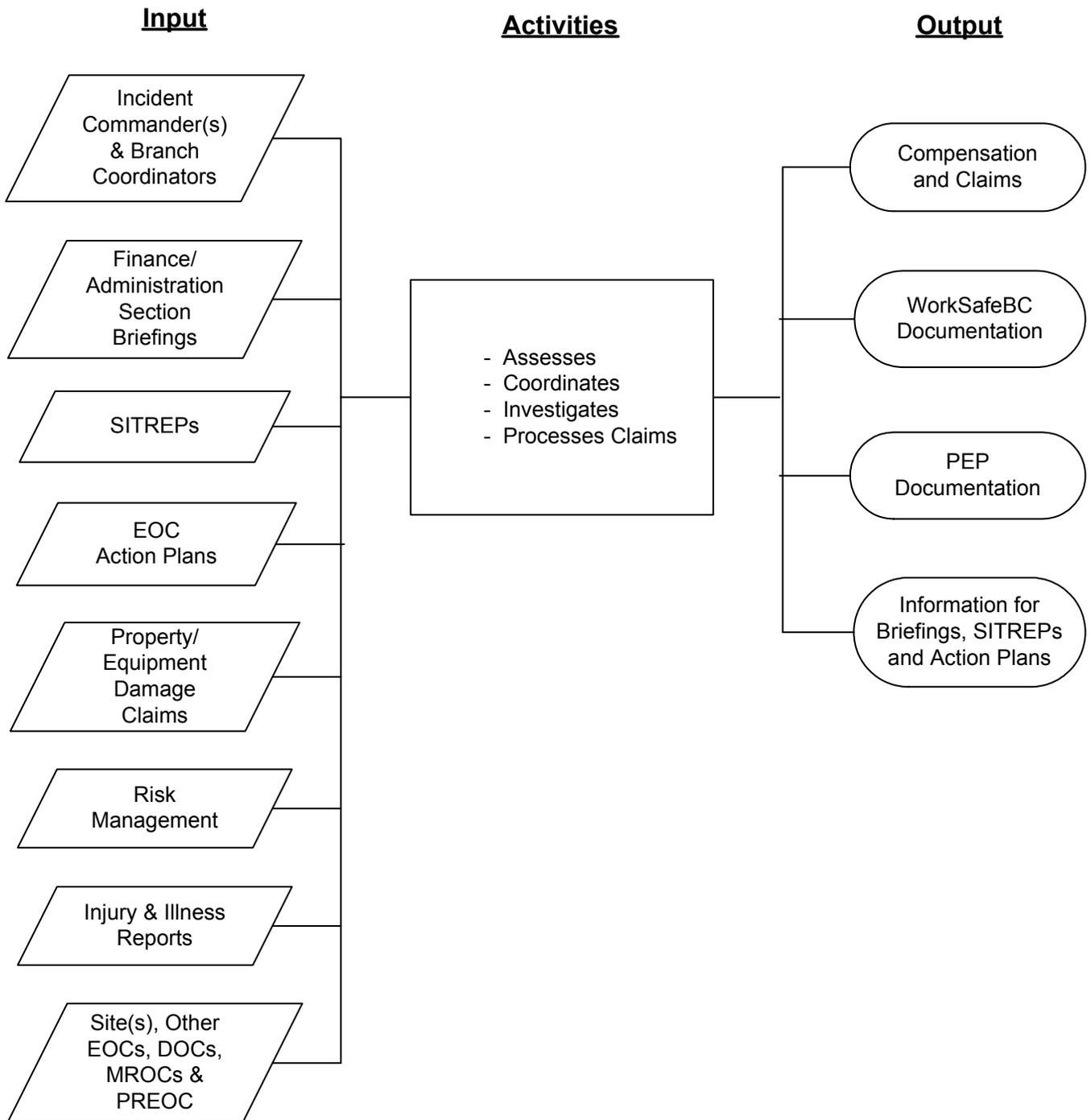
Operational Phase:

- Establish and maintain a position log and other necessary files.
- Maintain a chronological log of injuries and illnesses, and property damage reported during the event or disaster.
- Ensure all injury and damage claims are investigated as soon as possible.
- Prepare appropriate forms for all verifiable injury claims and forward them to WorkSafeBC within the required timeframe consistent with the jurisdictions and / or PEP policies and procedures.
- Coordinate with the Risk Management Officer regarding loss control and the mitigation of hazards.
- Forward copies of equipment or property damage claims to the Recovery Unit, Cost Accounting Unit and Risk Management Officer.
- Keep the Finance / Administration Section Chief informed of significant issues affecting the Compensation and Claims Unit.

Demobilization Phase:

- Determine demobilization status of the Compensation and Claims Unit and advise the EOC Finance / Administration Section Chief.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow-up on.
- Provide input towards the EOC After Action Report.
- Follow the Generic Demobilization Phase Checklist (3.3).

COMPENSATION & CLAIMS UNIT COORDINATOR



Cost Accounting Unit Coordinator

Responsibilities:

1. Collect and maintain documentation of all disaster information for reimbursement through PEP.
2. Gather fiscal recovery information from agencies providing emergency response, support and assistance.
3. Prepare and maintain a cumulative cost report for the event or disaster.
4. Prepare and coordinate disaster financial assistance documents and claims with PEP and / or PREOC.
5. Supervise the Cost Accounting Unit and all financial assistance operations.

Reports to:

- EOC Finance / Administration Section Chief, or
- EOC Director

Activation Phase:

- Follow the Generic Activation Phase Checklist (3.3).
- Report to EOC facility and obtain a situation briefing from the Finance / Administration Section Chief.

Operational Phase:

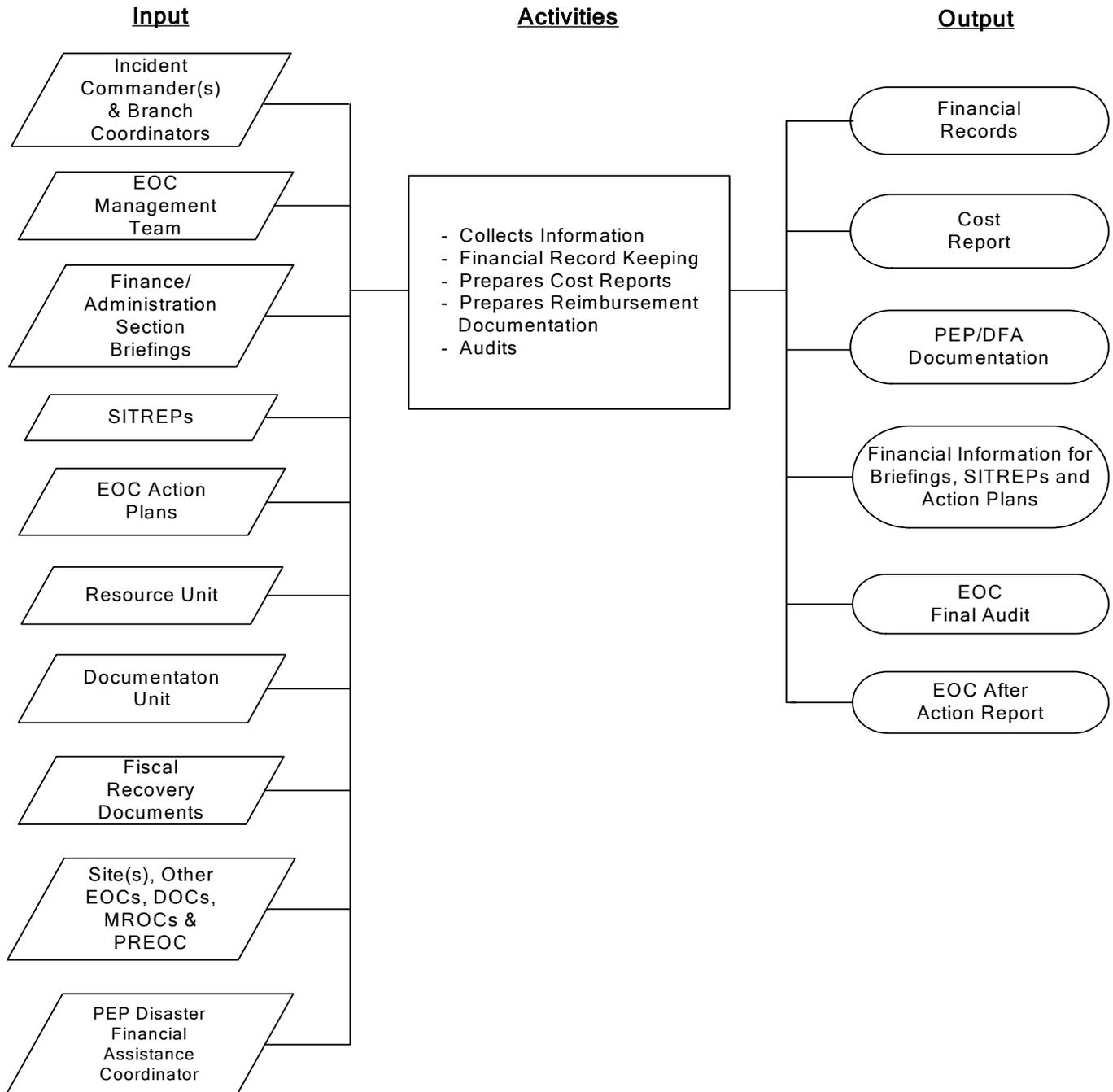
- Establish and maintain a position log and other necessary files.
- Compute costs for use of equipment owned, rented, donated or obtained through aid.
- Obtain information from the Resource Unit regarding equipment use times.
- Ensure that PEP has provided a task number for the incident.
- Ensure all EOC Sections are provided with relevant PEP task numbers.
- Ensure that each section is documenting cost recovery information from the onset of the event or disaster; collect required cost recovery documentation daily at the end of each shift. Advise staff of Disaster Financial Assistance rules and procedures.
- Meet with the Documentation Unit Coordinator and review EOC position logs, journals, all status reports and Action Plans to determine additional cost recovery items that may have been overlooked.

