Central Coast Regional District Emergency Management Plan

ANNEX A – Emergency Operations Centre Plan

Updated by Frontier Resource Management Ltd
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Annex A - Emergency Operations Centre Plan

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1 CCRD EOC Contacts

The following are the main contacts for any EOC set up in any of the central coast communities. Refer also to individual community Emergency Response Plans for the local EOC contacts.

- CCRD Emergency Coordinator
- CCRD Chairperson
- EEC Chairperson (Director of the Board)
- EEC Secretary
- Affected community Deputy Emergency Coordinators:
    - Denny Island
    - Ocean Falls
- Affected First Nation representative
    - Heiltsuk Nation
    - Nuxalk Nation
    - Wuikinuxv Nation

See individual community Emergency Response Manuals for additional EOC contacts for each community and CCRD Master Contact List for detailed contact information.

2 Introduction

The Emergency Operations Centre (EOC) is the hub for all emergency response activities within the Central Coast Regional District. While there may be a requirement for more than one EOC during a widespread event, it is assumed that most responses will be directed from a single EOC.

The EOC is a command structure incorporating a select group of decision makers housed in a physical structure equipped with the resources necessary to coordinate a unified response to emergency situations. Using the Incident Command System (ICS) structure an EOC can expand and contract, both internally and externally, to provide the appropriate level of response according to the situation at hand.

EOC Primary Role	Specific Tasks
• Supports and coordinates the overall emergency response activities within its geographical or functional jurisdiction.	• Maintains communication with the site • Provides policy guidance • Coordinates the collection of situational information and

	• disseminates this internally and externally
	• Provides operational support
	• Coordinates local multi-agency support to the site level
	• Acquires and deploys additional resources obtained locally, from other EOC's or from provincial regional coordination
	• Prioritizes and coordinates critical resources
	• Assists with the media

The CCRD EOC will interact with the Regional Operations Centers (REOC), Provincial Regional Operations Centre (PREOC) and Provincial Central Coordination.

See also the EOC Operational Guidelines available at EMBC website for more detailed information.

3   EOC Activation

An EOC may be activated any time the need for a coordinated response is deemed appropriate to deal with an emergency situation. Potential causes to initiate an EOC are:

- ➢ Significant risk to life or property is anticipated
- ➢ Potential threat to people, property or environment
- ➢ Risk to critical infrastructure is anticipated
- ➢ Large scale emergencies occur
- ➢ Multiple incidents occur
- ➢ Multiple agencies require coordination to respond to any event
- ➢ Heightened media or public concern
- ➢ Site support required
- ➢ Uncertain conditions warrant a coordinated watch group
- ➢ Advanced planning required for anticipated event.

3.1 Mandatory *Activation*

An EOC must be activated any time a *Declaration of Emergency* is issued. An EOC **must** also be activated if directed by any of the following:

- ➢ EMBC (Following declaration of provincial emergency)
- ➢ CCRD (Following declaration of local emergency)
- ➢ The Regional District Chair, or alternate

- ➢ The Emergency Executive Committee (EEC)
- ➢ The Emergency Coordinator (EC)

3.2 Voluntary *Activation*

An EOC **may** be activated, at the discretion of those authorized to activate the EOC, if requested by an authorized representative of any agency having involvement in emergency situations. These may include the following:
- ➢ Fire Department Chiefs
- ➢ RCMP
- ➢ Bella Coola/Bella Bella General Hospital
- ➢ Utility Agencies
- ➢ Harbour Masters
- ➢ Aircraft Operations Managers
- ➢ Hazardous Material Handlers
- ➢ School District Officials
- ➢ Others.

3.3 *Authority to Activate*

The EOC can be activated by a member of the CCRD Emergency Executive Committee, the CCRD Board, Chair or Emergency Coordinator.

Once an EOC has been activated, the NE PREOC should be notified of activation, location of EOC, contact information and who the Director or Incident Commander is.

3.4 *EOC Activation Levels*

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 although preparations for an expanded response should be considered to allow for potential escalation of the emergency.

The EOC Organizational structure should be flexible enough to expand and contract as needed. EOC staff may be required to take on multiple roles as determined by the availability of human resources.

