The EOC Message Center is part of the Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resources status, situation, tactical, and administrative information. The EOC Message Center is managed by a Message Center Manager, and is assisted by messenger center clerks and EOC runners in performing its duties.
Emergency Operations Center Guide

OPERATIONS

Since the Message Center is collocated within the Communications Center, Message Center staff work closely with the incident dispatchers, radio operators and telephone operators. Therefore, a close working relationship and open line of communication needs to be maintained throughout the incident. The Message Center plays a vital role in controlling the flow of information within the EOC. Consult the flow chart depicting the routing of messages within the EOC. Use this chart to establish the routing procedure for messages within the EOC.

Messages are received by operators in the Communications Center. Messages internal to a section or unit will be documented on the Unit Log for that section.

Messages that cannot be transmitted via phone and/or radio are transferred to hard copy by using the EOC message form (ICS Form-213). This form is forwarded to the Message Center where it is logged in on the master message log and issued a control number for future tracking. The message form is then distributed by EOC runners to the appropriate individual and/or section. EOC runners are responsible for distributing hard copy material to personnel at the EOC. Reply messages are distributed to appropriate individuals and/or functional sections.

The Message Center Manager will maintain copies of message forms to ensure documentation of messages and action taken. These copies will be forwarded to the Documentation Unit within the Plans Section for final filing at the end of each 24-hour period.
Emergency Operations Center Guide

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
APPENDIX A: MESSAGE CENTER STAFF RESPONSIBILITIES AND DUTIES
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MESSAGE CENTER MANAGER RESPONSIBILITIES AND DUTIES

REPORTS TO: Communication Unit Leader

SUPERVISES:
- Message Center Clerks
- EOC Runners

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

Duties
The Message Center Manager, part of the Communications Unit, is responsible for receiving, recording, and routing information about resources reporting to the incident, resources status, situation status, tactical, and administrative information. The Message Center Manager is also responsible for collecting and routing all hard copy General Message Forms (ICS Form-213) to the appropriate individuals and/or functional sections. The Message Center Manager reports to the Communications Unit Leader.

- Obtain briefing from Communications Unit Leader.
- Establish the Message Center.
  - Verify that there are appropriate supplies.
  - Establish the appropriate location for the Message Center immediately adjacent to communications center.
- Determine Message Center personnel staffing requirements.
  - Adequate number of message clerks.
  - Adequate number of EOC runners.
- Assign duties to Message Center personnel.
- Record any check-in data received in Communications Center for off-site check-in locations.
- Establish message routing procedure to distribute General Message Form (ICS Form-213) received from Communication Center that cannot be handled directly by radio or telephone.

See message form routing flow chart.
• Establish message board for display of notices and undelivered messages.

• Establish message routing procedures to distribute resource status-change-cards to resource status unit.

• Notify EOC personnel that the Message Center is in operation, including the identification of and restrictions of communications lines currently in use.

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

• Maintain master message log with control numbers for all general message forms (ICS Form-213) utilized.

• Maintain a master file of all general message forms (ICS Form-213) used for distribution to Documentation Unit for final packet.

• Maintain Unit Log (ICS Form-214).
MESSAGE CENTER CLERK RESPONSIBILITIES AND DUTIES

REPORTS TO: Message Center Manager

SUPERVISES: N/A

ICS FORMS PREPARED: ICS-213, 307
ICS FORMS REVIEWED: N/A
ICS FORMS APPROVED: N/A

Duties

The Message Center Clerk, part of the Communication Unit, is responsible for receiving, logging, assigning control numbers, routing, tracking, and filing all General Message Forms (ICS Form-213) used in the EOC. The Message Center Clerk reports to the Messenger Center Manager.