- Prepare Disaster Financial Assistance documentation necessary to recover all allowable emergency response funds and financial assistance from PEP. Contact PEP DFA Coordinator for assistance and guidance.
- Act as the liaison with PEP's DFA Adjusters and Coordinator.
- Contact and assist Incident Commander(s) and Branch Coordinators in obtaining their response agencies cumulative cost totals for the event or disaster, on a daily basis.
- Prepare and maintain a cost report for the Finance / Administration Section Chief, EOC Director, and Situation Unit. The report should provide cumulative analyses, summaries, and total emergency related expenditures for the local authority / jurisdiction.
- In coordination with Documentation Unit organize and prepare records for PEP.
- Organize and prepare records for final audit.
- Assist Planning Section with preparation of the EOC After Action Report.
- Keep the Finance / Administration Section Chief informed of all significant issues involving the Cost Accounting Unit.

Demobilization Phase:

- Determine demobilization status of the Cost Accounting Unit and advise the EOC Finance / Administration Section Chief.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Finance / Administration Section staff or other EOC sections to follow up on.
- Follow the Generic Demobilization Phase Checklist (3.3).

COST ACCOUNTING UNIT COORDINATOR



4 - Forms and Templates

Numerical Listing:

| | | |
|----------|--|------|
| EOC 400 | Sample Declaration of State of Local Emergency – <i>November 2006</i> | |
| ▪ | Order | 4-7 |
| ▪ | Delegation of Powers Matrix – <i>Emergency Program Act, Section 10</i> | 4-9 |
| ▪ | <u>Extension</u> of Approval for State of Local Emergency | 4-11 |
| ▪ | Declaration of State of Local Emergency <u>Cancelled</u> | 4-12 |
| EOC 401 | EOC Management Team Briefing Agenda | 4-13 |
| EOC 401A | Status Report..... | 4-14 |
| EOC 403 | EOC Daily Time Report | 4-15 |
| EOC 410 | Contact Directory | 4-16 |
| EOC 414 | Position Log | 4-17 |
| EOC 415 | Damage Assessment Summary | 4-18 |
| EOC 416 | EOC Internal Message Form (3 Part Form) | 4-19 |
| EOC 417 | ESS Reception Centre/Group Lodging Situation Report..... | 4-20 |
| EOC 418 | ESS Local EOC Situation Report | 4-22 |
| EOC 420 | Evacuation Plan Message (Sample) | 4-24 |
| EOC 421 | Urgent Evacuation Procedures (Sample)..... | 4-25 |
| EOC 422 | Spokesperson Media Statement (Sample)..... | 4-26 |
| EOC 423 | Media Tracking Report (Sample)..... | 4-27 |
| EOC 424 | Media Conference Attendance Record (Sample)..... | 4-28 |
| EOC 425 | After the Disaster (Sample Media Release) | 4-29 |
| EOC 501 | EOC Situation Report | 4-30 |
| EOC 502 | EOC Action Plan..... | 4-34 |
| EOC 503 | EOC Shift Schedule..... | 4-35 |
| EOC 508 | EOC Staff Food & Lodging Plan..... | 4-36 |
| EOC 511 | EOC Check-in / Check-out List..... | 4-37 |
| EOC 512 | PEP Task Registration Form | 4-38 |
| EOC 514 | Request for Resources or Assistance | 4-39 |
| EOC 515 | Resource Request Tracking Sheet..... | 4-40 |
| EOC 516 | Resource Status (By Type) | 4-41 |
| EOC 517 | Resource Status (By Location)..... | 4-42 |
| EOC 523 | Facility / Equipment Inventory for the EOC | 4-43 |
| EOC 530 | EOC Expenditure Authorization Form | 4-44 |
| EOC 531 | EOC Expenditure Tracking Report..... | 4-45 |
| EOC 532 | EOC Daily Cost Estimate Summary Report | 4-46 |
| EOC 534 | EOC Total Cost Estimate Report..... | 4-47 |
| EOC 550 | EOC Major Incident Report | 4-48 |

Display Boards Sample Templates:

Priority Issues 4-51

Emergency Response Information Status Report - EOC 4-52

Medical Care 4-54

Reception Centres 4-56

Problems / Situations 4-57

EOC Event Status Board 4-58

Weather 4-59

Summary of Damages 4-60

Municipal Utilities 4-61

Non-Municipal Utilities 4-62

Transportation 4-63

Functional Listing:

Management: *(Includes EOC Director, Deputy Director, Information, Liaison and Risk Management Officers)*

| | | |
|----------|--|------|
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| EOC 514 | Request for Resources or Assistance | 4-39 |
| EOC 530 | EOC Expenditure Authorization Form | 4-44 |

Operations:

| | | |
|----------|--|------|
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| EOC 403 | EOC Daily Time Report | 4-15 |
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| EOC 517 | Resource Status (By Location)..... | 4-42 |
| EOC 530 | EOC Expenditure Authorization Form | 4-44 |
| EOC 531 | EOC Expenditure Tracking Report..... | 4-45 |
| EOC 550 | EOC Major Incident Report | 4-48 |

Planning:

| | | |
|----------|--|------|
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| EOC 401A | Status Report..... | 4-14 |
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| EOC 550 | EOC Major Incident Report..... | 4-48 |

Logistics:

| | | |
|----------|--|------|
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| EOC 531 | EOC Expenditure Tracking Report..... | 4-45 |

Finance / Administration:

| | | |
|----------|--|------|
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| EOC 403 | EOC Daily Time Report..... | 4-15 |
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SAMPLE DECLARATION OF STATE OF LOCAL EMERGENCY — Revised November 2006 —

(Please check the PEP website(www.PEP.bc.ca) for the most current version of these forms.)

ORDER

WHEREAS *[type of hazard]* in *[name of local authority]*;

AND WHEREAS *[explanation of ongoing or imminent threat to life or property]*;

AND WHEREAS this *[type of hazard]* emergency requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;

NOW THEREFORE:

IT IS HEREBY ORDERED pursuant to Section 12 (1) of the *Emergency Program Act* (RS, 1996, Chap 111) that a state of local emergency exists in *[specific geographic boundaries of designated area]* due to *[short hazard description]* and *[short consequence statement]*;

IT IS FURTHER ORDERED THAT the *[name of local authority]*, its employees, servants and agents are empowered pursuant to Section 13 (1) of the *Emergency Program Act* to do all acts and implement all procedures that are considered necessary to prevent or to alleviate the effects of the emergency, including: *[delete those emergency powers not needed from the list below]*

- Acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster.
- Authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster.
- Control or prohibit travel to or from any area designated in the declaration within the local authority's jurisdiction.

- Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of the local authority's jurisdiction.
- Cause the evacuation of persons and the removal of livestock, animals and personal property from any area designated in the declaration within the local authority's jurisdiction that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property.
- Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the local authority to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster.
- Cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the local authority to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster.
- Construct works considered by the local authority to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster.
- Procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any area designated in the declaration within the local authority's jurisdiction for the duration of the state of local emergency.

ORDERED by the *[head of local authority]* this date *[date]* at *[time]* to remain in force for seven days until *[date]* at *[time]* unless cancelled by order of *[name of local authority]* or the Solicitor General.

(Head of local authority)

DELEGATION OF POWERS MATRIX

Reference: Emergency Program Act, Section 10

| EMERGENCY POWERS | Delegated to | | | |
|---|---------------------|----------------------------|---------------------------------|---------------------------|
| | EOC Director | Deputy EOC Director | Operations Section Chief | Incident Commander |
| <ul style="list-style-type: none"> ▪ Acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster. | | | | |
| <ul style="list-style-type: none"> ▪ Authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster. | | | | |
| <ul style="list-style-type: none"> ▪ Control or prohibit travel to or from any area designated in the declaration within the local authority's jurisdiction. | | | | |
| <ul style="list-style-type: none"> ▪ Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of the local authority's jurisdiction. | | | | |
| <ul style="list-style-type: none"> ▪ Cause the evacuation of persons and the removal of livestock, animals and personal property from any area designated in the declaration within the local authority's jurisdiction that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property. | | | | |

| EMERGENCY POWERS | Delegated to | | | |
|---|--------------|---------------------|--------------------------|--------------------|
| | EOC Director | Deputy EOC Director | Operations Section Chief | Incident Commander |
| <ul style="list-style-type: none"> Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the local authority to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster. | | | | |
| <ul style="list-style-type: none"> Cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the local authority to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster. | | | | |
| <ul style="list-style-type: none"> Construct works considered by the local authority to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster. | | | | |
| <ul style="list-style-type: none"> Procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any area designated in the declaration within the local authority's jurisdiction for the duration of the state of local emergency. | | | | |

NOTE:
Other individuals/agencies may be included in the matrix at the discretion of the head of a local authority.

