**Liaison Officer Responsibilities and Duties** .................................................. 66  
**Legal Officer Description & Organizational Chart** ........................................... 69  
**Legal Officer Responsibilities and Duties** .................................................... 70  
**Section 5: Operations Section** ......................................................................... 71  
**Operations Section Chief Description** ............................................................. 73  
**Operations Section Chief Organizational Chart** .............................................. 74  
**Appendix A: Operations Section Staff Responsibilities and Duties** ................. 75  
**Operations Section Chief Responsibilities and Duties** ................................... 77  
**Division/Group Supervisor Responsibilities and Duties** .................................. 81  
**Strike Team/Task Force Leader Responsibilities and Duties** ......................... 85  
**Section 6: Planning Section** .............................................................................. 89  
**Planning Section Chief Description** ................................................................. 91  
**Planning Section Chief Organizational Chart** .................................................. 92  
**Appendix A: Planning Section Staff Responsibilities and Duties** ..................... 93  
**Planning Section Chief Responsibilities and Duties** ....................................... 95  
**Resource Status Unit Leader Description & Organizational Chart** ............... 99  
**Resource Status Unit Leader Responsibilities and Duties** ............................. 100  
**Situation Status Unit Leader Description & Organizational Chart** ................. 103  
**Situation Status Unit Leader Responsibilities and Duties** .............................. 104  
**Documentation Unit Leader Description & Organizational Chart** ............... 109  
**Documentation Unit Leader Responsibilities and Duties** .............................. 110  
**Demobilization Unit Leader Description & Organizational Chart** ............... 113  
**Demobilization Unit Leader Responsibilities and Duties** .............................. 114  
**Section 7: Logistics Section** ........................................................................... 117  
**Logistics Section Chief Description** ................................................................. 119  
**Logistics Section Chief Organizational Chart** ............................................... 120  
**Appendix A: Logistics Section Staff Responsibilities and Duties** ................. 121  
**Logistics Section Chief Responsibilities and Duties** ....................................... 123  
**Support Branch Director Responsibilities and Duties** .................................. 127  
**Supply Unit Leader Description & Organizational Chart** ......................... 129  
**Supply Unit Leader Responsibilities and Duties** ........................................... 130  
**Donations Manager Description & Organizational Chart** ............................. 133  
**Donations Manager Responsibilities and Duties** ........................................... 134  
**Volunteer Manager Description & Organizational Chart** ............................ 137  
**Volunteer Manager Responsibilities and Duties** .......................................... 138  
**Facilities Unit Leader Description & Organizational Chart** .......................... 141  
**Facilities Unit Leader Responsibilities and Duties** ......................................... 142  
**Shelter Manager Description & Organizational Chart** .................................. 145  
**Shelter Manager Responsibilities and Duties** ............................................... 146  
**Transportation Unit Leader Description & Organizational Chart** ............... 149  
**Transportation Unit Leader Responsibilities and Duties** ............................. 150  
**Service Branch Director Responsibilities and Duties** .................................. 153  
**Communication Unit Leader Description & Organizational Chart** ............. 155  
**Communications Unit Leader Responsibilities and Duties** ........................... 156  
**Medical Unit Leader Description & Organizational Chart** .......................... 159  
**Medical Unit Leader Responsibilities and Duties** ......................................... 160  
**Food Unit Leader Description & Organizational Chart** ................................ 163  
**Food Unit Leader Responsibilities and Duties** .............................................. 164  
**Section 8: Finance Section** ............................................................................ 167  
**Finance Section Chief Description** ................................................................. 169  
**Finance Section Organizational Chart** ........................................................... 170
Emergency Operations Center Guide

HOW TO USE VOLUME 3:
EMERGENCY OPERATIONS CENTER GUIDE

This guide is intended to assist in the initial phases of the Emergency Operations Center and Incident Management Team operations. It is a guide to set up an EOC if one is not already pre-designated and equipped. This guide also contains Incident Command System position descriptions and duties checklists, as well as copies of the Incident Command System Forms required by Incident Management Team. Information pertaining to the planning process necessary to compile a written Incident Action Plan, conduct briefings, and complete resource ordering is also contained herein.

IN THE EVENT THAT YOU NEED TO USE THIS VOLUME

1st If you are appointed to activate and/or set-up an EOC, read the sections under EOC, Communications Center, Message Center, and the position description for EOC Manager.