- Obtain briefing from Message Center Manager.
- Determine the proper message form routing procedure.
- Process all general message forms (ICS Form-213) by:
  - Receive message form from Communication Center operators and/or individuals and functional sections.
  - Assign message control number to all message forms.
  - Log in all message forms.
- Forward message forms to appropriate individuals and/or sections.
- Maintain master file for all utilized message forms.
- Route master copy of message forms to Documentation Unit for inclusion into final incident packet.
- Perform other duties as assigned by Message Center Manager.
Emergency Operations Center Guide

EOC RUNNER RESPONSIBILITIES AND DUTIES

REPORTS TO: Message Center Manager

SUPERVISES: N/A

ICS FORMS PREPARED: N/A
ICS FORMS REVIEWED: N/A
ICS FORMS APPROVED: N/A

Duties

The EOC Runner, part of the Message Center, is responsible for delivering General Message forms (ICS Form-213) to the appropriate individual and/or functional section. The EOC Runner reports to the Message Center Manager.

- Obtain briefing from the Message Center Manager.
- Deliver general message forms (ICS Form-213) to the appropriate individual and/or functional section(s).
- Routinely pick-up message forms (ICS Form-213) from individuals and/or sections for delivery to the message center.
- Perform other duties as assigned by Message Center Manager.
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SECTION 4: COMMAND SECTION
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INCIDENT COMMANDER DESCRIPTION

The Incident Commander (IC) is responsible for the overall management of all incident management activities, including developing strategic objectives and approving the ordering and release of resources.

The Incident Commander will lead the Incident Management Team composed of Operations, Planning, Logistics, and Finance sections. The Section Chiefs of each section form the General Staff.

In addition to supervising the Incident Management Team, the Incident Commander has four sub-functional areas collectively identified as the Command Staff: public information; safety; liaison; and legal officer. Individuals may be assigned to assist the Incident Commander in each of these Command Staff functions.

The Incident Commander reports to the Borough Mayor unless the Incident Commander is the Borough Mayor, in which case he/she reports to the Borough Assembly. In the event of a catastrophic disaster, the Incident Commander may choose to appoint a Deputy Incident Commander position and delegate some of the IC’s duties.

NOTE: Position descriptions and checklists for each Command Staff position are provided in this section.
APPENDIX A: COMMAND SECTION STAFF RESPONSIBILITIES AND DUTIES
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INCIDENT COMMANDER RESPONSIBILITIES AND DUTIES

REPORTS TO: Borough Mayor or Designee

SUPERVISES:

- Command Staff
- Information Officer
- Safety Officer
- Liaison Officer
- Legal Officer
- General Staff
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance Section Chief

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<thead>
<tr>
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<td>ICS-200, 209, 215</td>
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Duties

The Incident Commander is responsible for incident activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources.

- **Obtain incident briefing and Initial Briefing Form (ICS Form-201) from prior Incident Commander.**
  - Obtain Disaster Proclamation and Delegation of Authority when available.

- **Assess incident situation.**
  - Review the current situation status and initial strategic objectives. Ensure that all local, state, and federal agencies impacted by the incident are notified.

- **Conduct initial briefing.**

- **Activate elements of the Incident Command system and Incident Management Team.**
  - Request additional resources if required.
  - Confirm dispatch and arrival of requested resources.
  - Assign individuals to Command Staff positions as needed.
  - Give work assignments.
• **Brief Command Staff and General Staff (Section Chiefs).**
  - A summary of the incident organization.
  - A review of current incident activities.
  - A summary of resources already dispatched.
  - The time and location of first planning meeting.
  - Special instructions, including specific delegation of authority to carry out particular functions.
  - Notify Resources Unit of the various Command and General Staff organizational elements activated, including name of person assigned to each position.

• **Ensure planning meetings are conducted.**
  - Schedule meeting times and locations.
  - Notify participants: Command and General Staffs, others as necessary.
  - Develop the strategic objectives (ICS Form-202) for Incident Action Plan.
  - Participate in development of Incident Action Plan for next operational period.
  - Help prepare logistics service and support requirements associated with the Incident Action Plan (e.g., communications plan).
  - Review safety considerations with Safety Officer.