Extension of Approval for State of Local Emergency

WHEREAS life and property remain at risk due to *[short hazard description]* in *[name of local authority]*;

AND WHEREAS the Mayor/Chair of *[name of local authority]* has requested authority to further extend the duration of the declaration of a State of Local Emergency due to expire on *[date]* at *[time]*;

NOW THEREFORE:

IT IS HEREBY APPROVED pursuant to Section 12(6) of the Emergency Program Act (RS, 1996, Chap.111) that *[name of local authority]* may extend the duration of a State of Emergency for seven days from *[date]* at *[time]* to *[date]* at *[time]*

APPROVED by the Solicitor General of British Columbia this date *[date]*.

(Incumbent Minister)
Solicitor General

Declaration of State of Local Emergency

CANCELLED

Date: *[date]*

WHEREAS *[description of hazard and emergency]* in *[name of local authority]*;

AND WHEREAS this *[hazard type]* emergency no longer requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;

NOW THEREFORE:

IT IS HEREBY ORDERED pursuant to Section 14 (2) (ii) of the *Emergency Program Act* (RS, 1996, Chap 111) that a state of local emergency no longer exists in *[specific geographic boundaries of designated area]* and is therefore cancelled effective this date at *[time]*.

Printed Name
[Head of the Local Authority]

Signature

EOC MANAGEMENT TEAM BRIEFING AGENDA

| | | |
|----------------------------|--------------------|--------------------|
| Event: | Date: | Time: |
| Operational Period: | PEP Task #: | Chaired By: |

| | Agenda Items | Responsible Function |
|----|---|------------------------|
| 1. | Status Reports (Use EOC 401A) | All Functions |
| 2. | Old Business (Follow-up from last Briefing) | EOC Director |
| 3. | Resource Priorities | All Functions |
| 4. | Probabilities and Predictions | Planning Section Chief |
| 5. | Public Information and Media | Information Officer |
| 6. | Priorities and Objectives | EOC Director |
| 7. | Attachments | Planning Section Chief |
| 8. | New/Other Business | All Functions |
| | | |

| Decisions/Outcomes/Tasks | Responsible Function | Estimated Completion Time |
|--------------------------|----------------------|---------------------------|
| a) | | |
| b) | | |
| c) | | |
| d) | | |
| e) | | |
| f) | | |
| g) | | |
| h) | | |
| i) | | |
| | | |

Briefing Notes/Minutes

| | |
|-----------------------------------|------------------------------------|
| Recorder (Notes taken by): | Approved By (EOC Director): |
|-----------------------------------|------------------------------------|

- Distribution:**
- | | |
|---|--|
| <input type="checkbox"/> EOC Director <input type="checkbox"/> Risk Management Officer <input type="checkbox"/> Liaison Officer <input type="checkbox"/> Information Officer | <input type="checkbox"/> Operation Section Chief <input type="checkbox"/> Planning Section Chief <input type="checkbox"/> Logistics Section Chief <input type="checkbox"/> Finance/Administration Section Chief <input type="checkbox"/> Other _____ |
|---|--|

EOC 401
August 2006

STATUS REPORT

| | | |
|----------------------------|--------------------|--|
| Event: | | Status Report Source/Type: |
| Date: | Time: | <input type="checkbox"/> Section/Function <input type="checkbox"/> Branch/Unit |
| Operational Period: | PEP Task #: | Section/Function/Agency: |

Current Situation: (Incidents, actions taken, resource status...)

Outstanding Issues/Challenges/Problems:

Anticipated Priorities/Activities: (For future operational periods)

Other Comments/Issues: (i.e., media information, public information bulletins, safety tips...)

Distribution:

- | | |
|---|---|
| <input type="checkbox"/> EOC Director <input type="checkbox"/> Risk Management Officer <input type="checkbox"/> Liaison Officer <input type="checkbox"/> Information Officer | <input type="checkbox"/> Operations Section Chief <input type="checkbox"/> Planning Section Chief <input type="checkbox"/> Logistics Section Chief <input type="checkbox"/> Finance/Administration Section Chief <input type="checkbox"/> Other _____ |
|---|---|

EOC 401A
August 2006

CONTACT DIRECTORY

| | | |
|----------------------------|--------------------|------------------|
| Event: | Time: | Date: |
| Operational Period: | PEP Task #: | Position: |

| | | | |
|---------------------------|--|---------------------------|--|
| Agency: | | Agency: | |
| Contact Name: | | Contact Name: | |
| Title: | | Title: | |
| Business Phone: | | Business Phone: | |
| Cell Phone: | | Cell Phone: | |
| Pager: | | Pager: | |
| After Hours Phone: | | After Hours Phone: | |
| Fax: | | Fax: | |
| Email: | | Email: | |
| Location: | | Location: | |
| Agency: | | Agency: | |
| Contact Name: | | Contact Name: | |
| Title: | | Title: | |
| Business Phone: | | Business Phone: | |
| Cell Phone: | | Cell Phone: | |
| Pager: | | Pager: | |
| After Hours Phone: | | After Hours Phone: | |
| Fax: | | Fax: | |
| Email: | | Email: | |
| Location: | | Location: | |
| Agency: | | Agency: | |
| Contact Name: | | Contact Name: | |
| Title: | | Title: | |
| Business Phone: | | Business Phone: | |
| Cell Phone: | | Cell Phone: | |
| Pager: | | Pager: | |
| After Hours Phone: | | After Hours Phone: | |
| Fax: | | Fax: | |
| Email: | | Email: | |
| Location: | | Location: | |

| DAMAGE ASSESSMENT SUMMARY | | | | | |
|--------------------------------------|-----------------------------------|-----------------------------------|------------------------|------------------|--|
| | Event: | Time: | | Date: | |
| | Operational Period: | PEP Task #: | | Position: | |
| Public Property | | Number | Estimated Value | Comments | |
| | ▪ Municipal Facilities Damaged | | | | |
| | ▪ Municipal Facilities Destroyed | | | | |
| | ▪ Public Facilities Damaged | | | | |
| | ▪ Public Facilities Destroyed | | | | |
| | ▪ Provincial Facilities Damaged | | | | |
| | ▪ Provincial Facilities Destroyed | | | | |
| | ▪ Federal Facilities Damaged | | | | |
| | ▪ Federal Facilities Destroyed | | | | |
| | ▪ Roads Damaged | | | | |
| | ▪ Roads Destroyed | | | | |
| | ▪ Bridges Damaged | | | | |
| | ▪ Bridges Destroyed | | | | |
| | ▪ Railroads Damaged | | | | |
| | ▪ Railroads Destroyed | | | | |
| | ▪ Water Supply Damaged | | | | |
| | ▪ Sewers Damaged | | | | |
| | Total Public Damage: | | | | |
| | Private Property | ▪ Residential Buildings Damaged | | | |
| | | ▪ Residential Buildings Destroyed | | | |
| ▪ Businesses Damaged | | | | | |
| ▪ Businesses Destroyed | | | | | |
| ▪ Agriculture Damaged | | | | | |
| ▪ Agriculture Destroyed | | | | | |
| Total Public Damage: | | | | | |
| Priority Repairs/Restoration: | | | | | |
| Prepared By: | | | Date and Time: | | |

EOC 415

EOC INTERNAL MESSAGE FORM (3 PART FORM)

RETAIN THIS COPY FOR FOLLOW-UP
CONSERVEZ CETTE COPIE POUR VOTRE CONTRÔLE

| | | | |
|--|-----------------|--------------------------|--|
| FROM - DE | | DEPARTMENT - DÉPARTEMENT | |
| TO À | DATE | | |
| | SUBJECT - SUJET | | |
| MESSAGE | | | |
| <p>USE LOWER PORTION FOR REPLY - PARTIE DU BAS POUR RÉPONSE GRAND & TOY L13-99996</p> <p>REPLY FROM RÉPONSE DE</p> <p>DATE</p> | | | |

TO ORIGINATE - POUR ENVOYER MESSAGE



ROUND TRIP MEMO - MEMO INTER BUREAU

TO REPLY - POUR RÉPONDRE

Write message, remove yellow copy, forward balance of set.
Ecrire message, conservez la copie jaune, envoyez le reste.

Write reply, retain white, return pink copy
Ecrivez, conservez blanche, retournez rose

EOC 416

ESS LOCAL EMERGENCY OPERATIONS CENTRE (EOC) SITUATION REPORT



FROM: EOC – ESS DIRECTOR _____ Update # _____

TO: 1. ESS OFFICE (PEP VICTORIA) Fax # **250-952-5831**
 2. PREOC – ESS COORDINATOR Fax # _____ PEP Task # _____

| | |
|---------------------|--------------------------------|
| Community Name: | Date: (YYY/MM/DD - 2400 hr) |
| Community Contact: | Position: |
| Phone #: () | Fax #: () |

RESPONSE FORECAST: Improving Unchanged Deteriorating

THIS UPDATE COVERS: From _____ To _____
 (DD/MM/YY – 2400 Hr) (DD/MM/YY – 2400 Hr)

CURRENT ESS SERVICES STATUS:

| Reception Centre/Group Lodging Facility Name | Facility Address or Location | Evacuees Registered | |
|---|---------------------------------|---------------------|------------------|
| | | This Report | Running Total |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| Number of ESS workers activated: | | | |
| Volunteers | | | |
| Community Staff | | | |

| Financial Estimates for this report: | How much this report (\$) | Running Total (\$) |
|--|---------------------------------|--------------------------|
| Estimated cost of referrals (food, clothing, lodging, transportation, incidentals) | | |
| Estimated cost of on-site ESS operations (food services, equipment rental, etc.) | | |

EVACUATION PLAN MESSAGE

This is _____
Position Title *Name*

From the _____
Agency / Department

A _____
size / intensity *incident*

has occurred / is occurring *in / at* *location*

Because of the potential danger to life and health _____
the authority

_____ everyone within _____
has / have *ordered / recommended* *#* *blocks / kilometres / metres*

of that area to _____
evacuate / shelter-in-place *immediately / as soon as possible*

This message will be repeated. Specific instructions and locations for help will be given.