EOC Activation Level	Event/Situation	Minimum Staffing Requirements
One-A	Precautionary (PREOC liaison)	EOC Director or alternate (scheduled hours)
One-B	Small event/One site Two or more agencies involved Potential threat of: Flood Severe storm Interface fire	EOC Director Liaison Officer Secretary Operations Section Chief
Two	Moderate Event • Two or more sites • Several agencies involved Major scheduled event • (e.g. rodeo, conference or music fest) • Limited evacuations • Some resources/support required	EOC Director Information Officer Liaison Officer Secretary Risk Mgmt Officer Section Chiefs (as required)
Three	Major event/Multiple sites Regional disaster Multiple agencies involved Extensive evacuations Resources/support required	All EOC positions (as required) PREOC may be activated

3.5 *EOC Activation Procedure*

> Note: One of the first steps in responding to an emergency is to contact the Emergency Coordination Centre (ECC) – 1-800-663-3456 to acquire a task number. This may be done whether an EOC is activated or not.

Upon instruction from an authorized representative, the EEC Secretary shall initiate a call-out procedure to the individuals and/or agencies contained in the default EOC Call-out List. Notification shall be made by phone and also

in written form by email or fax (where this is available), using the EOC Activation form found at the end of this Annex.

Where the EEC secretary is unavailable, the call-out procedure may also be initiated by the EC or designate. It is recommended that the CCRD administration office be prepared to perform this procedure if requested.

The following information should be provided when calling out EOC personnel:

- Brief description of event
- Identity of who authorized EOC activation
- Where and to whom to report
- Applicable transportation information (road closures, etc)
- Reminder to bring any necessary supplies and reference material
- Inquiry as to estimated time of arrival at EOC

4 EOC Location Options

Depending on the size, location, expected duration and type of emergency event, several EOC location options are identified in each of the individual community ERM's. EOC's need to located in areas safe from the emergency hazard and be equipped with communication technology, meeting areas and basic conveniences. The scale of activation will also determine which sites are suitable for different emergencies.

4.1 *Permanent EOC Location*

Consideration should be given for establishment of permanent EOC locations in Bella Bella and Bella Coola. Potentially doubling as an emergency program office, *permanent EOC's* should be equipped for immediate activation including the following:
  ➢ Hardwired telephone lines c/w activation protocol (per communications plan)
  ➢ Minimum 1 dedicated satellite phone system
  ➢ Radio communications system (base station & mobiles)
  ➢ Emergency power generation
  ➢ Self-sufficient heating system
  ➢ Fire suppression devices
  ➢ On-site sanitary system
  ➢ On-site accommodations for 2 persons minimum

- ➤ Emergency food/water supplies for 5 days minimum
- ➤ Computer c/w 4 in 1 printer/copier/scanner/fax
- ➤ Standard office equipment and supplies (see list section 2.5.1)
- ➤ Standard emergency supplies including first aid
- ➤ Portable EOC kit.

The following table provides a list of recommended EOC supplies and inventory of currently available items.

Recommended EOC Gear	Currently Available EOC Gear
➤ Emergency Response Plan and contact info ➤ Mobile satellite phone (hand-held preferred – in-vehicle optional) ➤ VHF radio base station and or portable with charger ➤ Notebook computer ➤ 4 in 1 printer/copier/scanner/fax ➤ Erasable marker board ➤ 3500 watt generator (minimum size) ➤ 5 gal fuel can ➤ Standing table-top file system ➤ Stationery, writing instruments, file folders ➤ Stapler, paper-clips, asst. tapes, glue-stick ➤ EOC identification banner ➤ Non-electronic phone sets (2 minimum) ➤ Extension cords (100' 12 gauge + varying length 16 gauge) ➤ Phone cords (several in varying lengths) ➤ Phone cord couplers/splitters ➤ Simple tool set (screwdrivers, pliers, etc) ➤ Water and shock resistant carrying case(s) for above	➤ 1 MSAT phone ➤ Base station at CCRD office ➤ CCRD staff computers, ➤ Printer/copier/fax/scanner at CCRD office, ➤ Post it boards, white board at CCRD office ➤ 5000 watt generator at recycle depot ➤ Miscellaneous office supplies ➤ Erasable marker board ➤ Mobile file system ➤ EOC banner ➤ 7 telus phones ➤ Plastic tote ➤ Stationery, writing instruments, file folders ➤

4.2 *Portable EOC Kit*

Regardless of the existence of a permanent EOC, it is also advised that a *portable EOC* kit be maintained in all the Central Coast communities, including Denney Island and Ocean Falls. This is to allow for a relatively seamless move if the EOC is required to change location or, to provide additional resources should an additional, mobile, EOC be required to be established.