• **Approve and authorize implementation of Incident Action Plan.**
  - Review Incident Action Plan for completeness and accuracy.
  - Approve Incident Action Plan Cover (ICS Form-200).
    - Verify that objectives are incorporated and prioritized.
    - Make any required changes and authorize release of plan.

• **Determine information needs and inform command personnel of needs.**
  - Identify any special information needed from each Section Chief.
  - Prepare information list from each Section and Command Staff.
  - Provide lists to appropriate personnel or facility.

• **Coordinate staff activity.**
  - Check progress on assigned tasks of General and Command Staff personnel.
  - Oversee the adequacy of the general welfare and safety of personnel.
  - Notify resources unit of changes to Command and/or General Staff organization including the name of the person assigned to each position.
  - Remain available and in contact.
  - Ensure that Liaison Officer is making periodic contact with participating agencies.
• **Manage incident operations.**
  - Review information concerning significant changes in the status of the situation, weather, or status of resources.
  - Review modifications to the current incident.
  - Identify major changes to incident operations which are immediately required.
  - Be visible in the EOC and manage the Section Chiefs and Command Staff.

• **Approve request for additional resources and requests for release of resources.**
  - Review requests for critical resources (people, equipment, and supplies). If necessary, provide direction to the Logistics Chief concerning allocation of critical resources.
  - In consultation with the General Staff, determine the need to activate staging areas.
  - To obtain additional resources, direct the Logistics Chief to activate service agreements and contract agreements.
  - Review recommendations for any release of resources and supplies from the General Staff.
  - Approve release recommendations.
  - Verify that local agency dispatch centers are notified of intended releases.
  - Direct the Planning Chief to prepare an assignment list for release of resources.
  - Direct the Logistics Chief to release resources and supplies at staging areas.

• **Authorize release of information to news media.**
  - Review materials submitted by the Information Officer for release to the news media.
  - Coordinate releases with other agency officials.
  - Ensure that public officials are available for press conferences.

• **Ensure Incident Status Summary (ICS Form-209) is completed and forwarded to Borough Mayor and Alaska SEOC.**

• **Approve plan for demobilization.**
  - Review recommendations for release of resources and supplies from the Demobilization Unit.
  - Schedule demobilization planning meeting.
  - Ensure that current and future resource and supply requirements have been closely estimated.
  - Establish general service and support requirements.
  - Modify specific work assignments for General and Command Staff as required.
  - Review safety considerations with the Safety Officer.
  - Direct Planning Chief to document the Demobilization Plan.
INFORMATION OFFICER DESCRIPTION & ORGANIZATIONAL CHART

The Public Information Officer, a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media and other appropriate agencies and organizations. The incident information function is a primary link between the media, the public, and the IMT. The strength of this link depends on the working relationship between the Information Officer and the other team members and understanding one another's jobs and responsibilities.
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Information Officer Responsibilities and Duties

Reports to: Incident Commander

Supervises:
- Information Officer
- Staff as assigned

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<tr>
<th>ICS Forms Prepared:</th>
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<tr>
<td>ICS Forms Approved:</td>
<td>N/A</td>
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Duties

The Information Officer, a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media and other appropriate agencies and organizations.

- **Obtain briefing from Incident Commander.**
  - Obtain the following information:
    - Current status of incident (ICS Form-209)
    - Summary of incident organization (ICS Form-201, 203, 207)
    - Instruction on the point of contact for media (e.g., EOC or other location.)

- **Contact the jurisdictional agency to coordinate public information activities.**
  - Ensure that there is only one public or media contact point where other local, state, or federal agencies are involved with the incident management.
  - If necessary, have Incident Commander ensure that there is no duplication of conflicting information.
  - Identify site for press briefings and communicate with local, state, national, and international media.
  - Set time for press briefings and ensure that team members who will participate are on time.
  - Clear all releases through process approved by Incident Commander in a timely manner.
  - Ensure that team members are available to media but do not interfere with team productivity.