If you are in the following areas, you _____
must / should *leave the area / get inside a building*

_____ The areas involved are as follows:
immediately / as soon as possible

_____ *North / South / East / West* *Location: street, highway or other significant geographical point*

_____ *North / South / East / West* *Location: street, highway or other significant geographical point*

_____ *North / South / East / West* *Location: street, highway or other significant geographical point*

_____ *North / South / East / West* *Location: street, highway or other significant geographical point*

Prepared By: _____

Approved By: _____

For Immediate Release

Event: _____

Date and Time: _____

**URGENT
EVACUATION PROCEDURES**

The (*Local Authority*) Emergency Program and / or Emergency Operations Centre is urging residents affected by the recent (*disaster – whatever it is*) to be prepared to evacuate if ordered to do so by emergency officials in your area.

If you have to evacuate:

- Take an emergency survival kit with you (e.g., battery-operated radio, flashlight, water, food, warm clothing, etc.).
- Make sure you take prescription medicine and identification for the entire family.
- Listen to the radio and follow instructions from local emergency officials.
- Shut off water, gas and electricity, but ONLY if instructed to do so.
- Make arrangements for pets. Local emergency officials will advise you.
- Wear clothes and shoes appropriate to conditions.
- Lock up your home.
- Follow the routes specified by emergency officials. Don't take shortcuts. A shortcut could take you to a blocked or dangerous area.
- If you have time, leave a note telling others when you left and where you went.
- If you are evacuated, register with the local ESS emergency reception centre (as advised by emergency officials) so you can be contacted or reunited with your family and loved ones.

Media Contact: _____
Name

_____ *Phone No.*

(Local Authority) EOC

EOC Website: _____

EOC 421

SPOKESPERSON MEDIA STATEMENT

Event: _____

Date: _____

Time: _____

My name is _____

My position is _____

This is the information I can give you so far:

At _____ (*time: a.m. / p.m.*) on _____ (*date*), a(n)
 _____ (*fire, flood, explosion, earthquake, chemical spill, etc.*)
 occurred at _____ (*location*)
 in _____ (*local authority / jurisdiction*).

Information on number injured and fatalities is (not) known at this time.

Emergency response procedures to protect the public, responders and the environment is underway.

The _____ (*facility or location*) has been shut down /
 cordoned off / evacuated.

The cause of the _____ (*fire, explosion, chemical spill*) is under
 investigation and no estimate of damage is available at this time. As information becomes available,
 news releases will be issued.

Any further inquiries should be directed to _____ (*name and title*)
 at _____ (*location*) _____ (*telephone number*).

Prepared By: _____

Authorized By: _____

EOC 422

AFTER THE DISASTER (SAMPLE MEDIA RELEASE)

Having just experienced the shock and pain of a disaster, you will be very busy for the next few days or weeks. Caring for your immediate needs, perhaps finding a new place to stay, planning for clean-up and repairs, and filing claim forms may occupy the majority of your time. As the immediate shock wears off, you will start to rebuild and put your life back together. There are some normal reactions we may all experience as a result of a disaster. Generally, these feelings don't last long, but it is common to feel let down and resentful many months after the event. Some feelings or responses may not appear until weeks or even months after the disaster.

Some common responses are:

- Irritability / anger
- Fatigue
- Loss of appetite
- Inability to sleep
- Nightmares
- Increase in alcohol or drug consumption
- Fear of storms
- Sadness
- Headaches or nausea
- Hyperactivity
- Lack of concentration

Many people impacted by the disaster will have at least one of these responses. Acknowledging your feelings and stress is the first step in feeling better. Other helpful things to do include:

- Talk about your disaster experiences. Sharing your feelings rather than holding them in will help you feel better about what happened.
- Take time off from cares, worries and home repairs. Take time for recreation, relaxation or a favourite hobby. Getting away from home for a day or a few hours with close friends can help.
- Pay attention to your health, to good diet and adequate sleep. Relaxation exercises may help if you have difficulty sleeping.
- Prepare for possible future emergencies to lessen feelings of helplessness and bring peace of mind.
- Rebuild personal relationships in addition to repairing other aspects of your life. Couples should make time to be alone together, both to talk and to have fun.
- If stress, anxiety, depression or physical problems continue, you may wish to contact the post-disaster services provided by the local mental health contact.
- Please take this sheet with you today and reread it periodically over the next few weeks and months. Being aware of your feelings and sharing them with others is an important part of recovery.

EOC 425

EOC SITUATION REPORT

Community / Local Authority: _____

Date and Time: _____

PEP Task Number: _____

Prepared By: Community / Local Authority
 PREOC Operational Area Coordinator

Approved By: _____
(Name and Position)

| | |
|--|---|
| <p>EOC Contact: Name: _____ Position: _____ _____ Phone #: _____ Fax #: _____ E-mail: _____</p> | <p>Report Type: <input type="checkbox"/> Initial <input type="checkbox"/> Update # _____ <input type="checkbox"/> Final</p> <p>Situation Forecast: <input type="checkbox"/> Improving <input type="checkbox"/> Unchanged <input type="checkbox"/> Deteriorating</p> |
|--|---|

Highlights *(Situational Overview – Key Points):*

| |
|--|
| |
| |
| |
| |

Current Priority Needs: *(Resources / Information / Support):*

Resource Request Attached: Yes No

| |
|--|
| |
| |
| |
| |

People Impacted *(Estimated / Confirmed):*

| # Evacuated | # Injured | # Homeless* | # Missing | # Dead | # Hospitalized |
|-------------|-----------|-------------|-----------|--------|----------------|
| | | | | | |

* As a result of the emergency event

Livestock Impacted (*Estimated / Confirmed*):

| Animal Type | # Dead | # Evacuated | # Disposed |
|-------------|--------|-------------|------------|
| | | | |
| | | | |
| | | | |

General Situations:

| Transportation | Routes Closed | Partial Blockages | Reopened Times |
|--------------------------------|---------------|-------------------|----------------|
| Municipal Roads | | | |
| Provincial Roads | | | |
| DRR (Disaster Response Routes) | | | |
| Bridges | | | |
| Transit System | | | |
| Rail | | | |

Critical Transportation Issues:

| Utilities | Customers Without Service | | Comments |
|-----------|---------------------------|---|----------|
| | # | % | |
| Water | | | |
| Sewer | | | |
| Hydro | | | |
| Gas | | | |
| Telephone | | | |
| Cable | | | |

Critical Utilities Issues:

| Communication Methods | | | |
|-----------------------|---|---|--|
| Still Functioning | <input type="checkbox"/> Telephone <input type="checkbox"/> Cellular <input type="checkbox"/> Radio <input type="checkbox"/> Satellite | <input type="checkbox"/> E-mail <input type="checkbox"/> Fax <input type="checkbox"/> Amateur Radio <input type="checkbox"/> Other | <input type="checkbox"/> Call Centre # of calls received / hr. _____ |

Anticipated Communication Problems:

Damage Assessment Report: Attached Not Attached

Current Resource Information:

| | | Assigned | Available | Critical Need |
|---|---------------------------------------|----------|-----------|---------------|
| 1 | RCMP: | | | |
| | ▪ RCMP Staff | | | |
| | ▪ RCMP Vehicles | | | |
| 2 | Search and Rescue: | | | |
| | ▪ SAR members | | | |
| 3 | Fire & Rescue: | | | |
| | ▪ Structural Firefighters | | | |
| | ▪ Structural Fire Apparatus | | | |
| | ▪ Wildland Firefighters | | | |
| | ▪ Wildland Fire Apparatus | | | |
| | ▪ Aircraft | | | |
| 4 | Engineering / Public Works: | | | |
| | ▪ Staff | | | |
| | ▪ Vehicles | | | |
| | ▪ Equipment | | | |
| 5 | BCAS: | | | |
| | ▪ Paramedics | | | |
| | ▪ Ambulances | | | |
| 6 | ESS: | | | |
| | ▪ Local Authority Staff | | | |
| | ▪ Volunteers | | | |
| 7 | Public Information: | | | |
| | ▪ Information Officers | | | |
| | ▪ Call Takers | | | |
| 8 | Other: | | | |
| | <i>(e.g., Inspectors, Park Staff)</i> | | | |

Current ESS Reception Centre / Group Lodging Information:

| Name of RC / GL Activated | Address / Location | Facility Capacity | Total # Reg. | Total # Still Requires Help | Comments |
|---------------------------|--------------------|-------------------|--------------|-----------------------------|----------|
| | | | | | |
| | | | | | |
| | | | | | |