2nd If you have been assigned a position on the Incident Management Team that is located in the EOC, read the appropriate Position Description to identify your role within the EOC.

3rd Turn to ICS Forms to find copies of the ICS Forms and instructions on how to complete the forms that you are responsible for per your ICS Position Description.

4th If part of your Position Description includes your participation in the development of the Incident Action Plan, read Development of the Incident Action Plan, to determine your role and responsibilities in the plan development.
Section 1  Emergency Operations Center
This section describes the EOC, its requirements and configuration, supplies needed to support the EOC, and a position description for the EOC manager.

Section 2  Communications Center
This section describes the communications center, its operations, and position descriptions for Communications Center Manager and Incident Dispatcher.

Section 3  Message Center
This section describes the message center and its operations, message flow within the EOC, and position descriptions for Message Center Manager, Message Center Clerk, and EOC Runner.

Section 4  Command Section
This section describes the duties of the Incident Commander and position descriptions for the command staff.

Section 5  Operations Section
This section describes the duties of the Operations Section Chief.

Section 6  Planning Section
This section describes the duties of the Planning Section Chief and position descriptions for the unit leaders within the planning section.

Section 7  Logistics Section
This section describes the duties of the Logistics Section Chief and position descriptions for the unit leaders within the logistics section.

Section 8  Finance Section
This section describes the duties of the Finance Section Chief and position descriptions for the unit leaders within the finance section.

Section 9  Development of an Incident Action Plan
This section describes the planning process and the steps required to develop an incident action plan as well as information on how to conduct a planning meeting and shift briefing.

Section 10  Resource Ordering Process
This section describes the process for ordering resources for the incident management team.
Emergency Operations Center Guide

SECTION 1: EMERGENCY OPERATIONS CENTER

North Slope Borough Emergency Operations Plan
Approved 2007
Emergency Operations Center Guide

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Emergency Operations Center Guide

EOC DESCRIPTION

The Emergency Operations Center (EOC) is the facility designated for managing the disaster emergency. It is where the Incident Management Team (IMT) is located and directs the overall disaster emergency response.

By locating the Incident Management Team in a single facility, the Emergency Operations Center (EOC), the following advantages are realized.

Centralizes Incident Management

- Provides central point where all information pertaining to the incident is received and analyzed, incident priorities are determined, strategies are developed, and critical resources are assigned to tactical operations.

- Provides for the efficient and effective use of all modes of communications available for the incident.

- Enhances coordination between involved agencies. All involved agencies, departments, and organizations must be willing to coordinate activities with each other. By locating agency representatives in the EOC, or providing for scheduled points of contact, effective lines of communication can be established to facilitate this coordination.

- Provides for sustaining operations during extended periods of time. By locating the Incident Management Team in an EOC, the entire response can be managed, and disruptions minimized to the organizations not directly involved, so they may continue with their normal duties and responsibilities.

- Establishes continuity of the response efforts through "round-the-clock" staffing at a centralized point, the EOC. This also provides for systematic means to conduct planning and tactics meetings and brief members of the IMT of the new elements of the incident action plan through shift briefings when shifts change.

- Provides for a single location to focus attention on the incident. An EOC not only provides a facility with operating space for the functional areas of the IMT, but also provides a centralized location to conduct planning meetings, tactics meetings, shift briefings, media briefings, press conferences, public information releases and other information dissemination.
Emergency Operations Center Guide

Provides for Situation Status Management

- Establishes a central location for information to be gathered, analyzed, tracked, displayed, distributed and stored.
- Provides for the verification of information by authorized members of the incident management team.
- Provides for immediate availability of incident information.

Provides for Resource Status Management

- Establishes a single location for all resource status information. By requiring all resources to be tracked (e.g., personnel, equipment, aircraft), their location and status are immediately available to members of the IMT to facilitate the matching of, or need for, resources to achieve the strategic objectives of the Incident Action Plan.
Facilities and equipment for the EOC should be pre-identified, procured and available for immediate set-up. They include the following:

OFFICE SPACE & LOCATION
The Primary EOC will be located in the borough Public Works office building in the upstairs conference room. If necessary other office areas or rooms may be utilized by the IMT or support staff during a disaster. The secondary EOC will be located in the Search and Rescue building.

SECURITY
Access to the EOC will be allowed to only authorized personnel and staff. If needed contract security staff will be provided or may be provided by the NSB police.

