

3.0 EOC Organization

3.1 EOC Functions

The first few hours of an emergency or disaster are the most critical. The crisis aspect demands a clear understanding and acceptance by all involved of the response organization at the outset.

Incident Commander – An Incident Commander assumes overall control at the incident site. The Incident Commander sets priorities, develops strategies, selects tactics and assigns tasks to contain the problem. Limitations may be imposed upon the Incident Commander, such as the time available, a lack of sufficient resources, and restricted evacuation routes. However, the Incident Commander is given the widest possible scope to use his or her initiative with minimal jurisdictional restrictions.

The Incident Commander may call upon the (Local Authority's) Emergency Operations Centre (EOC) at any time to provide support, coordination, and policy guidance.

Emergency Operations Centre – This group is comprised of municipal employees, when possible, or other members of the larger community operating under the authority of the EOC Director. The EOC Group is responsible for making operational decisions required to support efficient response to an emergency or disaster at the site. The EOC is activated at this time and staffed to a level that matches the needs of the incident. The size and composition of the EOC may vary according to the requirements of the particular circumstances.

Policy Group – This group includes the Mayor and members of Council who may make high level decisions concerning the community's response and recovery. The Policy Group does not have responsibility for direct emergency management at the site during an incident. Two members of the Policy Group shall be present near the EOC at all times for consultation during an emergency.

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.

Operations – Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the jurisdiction's Action Plan.

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.

Logistics – Responsible for providing facilities, services, personnel, equipment and materials.

Finance / Administration – Responsible for financial activities and other administrative aspects.

3.2 Unified Command in the EOC

Unified Command is an ICS management process that allows organizations and agencies with jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies. Response on-site may be directed either by single command or unified command from a single on-site incident command post.

Likewise, response and recovery coordination during site support at the EOC may involve either single or unified command. This is accomplished without losing or giving up organizational authority, responsibility, or accountability.

Applying Unified Command in the EOC means that any combination of organizations may work cooperatively to manage the EOC activities. In other words, the EOC Director position is filled by consensus among two or more members in Unified Command. For example, the Canadian Coast Guard may join the municipal EOC as co-chairs to help coordinate response to an oil spill.

It is the policy of Highlands to work cooperatively with other organizations in a Unified Command EOC, where possible.

3.3 EOC Organization Chart

The EOC structure for a fully developed response organization is shown in Figure 1. **It is important to remember that not every EOC function will be filled in every emergency or disaster.** The situation at hand will dictate the functions to be activated. As a minimum, an active EOC requires only an EOC Director. Other functions are staffed as needed.

3.4 EOC Personnel

EOC personnel and agencies may change throughout the course of an emergency. The usual emergency service organizations (Police, Fire, Ambulance) will be actively involved at the site during the initial and post impact stages.

During recovery, reconstruction, and renewal, these emergency services will be phased out of direct action and others will become the leading agencies.

The staff for the EOC will be made up of designated municipal employees and support agencies who have been trained in advance.

When activated, the titles for the EOC functions shall be as follows:

Policy Group Member

EOC Director

- EOC Deputy Director
- Risk Management Officer
- Liaison Officer
- Information Officer

Operations Section Chief

- Fire Branch Coordinator
- Police Branch Coordinator
- Ambulance Branch Coordinator
- Health Branch Coordinator
- Emergency Social Services Branch Coordinator
- Environmental Branch Coordinator
- Engineering Branch Coordinator
- Utilities Branch Coordinator

Planning Section Chief

- Situation Unit Coordinator
- Resources Unit Coordinator
- Documentation Unit Coordinator
- Advanced Planning Unit Coordinator
- Demobilization Unit Coordinator
- Recovery Unit Coordinator
- Technical Specialists Unit Coordinator

Logistics Section Chief

- Information Technology Branch Coordinator
 - Communications Unit Coordinator
 - Computer Systems Unit Coordinator
- EOC Support Branch Coordinator
 - EOC Facilities Unit Coordinator
 - EOC Security Unit Coordinator
 - EOC Clerical Unit Coordinator
- Supply Unit Coordinator
- Personnel Unit Coordinator
- Transportation Unit Coordinator

Finance / Administration Section Chief

- Time Unit Coordinator
- Procurement Unit Coordinator
- Compensation & Claims Unit Coordinator
- Cost Accounting Unit Coordinator

3.5 Outside Agencies in EOC

Depending on the nature of the emergency, representatives from a number of external agencies may participate in Highlands's EOC, including the following:

- BC Ambulance Service, Senior District Superintendent, or alternate
- BC Hydro
- Canadian Red Cross
- School Districts
- Telus
- Terasen Gas

The function of each representative will be determined by the EOC Director, and may include any position in the EOC Management or General Staff.

3.6 EOC Activation

The activation of the Emergency Operations Centre (EOC) will normally come as a result of a request from the on-site Incident Commander of any first responding agency. The purpose of the EOC is to provide support in terms of additional resources for the On-Site Incident Commander by obtaining resources, maintaining up-to-date information, coordinating activities and providing the public with information. The EOC also coordinates related activities that are beyond the scope of the on-site Incident Commander, such as large-scale media relations and evacuations.

The following positions are delegated the authority to activate the Emergency Operations Centre, in whole or in part:

- Mayor
- Councillors
- Municipal Administrator
- Any Incident Commander from a municipal department
- Emergency Program Coordinator or Delegate
- Director of the Provincial Emergency Program after a Provincial Declaration of State of Emergency

A declaration of state of local emergency or provincial emergency is not required to activate the EOC. However, it must be activated once a local or provincial declaration has been made.