Current Health Information:

| Hospital Status Facilities / Location | Operational Status: Yes / No | | | # Hospi- talized | # Beds Available | Comments |
|--|------------------------------|-------|-------|------------------------|------------------------|----------|
| | Communica- tion | Power | Water | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

| | |
|---------------------------------|--|
| Community Health Status: | |
| Public Health | |
| Mental Health | |
| Continuing Care | |

Request for National Emergency Services Stock Pile (CCU and / or 200 bed hospital): Yes or No
Details: _____

Weather Conditions:

| Temperature | Precipitation | Wind: (Speed and Direction) | Air Quality | Forecast (24 Hr) |
|-------------|---------------|--------------------------------|----------------|---------------------|
| | | | | |

Future Outlook / Planned Actions:

| |
|--|
| |
| |
| |

Other Comments:

| |
|--|
| |
| |
| |

EOC ACTION PLAN

| | | |
|----------------------------|--------------------|---------------------|
| Event: | Date: | Time: |
| Operational Period: | PEP Task #: | Prepared By: |

Objectives: (In priority order, for the designated operational period)

| Tasks/Action Items: | Function Assigned | Estimated Completion Time |
|---------------------|-------------------|---------------------------|
| | | |

Attachments: (Check if attached)

| | | |
|---|--|---|
| <input type="checkbox"/> Organization Chart | <input type="checkbox"/> Public Information Plan | <input type="checkbox"/> Communication Plan |
| <input type="checkbox"/> EOC Floor Plan | <input type="checkbox"/> Transportation Plan | |
| <input type="checkbox"/> Situation Map | <input type="checkbox"/> Evacuation Plan | |

| | |
|---|------------------------------------|
| Recommended By (Planning Section Chief): | Approved By (EOC Director): |
|---|------------------------------------|

- Distribution:**
- | | |
|---|---|
| <input type="checkbox"/> EOC Director | <input type="checkbox"/> Operation Section Chief |
| <input type="checkbox"/> Risk Management Officer | <input type="checkbox"/> Planning Section Chief |
| <input type="checkbox"/> Liaison Officer | <input type="checkbox"/> Logistics Section Chief |
| <input type="checkbox"/> Information Officer | <input type="checkbox"/> Finance/Administration Section Chief |
| <input type="checkbox"/> Posted for ALL EOC Personnel | <input type="checkbox"/> Other _____ |

| RESOURCE STATUS (BY TYPE) | | | | | |
|---------------------------|---------------------------|--------------------------------|---------------------------------------|-------------------------------------|--------------------------------|
| Event: | | | | PEP Task #: | |
| Operational Period: | | | | Date: | |
| Type of Resource | Sites / Location Deployed | Critical Resource Status Y / N | Total # of Resource Deployed - In Use | Total # of Resource Still Available | Availability as of Date / Time |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Page _____ of _____

- Distribution:**
- EOC Director
 - Operations Section
 - Planning Section
 - Logistics Section
 - Finance/Administration Section
 - PREOC
 - Other _____

| FACILITY / EQUIPMENT INVENTORY FOR THE EOC | | | | | | | | | | |
|--|---------------|------------------|-------|-----------|-----------------|-------------|-----|------|----------|-------|
| Event: | | | | | | PEP Task #: | | | | Date: |
| Control/ Inventory # | # of Items | Item Description | Owner | Issued To | Issued | Returned | Qty | Time | Comments | |
| | | | | | <i>Issued</i> | | | | | |
| | | | | | <i>Returned</i> | | | | | |
| | | | | | <i>Issued</i> | | | | | |
| | | | | | <i>Returned</i> | | | | | |
| | | | | | <i>Issued</i> | | | | | |
| | | | | | <i>Returned</i> | | | | | |
| | | | | | <i>Issued</i> | | | | | |
| | | | | | <i>Returned</i> | | | | | |
| | | | | | <i>Issued</i> | | | | | |
| | | | | | <i>Returned</i> | | | | | |
| | | | | | <i>Issued</i> | | | | | |
| | | | | | <i>Returned</i> | | | | | |
| | | | | | <i>Issued</i> | | | | | |
| | | | | | <i>Returned</i> | | | | | |
| | | | | | <i>Issued</i> | | | | | |
| | | | | | <i>Returned</i> | | | | | |
| Prepared By (Logistics): | | | | | | | | | | |

EOC EXPENDITURE AUTHORIZATION FORM

| | |
|--------------------|--------------|
| Event: | Date: |
| PEP Task #: | Time: |

Requesting Organization/Community:

| | | |
|-----------------------------------|--------------|------------------|
| Authorized Representative: | Name: | Location: |
| Telephone: | Fax: | Email: |

Description of Expenditure: (include nature of goods and/or services being acquired/provided, desired outcome, location, date/time planned...)

| | |
|--------------------------|-----------------------------------|
| Amount Requested: | Expenditure Not to Exceed: |
|--------------------------|-----------------------------------|

| | | |
|----------------------|-----------------------------|---------------------------------------|
| EOC Approvals | Approved for Processing by: | Expenditure Request Approved by: |
| | Position: | Position: EOC Director (or designate) |
| | Date/Time: | Date/Time: |

| | | |
|------------------------|---|---|
| PREOC Approvals | Approved for Processing by: <input type="checkbox"/> Not Approved | Expenditure Authorized by: |
| | Position: Operations Section Chief | Position: PREOC Director (or designate) |
| | Date/Time: | Date/Time: |

- Distribution:**
- | | |
|--|--|
| <input type="checkbox"/> EOC Director | <input type="checkbox"/> PREOC Director |
| <input type="checkbox"/> EOC Operations Section | <input type="checkbox"/> PREOC Operations Section |
| <input type="checkbox"/> EOC Planning Section | <input type="checkbox"/> PREOC Planning Section |
| <input type="checkbox"/> EOC Logistics Section | <input type="checkbox"/> PREOC Logistics Section |
| <input type="checkbox"/> EOC Finance & Admin Section | <input type="checkbox"/> PREOC Finance & Admin Section |
| <input type="checkbox"/> Other: _____ | <input type="checkbox"/> Other: _____ |

Comments:

EOC DAILY COST ESTIMATE SUMMARY REPORT

| | | |
|----------------------------|--------------------|----------------------|
| Event: | Date: | Time: |
| Operational Period: | PEP Task #: | Completed by: |

| Personnel Costs (Estimated) | | | A | B | C | D | E |
|-----------------------------|---------------|--------------|---------------|----------|---------------------|----------------|-----------------|
| Location/Site | Total Reg Hrs | Total OT Hrs | Regular Wages | OT Wages | Combined Cost (A+B) | Claim Estimate | Net Costs (C-D) |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Sub Totals | | | | | | | |

| Response Operations Costs (Estimated) | | C | D | E |
|---------------------------------------|--|----------------|----------------|-----------------|
| Location/Site | | Estimated Cost | Claim Estimate | Net Costs (C-D) |
| | | | | |
| | | | | |
| | | | | |
| Sub Totals | | | | |

Response estimates include the following PREOC Expenditure Authorizations:

| EAF# | Description | Amount |
|------|-------------|--------|
| | | |
| | | |
| | | |

Potential Lost Revenue

| Description | Estimated Cost |
|-------------|----------------|
| | |
| | |
| | |

| | | | |
|------------------------------|--|--|--|
| TOTAL ESTIMATED COSTS | | | |
|------------------------------|--|--|--|

ESS Evacuee Referral Estimates

| Facility | Estimated Cost of Referrals |
|--------------|-----------------------------|
| | |
| | |
| | |
| Total | |

| EOC MAJOR INCIDENT REPORT | | | |
|--|--------------------|--------------------|--------------|
| Event: | PEP Task #: | Time: | Date: |
| Reported by: | | | |
| <i>Name</i> | <i>Position</i> | <i>Agency</i> | |
| Type of Incident (e.g., spill, fire, explosion, etc.): | | | |
| Location of Incident: | | | |
| Details of what happened: | | | |
| Responding Agencies: | | | |
| Deaths: | | Injured: | |
| Damage or Potential Damage: | | | |
| Situation Forecast: | | | |
| Regional/Provincial Support Provided or Required: | | | |
| Public Information/Media Requirements: | | | |
| Prepared By: | | Operations Branch: | |
| Approved By: | | Operations Chief: | |

- Distribution:**
- | | |
|--|---|
| <input type="checkbox"/> EOC Director | <input type="checkbox"/> Operations Branch Coordinator |
| <input type="checkbox"/> Liaison Officer | <input type="checkbox"/> Planning Section Chief |
| <input type="checkbox"/> Risk Management Officer | <input type="checkbox"/> Logistics Section Chief |
| <input type="checkbox"/> Information Officer | <input type="checkbox"/> Finance/Administration Section Chief |
| | <input type="checkbox"/> Other _____ |

EOC 550

Display Board Sample Templates...

Priority Issues

To be updated frequently.

DATE: _____ TIME: _____

What are we doing?

What needs to be done?