5 EOC Functions

The EOC supports and coordinates the overall emergency response activities within CCRD jurisdiction. The EOC should be set up away from the incident site, ideally in a pre-designated facility, and is normally activated at the request of the incident commander, or the CCRD CAO, a member of the Emergency Executive Committee or the Emergency Coordinator .

Through the emergency operation centre, the CCRD:
- Assesses the situation
- Provides support to the first responders, including resources
- Provides public information, including media briefings
- Coordinates the provision of food, clothing, shelter and transportation
- Liaises with volunteer groups
- Provides situation reports to the PREOC
- Tracks finances
- Coordinates recovery of essential services
- Coordinates community recovery efforts.

If access to the emergency powers in the Emergency Program Act is required, a state of local emergency may be declared either by the CCRD Board or Chair. States of local emergency expire after seven days unless an extension is granted by the Minister. See Annex 3: Declaring a State of Local Emergency.

5.1 *EOC Structure*

The EOC structure is based on the Incident Command System organizational structure which is flexible and modular. It can expand and contract based on need. As incident complexity increases, the organization expands. The number of management and supervisory positions may also increase. The modular design allows the response structure from a small routine operation to a large organization capable of addressing complex needs arising from a major emergency or disaster.

For smaller operations or when resources are not available, a single person may take on multiple roles in the organization.

Establishing Command
The command element is established right from the start. The first trained responder or most qualified person who arrives at the scene takes on the role of Incident Commander. The identity of the Incident Commander is communicated to all response agencies.
The Incident Commander manages all tactical resources and oversees operations. He or she, remains in command until the incident is stabilized and response efforts terminated or when relieved and transfer of command is accomplished. When command is transferred, a briefing is conducted to transfer all the information required for continuing safe and effective operations.

Single Command
Single Command is where one person oversees the response and serves as the final decision making authority. This form of command can be used when an emergency involves only one jurisdiction and there is no functional or jurisdictional overlap with another agency. The single commander is designated by the appropriate authority. Multiple agencies responding to the emergency may agree to designate a sole Incident Commander.

Unified Command
Unified Command refers to two or more individuals sharing authority over an emergency in which multiple agencies or jurisdictions are involved. It is a collaborative management method. In a unified command, several agencies with jurisdictional responsibility for emergency can support each other in managing the incident by preparing a common action plan. Each participating agency still maintains its own authority, responsibility and accountability.

The following diagrams provide sample organization structures for the site and site support levels

SAMPLE SITE STRUCTURE

Organizational chart:

- **AGENCY EXECUTIVE or EOC (if activated)**
  - **INCIDENT COMMAND (Commander)**
    - Safety
    - Liaison
    - Information
      - Public Information
      - Media Relations
      - Internal Information
    - **OPERATIONS SECTION**
      - Staging Areas
      - Branches/Divisions/Groups
        - Single Resources
        - Strike Teams
        - Task Forces
      - Air Operations
        - Air Tactical Group
        - Air Support Group
    - **PLANNING SECTION**
      - Situation
      - Resources
      - Documentation
      - Demobilization
      - Technical Specialists
    - **LOGISTICS SECTION**
      - Service
        - Communications
        - Medical
        - Food
      - Support
        - Supply
        - Facilities
        - Ground Support
    - **FINANCE SECTION**
      - Time
      - Procurement
      - Compensation and Claims
      - Cost Accounting