- **Establish single incident information center whenever possible.**
  - Obtain approval of location from Incident Commander.
  - Inform media and the public of the location of the Information Center and method(s) of access.
  - Ensure that information centers are not duplicated.
• Arrange for necessary work space, materials, telephones, and staffing.
• Obtain copies of current ICS Form-209’s.
• Prepare information summary as soon as possible after arrival.
  o Attend team planning and briefing meetings.
  o Monitor Incident Management Team activity and work closely with Situation Unit Leader for updated status.
  o Review all status reports (ICS Form-209’s) for changes.
  o Provide Incident Commander with proposed media and public information summaries.
• Observe constraints on the release of information imposed by the Incident Commander. Establish guidelines for releasing public information.
  o How often does the Incident Commander want to have media briefings?
  o Who should attend media briefings?
  o How often should written releases be made?
  o How often and under what circumstances will the EAS be used?
  o Method preferred for release of information to evacuees and their families.
  o Release of information on deceased names and numbers.
• Obtain approval for release from Incident Commander.
  o Have clear understanding with Incident Commander on approval process for media or other information release.
  o Establish who on Incident Management Team will have authority to clear information release in the absence of the Incident Commander.
• Release news to news media and post information in EOC and other appropriate locations.
• Attend meetings to update information releases.
  o Stay current with meetings scheduled.
  o If not available for scheduled meetings, appoint someone to take your place.
  o Ensure that you are aware of meeting agenda so that you can be prepare to speak at the appropriate time.
  o Keep your remarks concise and within the time allocated by the Planning Chief.
• Respond to special requests for information.
  o Schedule periodic media briefing (once each day) where principal team members are available to the press.
  o Any press relations should provide insulation, not isolation between Incident Management Team and media.
  o Media will go to where the story is and will not accept press briefings alone.
  o Ensure that press does not enter any incident area without clearance from Incident Commander.
  o Ensure that media has a pool arrangement if excessive numbers of media personnel wish tours of the incident.
• Maintain Unit Log (ICS Form-214).
SAFETY OFFICER DESCRIPTION & ORGANIZATIONAL CHART

The Safety Officer, a member of the Command Staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority, or may exercise emergency authority, to stop or prevent unsafe acts when immediate action is required. The Safety Officer maintains awareness of active and developing situations and includes safety messages in each Incident Action Plan. The Safety Officer reports to the Incident Commander.
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SAFETY OFFICER RESPONSIBILITIES AND DUTIES

REPORTS TO: Incident Commander

SUPERVISES:
- Assistant Safety Officers
- Additional staff as assigned

ICS FORMS PREPARED: ICS-214, 223, 307
ICS FORMS REVIEWED: Incident Action Plan
ICS FORMS APPROVED: ICS-206

Duties

The Safety Officer, a member of the Command Staff, is responsible for identifying, monitoring and assessing hazardous and unsafe situations and developing measures for ensuring personnel safety. Although the Safety Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required, the officer will generally correct unsafe acts or conditions through the regular line of authority. The officer maintains awareness of active and developing situations, approves the Medical Plan (ICS Form-206), and includes Health and Safety Messages (ICS Form-223) in each Incident Action Plan.

- Obtain briefing from Incident Commander (ICS Form-201).
- Identify hazardous situations associated with the incident.
  - Compile and record hazardous and potentially hazardous situations for presentation at planning meeting.
- Participate in planning meeting.
  - Attend Planning Meeting to advise on safety matters.
  - Identify potentially hazardous situations associated with suggested plans.
  - Advise General Staff of such situations.
- Review Incident Action Plans.
- Identify potentially unsafe situations.
  - Receive reports from Incident Management Team personnel concerning safety matters.
  - Review reports to identify hazardous environmental and operational situations.
  - Personally survey the incident environment and operations as appropriate.
  - Obtain and review situation unit information and identify unsafe situations.
  - Send qualified assistant safety officers to scene of deployment as directed by Operations Chief.
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- **Exercise emergency authority to stop and prevent unsafe acts.**
  - Identify potentially hazardous situations.
  - Determine severity of situation.
  - Determine if situation requires use of emergency authority and if so, exercise that authority to prevent or stop the act.
  - Coordinate with appropriate supervisory personnel.