What are our promises?

| | Priorities |
|--------|------------|
| First | |
| Second | |
| Third | |
| Fourth | |
| Fifth | |
| Sixth | |

Comments:

EMERGENCY RESPONSE INFORMATION

Status Report – EOC

Community Name: _____ **Date and Time:** _____

Completed by (Name): _____

Agency: _____

Phone #: _____

Fax #: _____

| | | Current | Total Since Incident Started |
|----|--|---------|------------------------------|
| 1. | <u>Police</u> | | |
| | • Number of Police staff deployed | | |
| | • Number of Police vehicles deployed | | |
| 2. | <u>Fire</u> | | |
| | • Number of firefighters deployed | | |
| | • Number of equipment apparatus deployed | | |
| | • Number of aircraft deployed | | |
| | • Number of structural firefighters deployed | | |
| | • Number of structural fire deployed | | |
| 3. | <u>Military</u> | | |
| | • Number of military/IA crews deployed | | |
| 4. | <u>Search and Rescue</u> | | |
| | • Number of SAR members staged/ deployed | | |
| 5. | <u>Emergency Health Services</u> | | |
| | • Number of paramedics deployed | | |
| | • Number of ambulances deployed | | |
| 6. | • <u>Evacuation</u> | | |
| | • Number of persons evacuated | | |
| | • Number of persons who refused to evacuate | | |

| | | Current | Total Since Incident Started |
|-----|--|----------------------|------------------------------|
| | • Number of injuries | | |
| | • Number of confirmed deaths | | |
| 7. | <u>ESS</u> • Number of ESS Reception Centres | | |
| | • Number of evacuees registered | | |
| | • Number of evacuees lodged | | |
| 8. | <u>Damage Assessment</u> • Number of properties/home damaged | | |
| | • Number of properties/homes destroyed | | |
| 9. | <u>Public Information</u> • Number of public calls/hour | | |
| 10. | <u>Transportation</u> • Transportation routes closed | | |
| 11. | <u>Public Works/Engineering</u> • Number of staff deployed | | |
| | • Number of equipment apparatus deployed | | |
| | | Total Number: | |
| 12. | <u>Type of Communications being utilized in EOC</u> | | |
| | <input type="checkbox"/> Telephone | | |
| | <input type="checkbox"/> Cellular | | |
| | <input type="checkbox"/> Radio | | |
| | <input type="checkbox"/> M-Sat | | |
| | <input type="checkbox"/> E-mail | | |
| | <input type="checkbox"/> Fax | | |
| | <input type="checkbox"/> Amateur Radio | | |
| 13. | Please fax list of EOC staff and contact numbers. | | |
| 14. | Describe any current communication problems. | | |
| | | | |
| | | | |

Medical Care

Date: _____

Time: _____

INJURIES AND FATALITIES:

| | Number | Hospitalized | No. Treated and Released |
|------------|--------|--------------|--------------------------|
| Injuries | | | |
| Fatalities | | | |

| Name | Open | Closed | Damages | Limitations | Transferring Patients to |
|------|------|--------|---------|-------------|--------------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Medical Care (Cont'd)

TRIAGE

| Locations and Comments | No. of Persons Cared for |
|------------------------|--------------------------|
| | |

FIELD HOSPITALS

| Locations and Comments | No. of Persons Cared For |
|------------------------|--------------------------|
| | |

Reception Centres

Date: _____

Time: _____

| No. | Time Opened | Name of Reception Centre | Comments | Time Closed |
|-----|-------------|--------------------------|----------|-------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Problems / Situations

| Time of Report | |
|---------------------|--|
| Problem / Situation | |
| Request | |
| Assigned To | |
| Response | |
| Remarks | |

EOC EVENT STATUS BOARD

| Incident # | Date / Time (YY/MM/DD) | Incident Details | Action Taken (Including resources deployed) | Open / Closed |
|-------------------|----------------------------------|-------------------------|---|----------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Weather

| | | | | | | |
|--|--|--|--|--|--|--|
| Date/Time | | | | | | |
| Temperature | | | | | | |
| Wind Direction/ Speed | | | | | | |
| Present Precipitation | | | | | | |
| Rainfall next 24 hours (forecast) | | | | | | |
| Rainfall last 24 hours | | | | | | |
| Barometric Pressure | | | | | | |
| Humidity | | | | | | |

Comments:

Summary of Damages

| Date/Time | | | | | | |
|-------------------------------------|--|--|--|--|--|--|
| HOMES ▪ Damaged | | | | | | |
| | | | | | | |
| | | | | | | |
| BUSINESSES ▪ Damaged | | | | | | |
| | | | | | | |
| | | | | | | |
| PUBLIC PROPERTY ▪ Damaged | | | | | | |
| | | | | | | |
| | | | | | | |

Municipal Utilities

DATE: _____

(Time should be noted when status is recorded.)

| | Nature of Disruptions | Areas | Comments |
|----------------------------|-----------------------|-------|----------|
| Water (Potable) | | | |
| Water Lines | | | |
| Sewer | | | |

Non - Municipal Utilities

DATE: _____

(Time should be noted when status is recorded.)

| | Nature of Disruptions | Areas | Comments |
|-----------|-----------------------|-------|----------|
| Gas | | | |
| Hydro | | | |
| Telephone | | | |

Transportation

DATE: _____

TIME: _____

| | Closed | Comments |
|------------|--------|----------|
| Roads | | |
| Bridges | | |
| Overpasses | | |
| Buses | | |
| Rail | | |
| Skytrain | | |
| Seabus | | |
| Ferries | | |
| Tunnel | | |

5 - Glossary

The BC Emergency Response Management System's Glossary contains definitions of terms used at all levels of the system and will be included with the standards for all BCERMS levels.

The Glossary does not contain terms or definitions related to specific resources for particular application areas. Users should supplement this glossary with agency-specific terms and definitions as appropriate.

The terms in the glossary are defined in italics.

-A-

Action Plan:

(See Incident Action Plan.)

Agency (Agencies):

An *agency* is a division of government with a specific *function*, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In *ICS*, *agencies* are defined as *jurisdictional* (having statutory responsibility for *incident* mitigation) or assisting and / or cooperating (providing *resources* and / or assistance). (See *Assisting Agency*, *Cooperating Agency*, and *Multi-Agency*.)

Agency Executive or Administrator:

Chief executive officer (or designee) of the *agency* or *jurisdiction* that has responsibility for the *incident*.

Agency Dispatch:

The *agency* or *jurisdictional* facility from which *resources* are allocated to *incidents*.

Agency Representative(s):

An individual assigned to an *incident* from an *assisting* or *cooperating* agency who has been delegated authority to make decisions on matters affecting that *agency's* participation at the *incident*. *Agency Representatives* report to the *Liaison Officer*.

Air Operations Branch Director:

The person primarily responsible for preparing and implementing the air operations portion of the *Incident Action Plan*. Also responsible for providing logistical support to helicopters operating on the *incident*.

Allocated Resources:

Resources dispatched to an *incident*.

Area Command:

An organization established to: 1) oversee the management of multiple *incidents* that are each being handled by an *Incident Command System* organization; or 2) to oversee the management of a very large *incident* that has multiple *Incident Management Teams* assigned to it. *Area Command* has the responsibility to set overall *strategy* and priorities, allocate *critical resources* based on priorities, ensure that *incidents* are properly managed, and ensure that objectives are met and strategies followed.

Assigned Resources:

Resources checked in and assigned work tasks on an *incident*.

Assignments:

Tasks given to *resources* to perform within a given *operational period*, based upon tactical objectives in the *Incident Action Plan*.

Assistant(s):

Title for subordinates of the *Command Staff* positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. *Assistants* may also be used to supervise *unit* activities at *camps*.

Assisting Agency:

An *agency* directly contributing tactical or service *resources* to another *agency*.

Available Resources:

Incident-based resources which are ready for deployment.

-B-

Base:

The location at which primary logistics *functions* for an *incident* are coordinated and administered. There is only one *Base* per *incident*. (*Incident name* or other designator will be added to the term *Base*.) The *Incident Command Post* may be co-located or shared with the *Base*.

Branch:

The organizational level having functional or geographic responsibility for major parts of *incident* operations. The *Branch* level is organizationally between *Section* and *Division / Group* in the *Operations Section*, and between *Section* and *Units* in the *Logistics Section*. *Branches* are identified by the use of Roman Numerals or by functional name (e.g., medical, security, etc.).

The British Columbia Response Management System (BCERMS):

The British Columbia Response Management System is a comprehensive management scheme that ensures a coordinated and organized Provincial response and recovery to any and all *emergency incidents*. The broad spectrum of components of the *BCERMS* includes: operations and control management, qualifications, technology, training and publications.

BCERMS Training Curriculum:

A series of training modules consisting of instructor guides, visuals, exercises, tests, and student materials. The modules cover all aspects of *BCERMS* operations and support activities.

-C-

Cache:

A pre-determined complement of tools, equipment, and / or supplies stored in a designated location, available for *incident* use.

Camp(s):

A geographical site, within the general *incident* area, separate from the *Incident Base*, equipped and staffed to provide sleeping, food, water, and sanitary services to *incident* personnel.

Check-in:

The process whereby *resources* first reports to an *incident*. *Check-in* locations include: *Incident Command Post (Resources Unit)*, *Incident Base*, *Camps*, *Staging Areas*, *Helibases*, *Helispots*, and *Division / Group Supervisors* (for direct line assignments).

Chain of Command:

A series of management positions in order of authority.

Chief:

The title for individuals responsible for *command* and / or management of functional *sections*: Operations, Planning, Logistics, and *Finance / Administration*. The term *Chief* is used at all BCERM levels.

Clear Text:

The use of plain English in all communications. No “Ten Codes” or *agency*-specific codes are used when utilizing *Clear Text*.

Command:

The act of directing and / or controlling *resources* by virtue of explicit legal, *agency*, or delegated authority. May also refer to the *Incident Commander*.

Command Post: (See *Incident Command Post*.)