COMMUNICATIONS EQUIPMENT
A VHF radio, either mobile or fixed, to provide communications with local fire, law enforcement, EMS and other response agencies. If needed, agencies or organizations working within the borough during a disaster will provide a radio to the EOC for coordination purposes.

TELEPHONES
The EOC is pre-wired for phone lines, with some handsets in place. During an emergency other handsets can be moved from the building into the EOC as needed.

FAX MACHINE
There is one dedicated FAX line in the EOC. Additional FAX capability is available throughout the borough building.

COMPUTERS
The EOC is pre-wired for connectivity to the borough LAN/WAN. There are ports available for up to 6 computers as well as a wireless hub. Each connection also provides internet access and shared printer access.

INCIDENT RADIOS
Access to incident radios for the respective sections needs to be provided for.

TVS AND RADIOS
There is one TV set with VCR/DVD available in the EOC. An additional system is located on the first floor.
Emergency Operations Center Guide

AREA SUITABLE FOR BRIEFINGS
The downstairs conference area or assembly chambers can be used for shift briefings or team meetings.

FOOD SERVICE
There are limited food preparation areas available within the building. Meals will have to be contracted for and brought in for the team.

DRINKING WATER
There is adequate drinking water available if the city system remains functional. If not, bottled water will have to be brought in.

TOILETS
There are adequate toilet facilities in the building to support the IMT.

OFFICE SUPPLIES
Office supplies are available by request to the various departments in the building.
EOC CONFIGURATION

The EOC will operate in a room normally used as a conference and training room. During an emergency the room will be reconfigured as needed for the specific emergency. The Logistics Section is responsible for setting up the room, bringing in the computers and extra phones, and any other supplies or equipment needed.

During a disaster emergency, a major responsibility of the Public Information Officer will be to respond to requests for information from the general public. The telephone operators within the EOC Communications Center will be flooded with requests for information pertaining to the incident. If timely and accurate information is not provided, these requests for information will be made to the response agencies (e.g., police, fire, EMS), greatly hindering those agencies. The EOC Communications Center will be established outside of the EOC room in area with adequate space and telephones. This area can be expanded as needed to ensure the public has immediate access to emergency information.
EOC SUPPLIES CHECKLIST

_______ Auxiliary power
_______ Telephones
_______ handsets
_______ lines
_______ switchboard
_______ Fax machine
_______ Copy Machine
_______ Computer terminal
_______ Typewriters/word processors
_______ T.V.s
_______ VCR
_______ Radios
_______ Extension cords
_______ Tables
_______ Chairs
_______ Overhead with screen
_______ Bulletin boards
_______ Display boards
_______ Maps
_______ Map Pens (Vis a Vis)
_______ 8 colors
_______ Clear plastic Mylar
_______ Flip Chart easel
_______ Flipchart pads
_______ Large manila envelopes 12" x 16"
_______ Heavy duty staplers
_______ Heavy duty staples
_______ Standard desk top staplers
_______ Standard desk top staples
_______ Paper clips
_______ Staple puller
_______ Push pins
_______ 1" masking tape

_______ Writing pads
_______ Pencils
_______ Pens; black and red ink
_______ Assorted rubber bands
_______ Scotch Tape
_______ Standard file folders
_______ Erasers
_______ Post-it- pads:
_______ small
_______ medium
_______ large
_______ Legal size writing pads
_______ Legal size clipboards
_______ Three hole punch
_______ File folder labels
_______ 2" x 3" blank labels
_______ Telephone memo call pads
_______ Dictionary
_______ Erasable felt tip pens, assorted colors
_______ Copy paper
_______ Computer printer paper
_______ Fax paper
_______ Boxes for filing
_______ ICS forms
_______ Other forms
_______ Name tags
_______ Physical needs:
_______ coffee
_______ smoking area
_______ restrooms
_______ food
Emergency Operations Center Guide

EOC MANAGER RESPONSIBILITIES AND DUTIES

REPORTS TO: Facilities Unit Leader

SUPERVISES:
- Facility Maintenance Specialists
- Security Personnel unit staff as assigned

ICS FORMS PREPARED: ICS-214, 307
ICS FORMS REVIEWED: N/A
ICS FORMS APPROVED: N/A

Duties

The EOC Manager is responsible for ensuring that appropriate sanitation, security, and facility management services are conducted at the EOC.

- Obtain briefing from Facilities Unit Leader if activated or Logistics Chief.