- **Investigate accidents that have occurred within incident areas.**
  - Receive notification of accident.
  - Coordinate with Finance Section (Time Unit Leader).
  - Obtain information concerning the accident.
  - Recommend corrective action.
  - Prepare accident report and submit to Incident Commander.

- **Review and approve Medical Plan (ICS Form-206).**

- **Maintain Unit Log (ICS Form-214).**
The Liaison Officer, a member of the Command Staff, is responsible for communicating with local, state, and federal government agencies. If these agencies assign representatives to the IMT, the Liaison Officer will coordinate their activities and relieve the Incident Commander of as much government liaison work as practical. The Liaison Officer reports to the Incident Commander.
LIAISON OFFICER RESPONSIBILITIES AND DUTIES

REPORTS TO: Incident Commander

SUPERVISES:
- Agency Representatives
- Additional staff

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

Duties

The Liaison Officer is a member of the Command Staff and is the point of contact for assisting and cooperating agency representatives. This includes agency representatives from private, local, state, and federal government agencies.

- **Obtain briefing from Incident Commander (ICS Form-201).**
  - Obtain summary of the incident organization (ICS Form-203, 207).
  - Companies/agencies currently involved in the incident.
  - Special instructions from the Incident Commander.
  - Incident Action Plan.

- **Provide a point of contact for assisting/cooperating agency representatives.**
  - Identify assisting and cooperating companies and agencies from incident briefing package, resource status lists, and EOC displays.
  - Identify agency representatives from each agency including communications link and location.

- **Respond to requests from incident personnel for inter-organizational contacts.**
  - Receive requests for contacts between incident personnel and agency personnel.
  - Identify appropriate personnel to contact (either incident or agency personnel).
  - Establish contact with appropriate personnel.
  - Take necessary action to satisfy requests.
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- Monitor incident operations to identify current or potential inter-organizational problems.
  - Receive complaints pertaining to matters such as logistical problems, inadequate communications, and strategic and tactical direction.
  - Personally monitor response operations to identify current or potential liaison problems.
  - Coordinate governmental cooperation aspects of media releases, working with the Information Officer and the Incident Commander.

- Maintain Unit Log (ICS Form-214).
The Legal Officer, a member of the Command Staff, is responsible for providing legal advice on all aspects of IMT involvement. The Legal Officer should be aware of response operations and provide guidance to the IMT.
LEGAL OFFICER RESPONSIBILITIES AND DUTIES

REPORTS TO: Incident Commander

SUPERVISES: Legal Office staff as assigned

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

Duties

The Legal Officer, a member of the Command Staff, is responsible for providing legal advice on all aspects of the Incident Management Team. The Legal Officer does not have veto or approval authority of the IAP, however, they may provide input into potential legal issues, problems or contractual issues resulting from the incident.

- Obtain briefing from Incident Commander (ICS Form-201).
  - Summary of the incident organization (ICS Form-203, 207).
  - List of legal issues needing attention.
  - Special instructions from the Incident Commander.
  - Obtain the Incident Action Plan.

- Assist in the composition of any disaster declaration.


- Provide interpretation, at the IC's request, of the Incident Commander's actions under the various state, borough, and local disaster ordinances, statutes, and regulations.
  - Make contact with General Staff to determine what additional legal issues may need attention.
  - Provide specific direction to Planning and Finance Sections in regard to documentation and claim processing.

- Be prepared to give a verbal legal opinion, and a confirming written opinion, on the actions of any agency taken under the disaster declaration, when requested to do so by the Incident Commander.

- If requested to do so by the Incident Commander, review press releases and/or statements prior to their release.

- Attend planning meetings of the Incident Management Team.

- Assist the Finance and Logistics Sections with contracts and procurement documents, review claims made as a result of the incident response.

- Maintain Unit Log (ICS Form-214).