Command Staff:

The *Command Staff* consists of the *Information Officer*, *Risk / Safety Officer*, and *Liaison Officer*. They report directly to the *Incident Commander* at the site and the same positions in the other levels report to the *Director*. They may have an *assistant* or *assistants*, as needed. Other positions may be added to command staff, as determined by Incident Commander or Director.

Communications Unit:

An organizational *unit* in the *Logistics Section* responsible for providing communication services at an *incident*. A *Communications Unit* may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an *Incident Communications Centre*.

Compensation Unit / Claims Unit:

Units within the *Finance / Administration Section* responsible for financial concerns resulting from property damage, injuries, or fatalities at the *incident*.

Cooperating Agency(s):

An *agency* supplying assistance other than direct tactical or support *functions* or *resources* to the *incident* control effort (e.g., Emergency Social Services, utility companies, etc.).

Coordination:

The process of systematically analysing a situation, developing relevant information, and informing appropriate *command* authority of viable alternatives for selection of the most effective combination of *available resources* to meet specific objectives. The *coordination* process (which can be either intra- or inter-*agency*) does not involve *dispatch* actions. However, personnel responsible for *coordination* may perform *command* or *dispatch functions* within the limits established by specific *agency* delegations, procedures, legal authority, etc.

Cost Unit:

Unit within the *Finance / Administration Section* responsible for tracking costs, analysing cost data, making cost estimates, and recommending cost-saving measures.

Critical Resource:

Material, personnel and finances that are in short supply and are needed by more than one *incident* management *team*, or are needed for high priority *assignments*.

Crew: (See *Single Resource*.)

-D-

Delegation of Authority:

A statement provided to the *Incident Commander* by the *Agency Executive* delegating authority and assigning responsibility. The *Delegation of Authority* can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. *Agencies* may require written *Delegation of Authority* to be given to *Incident Commanders* prior to their assuming *command* on larger *incidents*.

Deputy:

A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a *Deputy* could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the *Incident Commander*, *General Staff*, and *Branch Directors*. Deputies can also be utilized at the *site support level* e.g., EOC, PROC, PROC.

Demobilization Unit:

Unit within the *Planning Section* responsible for assuring controlled, orderly, safe, and efficient demobilization of *incident resources*.

Department Operations Centre (DOC):

A group of senior staff and the facility within a department who coordinate the department's activities in support of the department's responsibilities and commitment to the *emergency* response. *DOCs* interact with the overall *EOC* and their *agency representatives* or senior personnel at the scene (e.g., Fire Department, Public Works Department, etc.).

Director(s):

The *ICS* title for individuals responsible for supervision of a *Branch* at the Site Level.

Dispatch:

The implementation of a *command* decision to move a resource or *resources* from one place to another.

Dispatch Centre:

A facility from which *resources* are assigned to an *incident*.

Division:

Divisions are used to divide an *incident* into geographical areas of operation. A *Division* is located within the *ICS* organization between the *Branch* and the *Task Force / Strike Team*. (See *Group*.) *Divisions* are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

Documentation Unit:

Unit within the *Planning Section* responsible for collecting, recording, and safeguarding all documents relevant to the *incident*.

-E-

Emergency:

A situation as defined by Emergency Program Act, Environment Management Act and other provincial acts and regulations. (See *Incident*.)

Emergency Medical Assistant (EMA):

A health-care specialist licensed under the Health Emergency Act with particular skills, knowledge and certification in pre-hospital emergency care and transportation.

Emergency Operations Centre (EOC):

A designated facility established by an *agency* or *jurisdiction* to coordinate the overall *agency* or *jurisdictional* response and support to an *emergency response*. (See *Site Support Level*.)

Emergency Program Coordinator:

The individual within a local authority that has *coordination* responsibility for jurisdictional emergency management.

Emergency Response Plan:

The plan that each *jurisdiction* has and maintains for responding to *incidents* based on hazard and risk analysis.

Event:

A planned, non-*emergency* activity. *ICS* can be used as the management system for a wide range of *events* (e.g., parades, concerts, or sporting *events*).

-F-**Facilities Unit:**

Unit within the *Support Branch* of the *Logistics Section* that provides facilities for the *incident resources*. These facilities may include the *Incident Base*, feeding areas, sleeping areas, sanitary facilities, etc.

Field Operations Guide:

A pocket-size manual of instructions on the application of the *ICS*.

Finance / Administration Section:

The *Section* responsible for all *incident* costs and financial considerations. Includes the *Time Unit*, *Purchasing Unit*, *Compensation / Claims Unit*, and *Cost Unit*.

Food Unit:

Unit within the *Service Branch* of the *Logistics Section* responsible for providing food services for *incident* personnel.

Function:

In *BCERMS*, *function* refers to the five major activities (e.g., *Command*, *Operations*, *Planning*, *Logistics*, and *Finance / Administration*). The term *function* is also used when describing the activity involved (e.g., the planning *function*).

-G-**General Staff:**

The *group* of management personnel, reporting to the *Incident Commander* at the site and *Director* at the other levels. They may each have a *Deputy*, as needed. The *General Staff* consist of:

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance / Administration Section Chief

Ground Support Unit:

Unit within the *Support Branch* of the *Logistics Section* responsible for the fuelling, maintaining and repairing of vehicles, and the surface transportation of personnel and supplies.

Group:

Groups are established to divide the *incident* into functional areas of operation. *Groups* are composed of *resources* assembled to perform a special *function* not necessarily within a single geographic *division*. (See *Division*.)

-H-

Helibase:

The main location for parking, fuelling, maintenance and loading of helicopters operating in support of an *incident*.

Helispot:

Any designated location where a helicopter can safely take off and land. Some *helispots* may be used for loading and unloading of supplies, equipment, personnel and medical evacuation.

-I-

Incident(s):

An occurrence either human-caused or by natural phenomena, that requires action by response personnel to prevent or minimize loss of life or damage to property, environment and reduce economic and social losses.

Incident Action Plan:

Contains objectives reflecting the overall *incident strategy* and specific tactical actions and supporting information for the next *operational period*. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).

Incident Base:

Location at the *incident* where the primary logistics *functions* are coordinated and administered. (*Incident name* will be added to the term *Base*.) The *Incident Command Post* may be co-located or shared with the *Base*. There is only one *Base* per *incident*.

Incident Commander:

The individual responsible for the management of all *incident* operations at the *incident* site. The term '*Incident Commander*,' when used throughout this standard, shall be deemed to include *Unified Command*.

Incident Command Post (ICP):

The location at which the primary *command functions* are executed. The *ICP* may be co-located or shared with the *incident base* or other *incident* facilities.

Incident Command System (ICS):

A standardized on-scene *emergency* management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple *incidents*, without being hindered by *jurisdictional* boundaries.

Incident Communications Centre:

The location of the *Communications Unit* and the *Message Centre*.

Incident Complex:

Two or more individual *incidents* located in the same general area.

Incident Management Team:

The *Incident Commander* and appropriate *Command* and *General Staff* personnel assigned to an *incident*.

Incident Name:

When multi-agencies are responding to one *incident* the *jurisdictional agency* will name the *incident* (in *clear text*) using a common geographical or functional reference. All *cooperating* and *assisting agencies* will use the identified *incident name*.

Incident Objectives:

Statements of guidance and direction necessary for the selection of appropriate *strategy(s)*, and the *tactical direction of resources*. *Incident objectives* are based on realistic expectations of what can be accomplished when all *allocated resources* have been assigned. *Incident objectives* must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Incident Support Organization:

Includes any *off-incident* support provided to an *incident*. Examples would be *Emergency Operations Centre, Agency Dispatch Centres, Airports, Mobilization Centres*, etc.

Incident Termination:

The conclusion of response operations at the scene of an *incident*.

Information Officer:

A member of the *Command Staff* responsible for interfacing with the public and media or with other *agencies* requiring information directly from the *incident*. There is only one *Information Officer* per *incident*. The *Information Officer* may have *assistants*.

Initial Action:

The actions taken by *resources* which are the first to arrive at an *incident*.

Initial Response:

Resources initially committed to an *incident*.

-J-

Jurisdiction (Jurisdictional):

The range or sphere of authority. Agencies have *jurisdiction* at an *incident* related to their legal responsibilities and authority for *incident* mitigation. (See *Multijurisdiction*.)

Jurisdictional Agency:

The *agency* having *jurisdiction* and responsibility for a specific geographical area, or a mandated *function* and includes key ministries as defined in the Emergency Program Act.

-K-**Key Ministry (Ministries):**

The provincial ministry responsible for coordinating the government's response to the occurrence of any of the hazards for which it is responsible by regulation. (See "Section 6 and Schedule 1, Emergency Program Management Regulation, B.C. Reg. 477 / 94 of the Emergency Program Act".)

-L-**Leader:**

The *ICS* title for an individual responsible for a *Task Force*, *Strike Team*, or functional *unit*.

Liaison Officer:

A member of the *Command Staff* responsible for coordinating with representatives from *cooperating* and *assisting agencies*.

Logistics Section:

The *Section* responsible for providing services, and support to the *incident*.

Life-Safety:

Refers to the joint consideration of both the life and physical well being of individuals.

-M-**Managers:**

Individuals within *ICS* organizational *units* that are assigned specific managerial responsibilities, e.g., *Staging Area Manager* or *Camp Manager*.