- Determine personnel support requirements for the EOC facility.
  - Identify additional personnel required for establishing, operating, and demobilizing the EOC.
  - Request additional personnel from Facilities Unit Leader. Request should include:
    - Number of personnel needed.
    - Qualifications
    - Reporting location
    - Reporting time
  - Release any excess personnel.

- Obtain necessary equipment and supplies.
  - Determine EOC requirements.
  - Review the incident action plan and logistics section instructions to determine the expected duration and scope of incident.
  - Review any agency pre-plans to identify applicable facilities, locations, and layouts.

- Plan layout of EOC facility.
  - Determine services to be established at the EOC
    - Kitchen, feeding area
    - Sanitation
    - Sleeping
Emergency Operations Center Guide

- Determine services to be established at the EOC (cont)
  - Supplies
  - Medical
  - Communications Center
  - Message Center

- Determine the following requirements for additional space for the EOC.
  - Space
  - Specific location
  - Access
  - Lighting
  - Security
  - Safety

- Establish EOC layout in accordance with the requirements listed on the previous page.

- Notify Facilities Unit Leader when EOC is operational.

  - **Ensure that all facilities and equipment are set up and properly functioning.**
  - **Make sleeping area assignments.**
  - **Ensure strict compliance with all applicable safety regulations.**
  - **Ensure that all facility maintenance services are provided.**
    - Determine the types of maintenance services required, such as sanitation showers, policing, lighting, and safety.
    - Determine and request the number and type of personnel needed to perform maintenance services.

  - **Provide Security Services.**
    - Determine areas within the EOC where security must be provided.
    - Determine and request the number and type of personnel needed to provide security services.

  - **Demobilize facilities in accordance with incident demobilization plan.**
    - Review demobilization plan to determine scheduling for reduction of incident operations.
    - Identify reduced requirements for EOC.
    - Modify EOC planning based on reductions in personnel services.
    - Demobilize the EOC following the reduction schedule.

  - **Maintain Unit Log (ICS Form-214).**
COMMUNICATIONS CENTER DESCRIPTION & ORGANIZATIONAL CHART

The EOC Communications Center is the centralized point within the EOC where incident communications equipment and operators are located for the transmission and receiving of information from field operations, off-site facilities, off-site agencies and other communication points that have a need to communicate with the IMT. The communications center and the rigorous control of information flow to and from the center is the essence of the EOC. **Without this critical communications flow there is no effective incident management.**

The Communications Center is the responsibility of the Communications Center Manager, under the supervision of the Communications Unit Leader within the Logistics Section. Located within this center are the various types of communications equipment required by the IMT, including telephones, Iridium phones, fax machines, radios, and others.

As well as the communications equipment, the various equipment operators will be working in the communications center, such as: phone operators; dispatchers and radio operators; amateur radio (HAM) radio operators; and helpers.
Emergency Operations Center Guide

OPERATIONS

Messages are received by operators in the Communications Center. Messages that cannot be transmitted via phone and/or radio are transferred to hard copy by utilizing the EOC message form (ICS Form-213). This form is then forwarded to the message center for proper routing to the appropriate individual and/or section.

All incident-related calls should be referred to the Communications Center, with the exception of requests for general information which can be satisfied by the Public Information Officer staff, utilizing the prepared statement provided by the PIO staff.

All communication points shall be furnished EOC section phone numbers and the names of personnel staffing the section. Additional phones will be assigned to the PIO staff to receive calls from the media and public.

Phone lines will be dedicated to providing a communications link between the communications points and the EOC. These numbers shall not be released to the public or any other entities.

Communications between the EOC and communications points may be further augmented with written messages using the general message form (ICS Form-213).

NOTE: See Message Center section for more information on message form distribution and use.
EOC MESSAGE FLOW

COMMUNICATIONS CENTER
(Phone, Radio, etc.)