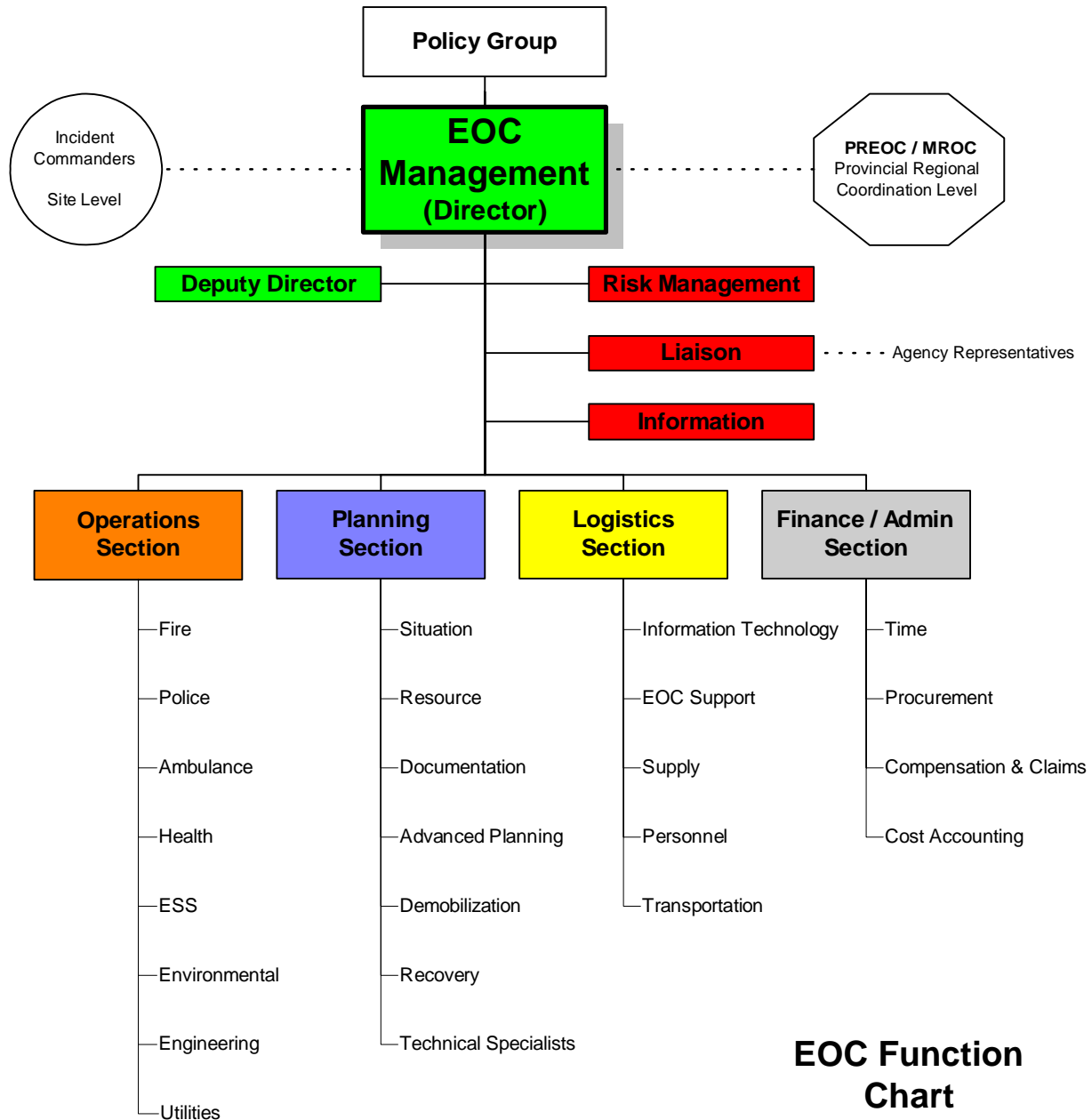
3.7 EOC Staffing

The EOC Director will determine appropriate staffing for each activation level based upon an assessment of the current and projected situation. The EOC Director is authorized to appoint any qualified person to an EOC function, including volunteers, contractors, and personnel from other jurisdictions.

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 affiliation.

Initially, all positions may be staffed by the first available individual most qualified in the function to be performed.

While serving in an EOC function, every person agrees to act in good faith and on behalf of the local authority.



EOC Function Chart

EOC Function Department, Position	Policy Group	EOC Director	Deputy EOC Director	Risk Management	Liaison	Information	Operations Coordination	Fire Branch	Police Branch	Ambulance Branch	Health Branch	ESS Branch	Environmental Branch	Engineering Branch	Utilities Branch	Planning Coordination	Situation	Resources	Documentation	Advanced Planning	Demobilization	Recovery	Logistics Coordination	Information Technology	EOC Support	Supply	Personnel	Transportation	Finance / Admin	Time	Purchasing	Compensation & Claims	Cost Accounting					
	Accounting Clerk																																	X	X	X	X	
Administrative Assistant																	X	X	X						X													
Administrator		X																																				
Amateur Radio Coord.																							X															
Building Inspector															X							X																
Communications Director																																						
Councillors	X																																					
Deputy Clerk			X			X																																
Emergency Coordinator		X			X										X																							
ESS Director												X																										
Fire Chief		X					X	X																														
Mayor	X																																					
Planning Technician																	X	X		X																		
RCMP Officer in Charge									X																													
Search and Rescue																																						
Transportation Director																																						
Vancouver Island Health											X																											