Management by Objectives:

In *BCERMS*, this is a top-down management activity that involves a three-step process to achieve the goals. The steps are establishing the *incident objectives*, selecting the appropriate *strategy(s)* to achieve the objectives, and implementing the *strategy*.

Medical Unit:

Unit within the *Service Branch* of the *Logistics Section* responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment for *incident* personnel.

Message Centre:

The *Message Centre* is part of the *Incident Communications Centre* and is co-located or shared or placed adjacent to it. It receives, records, and routes information about *resources* reporting to the *incident*, resource status, and administrative and tactical traffic.

Ministry Emergency Operations Centre (MEOC):

The *Ministry Emergency Operations Centre* is the provincial *coordination centre* for ministry's *resources*.

Mobilization:

The process and procedures used by all *agencies* and organizations activating, assembling, and transporting all *resources* that have been requested to respond to or support an *incident*.

Mobilization Centre:

Off-incident locations at which emergency service personnel and equipment are temporarily located pending transfer to the site. This is not a *staging area*.

Multi-Agency Incident:

An *incident* where one or more *agencies* assist a *jurisdictional agency* or *agencies*. May be single or *unified command*.

Multijurisdictional Incident:

An *incident* requiring action from multiple *agencies* that have statutory responsibility for *incident* mitigation. In *ICS* these incidents should be managed under *Unified Command*.

Mutual Aid Agreement:

Written agreement between *agencies* and / or *jurisdictions* in which they agree to assist one another upon request, by furnishing *resources*.

-O-

Officer:

The title for the personnel responsible for the *Command Staff* positions of *Safety, Liaison, and Information*.

Operational Guidelines:

An agencies' written procedure(s) that establishes a commonly accepted course of action and specifies the functional limitations of personnel in performing *emergency* operations.

Operational Period:

The period of time scheduled for execution of a given set of operational actions as specified in the *action plan*. *Operational Periods* can be of various lengths, although usually not over 24 hours.

Operations Section:

The *Section* responsible for all tactical operations at the *incident*. Includes *Branches, Divisions and / or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas*.

Out-of-Service Resources:

Resources allocated an *incident* but temporarily unable to respond for mechanical, rest, or staffing reasons.

-P-

Planning Meeting:

A meeting held as needed throughout the duration of an *incident*, to select specific strategies and tactics for *incident* control operations, and for service and support planning. On larger *incidents*, the *planning meeting* is a major element in the development of the *Incident Action Plan*.

Planning Section:

Responsible for the collection, evaluation, and dissemination of information related to the *incident*, and for the preparation and documentation of *action plans*.

Provincial Central Coordination Level:

A *coordination* level within the *BC Emergency Response Management System*, which is activated to coordinate all provincial *resources*. This level interacts with the *Provincial Regional Coordination Level*.

Provincial Emergency Coordination Centre (PECC):

Provincial Operations Centre will be established to manage activities at the *Provincial Central Coordination Level*. The five functions provided by POC are Management, Operations *Coordination*, *Planning*, *Logistics*, and *Finance / Administration*. The POC level follows the same basic organizational support levels in the *BCERMS*.

Provincial Regional Coordination Level:

A *coordination* level within the *BC Emergency Response Management System*, which is activated to coordinate provincial *resources* on a regional basis. This level interacts with Municipal and Ministry *EOCs*.

Provincial Regional Emergency Operations Centre (PREOC):

A *Provincial Regional Operations Centre* manages activities at the *Provincial Regional Coordination Level* and coordinates the joint efforts of government and non-government *agencies*.

Purchasing Unit:

Unit within the *Finance / Administration Section* responsible for financial matters involving vendor contracts.

-R-

Radio Cache:

A supply of radios stored in a pre-determined location for *assignment* to *incidents*.

Recorders:

Individuals within *BCERMS* organizational *units* who are responsible for recording information. *Recorders* may be found in *Planning*, *Logistics*, and *Finance / Administration Units*.

Reporting Locations:

Location or facilities where incoming *resources* can *check-in* at the *incident* (see *Check-in*).

Resources Unit:

Unit within the *Planning Section* responsible for recording the status of *resources* committed to the *incident*. The *unit* also evaluates *resources* currently committed to the *incident(s)*, the impact that additional responding *resources* will have on the *incident(s)*, and anticipated *resource* needs.

Resources:

Personnel and equipment available, or potentially available, for *assignment* to *incident(s)*. *Resources* are described by kind and *type*, e.g., ground, water, air, etc., and may be used in tactical support or management capacities at an *incident(s)*.

Risk Management:

Risk Management is the process of making and carrying out decisions that will minimize the adverse effects of injuries, accidental losses and liability upon an organization. Making these decisions requires the five steps in the decision process. The five steps in the decision process are:

- Identifying exposure to loss
- Examining alternative techniques for dealing with the exposures
- Selecting the best techniques
- Implementing the chosen techniques, and
- Monitoring and improving the response.

Carrying out these decisions requires the four *functions* in the management process.

The four *functions* in the management process are:

- Planning
- Organizing
- Leading, and
- Controlling.

-S-

Safety Officer:

A member of the *Command Staff* responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The *Safety Officer* may have *assistants*.

Section:

That organization level with responsibility for a major functional area of the *incident*, e.g., *Operations, Planning, Logistics, Finance / Administration*.

Segment:

A geographical area in which a *task force / strike team leader* or *supervisor* of a *single resource* is assigned authority and responsibility for the *coordination* of *resources* and implementation of planned tactics. A *segment* may be a portion of a *division* or an area inside or outside the perimeter of an *incident*. *Segments* are identified with Arabic numbers.

Service Branch:

A *Branch* within the *Logistics Section* responsible for service activities; includes the *Communications, Medical, and Food Units*.

Single Command:

Single Command has one *Incident Commander*.

Single Resource:

An individual, a piece of equipment and its personnel complement, or a *crew* or *team* of individuals with an identified work *Supervisor* that can be used on an *incident*.

Site Support Level:

A *coordination* level within the *BC Emergency Response Management System*, which is activated to provide policy direction and *resources* support to an *Incident Commander*. (see *EOC*)

Situation Unit:

Unit within the *Planning Section* responsible for the collection, organization, and analysis of *incident* status information, and for analysis of the situation as it progresses.

Span of Control:

To maintain supervisory levels within the *command* structure an effective *span of control* is required. *Span of Control* within the range of 1 to 3 and 1 to 7 individuals reporting to a supervisory level. The range of 1 to 5 is considered being the optimum number of individuals reporting to the next higher supervisory level.

Staging Area:

Staging Areas are locations set up at an *incident* where *resources* can be placed while awaiting a tactical *assignment*. *Staging Areas* are managed by a staging area manager in the *Operations Section*.

Strategy:

The general plan or direction selected to accomplish *incident objectives*.

Strike Team:

Specified combinations of the same kind and *type* of *resources*, with common communications and a *leader*. There should be no more than five of any specified combinations under one *leader*.

Supervisor(s):

The *ICS* title for individuals responsible for *command* of a *Division* or *Group*.

Supply Unit:

Unit within the *Support Branch* of the *Logistics Section* responsible for ordering equipment and supplies required for *incident(s)*.

Support Branch:

A *Branch* within the *Logistics Section* responsible for providing personnel, equipment, and supplies includes; *Supply, Facilities, and Ground Support Units*.

Supporting Agency:

The term used in the *BCERMS* to designate *assisting* and *cooperating agencies*. (See *Assisting Agency* and *Cooperating Agency*).

Supporting Materials:

Refers to the several attachments that may be included with an *action plan*, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

Support Resources:

Non-tactical *resources* under the supervision of the *Logistics, Planning, Finance / Administration Sections*, or the *Command Staff*. Also includes *resources* under the supervision of the *Operations Coordination Sections* of the *Site Support Levels*.

-T-

Tactical Direction:

Directions given by the *Operations Section Chief* which includes the tactics appropriate for the selected *strategy*, the selection and *assignment* of *resources*, tactics implementation, and performance monitoring for each *operational period*.

Task Force:

A combination of *single resources* assembled for a particular tactical need, with common communications and a *leader*.

Team: (See *Single Resource*.)**Technical Specialists:**

Personnel with special skills that can be used where required within the *ICS* organization.

Notice to Airmen (NOTAMS):

Temporary airspace restrictions for non-*emergency* aircraft in the *incident* area. *NOTAMS* are established by Transport Canada to ensure aircraft safety.

Time Unit:

Unit within the *Finance / Administration Section* responsible for recording time for personnel and hired equipment.

Type:

Refers to resource capability. A *Type 1* resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a *Type 2* resource. Resource typing provides the *Incident Management Team* with additional information in selecting the best resource for the task.

-U-

Unified Area Command:

A *Unified Area Command* should be established when *incidents* under an *Area Command* are *multijurisdictional*. (See *Area Command* and *Unified Command*.)

Unified Command:

In *ICS*, *Unified Command* is a *unified team* effort which allows all *agencies* with jurisdictional responsibility for the *incident*, either geographical or functional, to manage an *incident* by establishing a common set of *incident objectives*, strategies and action plans. This is accomplished without losing or abdicating *agency* authority, *responsibility*, or accountability. The term '*Incident Command*,' when used throughout this standard, shall be deemed to include *Unified Command*.

Unit(s):

The organizational element having functional responsibility for a specific *Planning*, *Logistics*, or *Finance / Administration* activity.

Unity of Command:

The concept by which each person within an organization reports to one and only one designated.