MESSAGE RECEIVED

CAN MESSAGE BE HANDLED DIRECTLY BY TELEPHONE OR RADIO

YES

TRANSMIT MESSAGE BY RADIO OR TELEPHONE

NO

RADIO DISPATCHER OR PHONE OPERATOR FILLS OUT MESSAGE FORM AND FORWARDS MESSAGE CENTER

MESSAGE FORM RECEIVED AT MESSAGE CENTER, ENTERED IN LOG AND ASSIGNED A CONTROL NUMBER

IMMEDIATE ACTION REQUIRED

YES

ROUTE TO APPROPRIATE INDIVIDUAL SECTION FOR ACTION e.g., OPS, PLANS, LOGISTICS,

ANALYZE MESSAGE FOR ACTION REQUIRED

ACTION COMPLETED

DOCUMENTATION FORWARDED TO PLANS

DOCUMENTATION UNIT FOR FILING

NO

GENERAL INFORMATION

FORWARD TO APPROPRIATE SECTION OR

COPY SENT TO PLANS SECTION

COPY SENT TO STATUS UNIT FOR DISPLAY OF INFORMATION IF NEEDED, OTHERWISE FORWARD TO DOCUMENTATION UNIT

DOCUMENTATION UNIT FOR FILING
COMMUNICATIONS CENTER MANAGER RESPONSIBILITIES AND DUTIES

REPORTS TO: Communication Unit Leader

SUPERVISES:
- Incident dispatchers
- Radio operators
- Phone operators
- Helpers

ICS FORMS PREPARED: ICS-214, 307
ICS FORMS REVIEWED: ICS-205, 216, 217
Incident Action Plan
ICS FORMS APPROVED: N/A

Duties
The Communications Center Manager, part of the Communications Unit, is responsible for receiving and transmitting messages between various communication points and the EOC. These messages may be transmitted and received via telephone, fax-machine, various types of radios, teletype and telex machines, and other. The Communications Center Manager reports to the Communications Unit Leader.

- **Obtain briefing from Communications Unit Leader.**
- **Establish the Communications Center.**
  - Verify that appropriate equipment and supplies are assembled.
  - Establish the appropriate location for the Communications Center.
  - Provide for the establishment of the message center within the Communications Center.
- **Determine Communications Center personnel staffing requirements.**
  - Adequate number of incident dispatchers.
  - Adequate number of radio operators.
  - Adequate number of phone operators.
  - Adequate number of helpers.
- **Assign duties to Communications Center personnel.**
- **Route any check-in data received in Communications Center from off-site check-in locations to the resource status unit.**
- **Establish message routing procedure for messages received at the Communications Center.**
• Establish message routing procedures to distribute resource status change information to the message center.

• Notify EOC personnel that the Communications Center is in operation, including the identification of and restrictions of radio frequencies, phone lines, and fax lines currently in use.

• **Oversee Communications Center operations and maintain direct supervision of center personnel by:**
  o Periodically checking work performance tasks of center personnel.
  o Coordinating activities of center personnel.
  o Identifying and resolving problems.
  o Establishing priorities.
  o Ensuring personnel are maintaining close coordination with each other and message center personnel.

• **Maintain message log for all messages received and transmitted by the center.**

• **Maintain Unit Log (ICS Form-214).**
Emergency Operations Center Guide

INCIDENT DISPATCHER, PHONE OR RADIO OPERATORS
RESPONSIBILITIES AND DUTIES

REPORTS TO: Communication Center Manager

SUPERVISES: N/A

ICS FORMS PREPARED: ICS-213, 214, 307
ICS FORMS REVIEWED: ICS-205, 216, 217,
                     Incident Action Plan
ICS FORMS APPROVED: N/A

Duties

The Incident Dispatcher, phone or radio operator is responsible for receiving and transmitting messages between communication points and the EOC, and to provide dispatch services as necessary.

• Obtain briefing from the Communication Center Manager.

• Determine the following information:
  o Location of Communications Center.
  o Communication Center procedures.
  o Frequencies in use and assignments.
  o Radio nets currently established or to be established.
  o Equipment status.

• Determine the following information:
  o Communication capabilities, limitations, and restrictions.
    ▪ Message Center routing procedures.

• Determine personnel staffing requirements.

• Review frequency assignments and radio designator.

• Obtain and review incident organization chart (ICS Form-207), Incident Communications Plan (ICS Form-205), Radio Assignment Worksheet (ICS Form-217), and Incident Action Plan.

• Assist in setting up communications center.

• Receive and transmit messages within and external to the incident. Document hard copy messages on message form (ICS Form-213) and forward to Message Center Manager for distribution.

• Maintain message log of transmissions.
Emergency Operations Center Guide

- **Request servicing of any inoperable or marginal equipment through the Communication Center Manager.**

- **Provide briefing to relief dispatch personnel on the following information:**
  - Current communications status and activity.
  - Current equipment status.
  - Any unusual communications situations.