SAMPLE SITE SUPPORT STRUCTURE

```
                                    POLICY GROUP

                           EMERGENCY OPERATIONS CENTRE          Provincial Regional
                                    DIRECTOR  - - - - - - - - -  Coordination Level
                                                                     (PREOC)

                                      Risk Management

              Deputy Director          Liaison  - - - - - - - -  Agency Representatives

                                       Information

                                                    Public Information

                                                    Media Relations

                                                    Internal Information
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| OPERATIONS SECTION		PLANNING SECTION	LOGISTICS SECTION	FINANCE SECTION
Air Operations	Functional Branches	Situation	Supply	Time
Special Operations	Fire	Resources	Personnel	Procurement
	Police	Documentation	Transportation	Compensation and Claims
DOCs	Ambulance	Advance Planning	Information Technology	Cost Accounting
	Health	Demobilization	Communications	
	ESS	Recovery	Computer Systems	
Incident Commander(s) Site Level	Environmental	Technical Specialists	EOC Support	
	Engineering		Facilities	
	Utilities		Security	
	Others		Clerical	

5.2 *EOC Duties and Responsibilities*

Duties and responsibilities of the supporting positions and management sections:

Staff Function	Site Level Duties & Responsibilities	Site Support Level Duties & Responsibilities
Information	• **Ensures information is complete, accurate & consistent** • **Ensures the organization has capacity to receive and address public/stakeholder inquiries** • **Provides information to public/stakeholders; manages public/stakeholders relations** • **Provides information to media and manages media inquiries and requests**	• **Ensure that internal information is complete, accurate and consistent** • **Serve as the coordination point for all public/stakeholder information, media relations, and internal information sources** • **Ensures information provided to the public within affected area is complete, accurate and consistent**
Safety/Risk Management	**Safety** • **Develop and recommend measures for ensuring personnel safety** • **Assess and/or anticipate hazardous and unsafe situations** • **Exercise emergency authority to stop and prevent unsafe acts** • **Develop worker care programs**	**Risk Management** • **Ensure implementation of safety measures and worker care practices** • **Ensures risk management practices are applied throughout the EOC** • **Monitor situations for risk exposures and ascertain probability and consequence of future events** • **Exercise authority to halt or modify unsafe operations within our outside the scope of EOC**
Liaison	• **Assist in establishing and coordinating inter-agency contacts** • **Maintain a point of contact for**	• **Maintain point of contact for and interact with agency representatives** • **Liaise with other EOC's and**
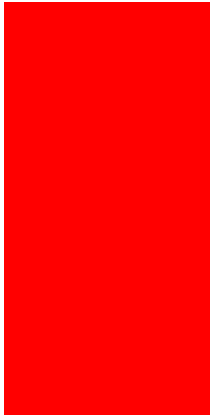
	agency representatives from cooperating agencies	agencies not represented in the EOC

- Monitor incident operations to identify current or potential inter-agency problems

- Provide information and guidance related to external agencies and organizations

- Liaise and share information with local authorities, other EOC's and provincial & Federal organizations

Worker care:
Worker care is an essential component of any emergency response. Stress, trauma and loss are experienced at both the individual and collective levels. Organizations have a role in ensuring a safe, supportive and well-managed working environment, while workers should monitor their own stress levels and that of their colleagues. In an EOC, the Safety/Risk Management function is responsible for ensuring implementation of worker care practices.

Duties and responsibilities of Department Sections

Management Function	Duties and Responsibilities
Operations	- Ensure the safety of operational personnel - Establish organizational structure with the operations function - Actively contribute to the development of operational objectives and strategies - Identify, direct and coordinate tactical operations (site level); support, coordinate and assist with tactical operations (site support level) - Request (or release) resources as appropriate
Planning	- Collect, evaluate and display information about the incident - Foster development of common situational awareness - Develop action plans as directed - Conduct long-range planning and develop plans for incident demobilization - Prepare situation reports - Ensure organization of documentation and data storage
Logistics	- Obtain, maintain and track acquired personnel, facilities, equipment and supplies - Coordinate closely with operations function to obtain necessary resources and establish priorities for allocation - Ensure critical resources are allocated according to approved plans

Finance	• Provide communications resources and support
	• Provide resources, including food, lodging, transport service etc
	• Track, analyze and report on financial projections and actual costs
	• Negotiate and monitor contracts and vendor agreements
	• Provide and maintain documentation related to reimbursement from third parties.
	• Continuously monitor the effectiveness of the function and modify as required

5.3 EOC Staffing

The current CCRD positions/staff skilled to fill the EOC positions are:
- CAO – Courtney Kirk, Emergency Coordinator
- Admin Assistant – Wendy Kingsley, ESS
- Economic Development – Bridget Horel, Communications
- Operations Manager – Ken McIlwain

Outside agencies skilled to fill EOC positions are:
- RCMP
- Fire Chiefs
- Interior Road Ltd Manager
- Search & Rescue Director
- Rocky Mountain Rangers
- Ministry FLNRORD
- BC Hydro Manager
- First Nation Coastal Guardian Watchmen

6 EOC Communication and Information management

Once an EOC has been activated, the NE PREOC should be notified of activation, location of EOC, contact information and who the Director or Incident Commander is.

See also Annex B – Communications in each of the individual community ERP's for detailed description of available communication resources and strategies.

6.1 Available Communication Links

All of the Central Coast communities have phone, internet, sat phone, and VHF radio communication links with the outside world. Bella Bella, Denny Island and Bella Coola also have limited cell phone coverage. The main drawback with the phone system is that all the communities depend on

microwave repeater system to link with the outside world. Therefore if a repeater or base station goes down, then the community could be cut off from phone and internet service. There are alternate communication options but these could be easily swamped during emergency situations.

6.2 *Communication Protocols*

Both internal and external information needs to be controlled and managed. Methods for internal communication between responders, site and site support needs to be established at the onset. External communication to public and media needs to handled carefully with one point of contact. This could be EOC Director, Incident Commander or designated communications officer.

Immediately upon activation of the EOC, the communications system must be established. The following are critical procedures:
➢ Notify PREOC (or EMBC Regional office) of EOC location and contact numbers (interim if these are being established).
➢ Obtain and implement all forms of communications and disseminate this information to all affected parties.

Except for public information services, no other EOC phone numbers should be made known to the public as this may clog up phone lines needed by staff.

Where possible, emergency staff should use facility phones, rather than personal cell phones, to ensure communications continuity over multiple shifts.

The EOC should be equipped with many forms of communications to remain active in the event that any particular service is disrupted.

6.3 *Radio Communication*

Communication with local responders and field operations will primarily be done via radio. Early in the set up of the EOC, it is important to establish which radio channels will be used to communicate with responders and operations personnel (see Annex B - Communications Plan in each of the individual community ERP's for list of frequencies).

During a large event, involving many different response groups, each unit will need to use their own channels for communicating amongst themselves. However, to communicate with EOC, the EMBC Emergency Channel should be used as this will be the channel monitored by the EOC.

To contact the various operations units, the EOC will use their respective channels, thus it is important that EOC has access to all channels.

Where radio communications is main method of communicating, then a radio log of transmissions should be recorded. Also, there may be an extensive amount of radio communications and messages handled by the EOC. In order to apply a level of precedence appropriate to the circumstance, the following levels apply:

- Emergency – message having life and death urgency
- Priority – Important message, request with specific time limit
- Routine – Regular message traffic

6.4 *EOC Telephone system*

A minimum of 7 phone lines should be available to an EOC operating at a level 1-B status or above. Level 1-A activation should have a minimum of 2 phone lines. Unless equipped with an emergency power generation system, it is recommended that all phone devices be non-electronic. In any situation a minimum of 2 non-electronic phone devices should be available within an EOC. The preferred phone system design is as follows:

- Public alerting(2 out-lines)
  - ESS out-calls
  - PIO phone interviews
  - Incident assessment out-sourcing
- Incident/Situation reporting(2 in-lines)
  - Heavily-publicized number (press releases etc)
  - One number only (with line over-line abilities for at least 1 additional phone set)
- Press releases(1 data-line)
  - PIO fax & call-out line
  - General information
  - ERT family/personal communications
- Resource acquisition requests(1 out-line/data-line)
  - Command Centre Outline
  - EOC Director's out-line
  - E-mail/data line
- Critical contact(1 back-line, non-publicized)
  - Emergency call-ins
  - Staff call-ins

7   EOC Records

Upon activation of an EOC, the secretary (or designate) is required to maintain a communications log to record all incoming and outgoing calls/activities as they occur. The log is to be kept in point form showing date and approximate time of any significant event or communications. As time allows further detail can be added to the log. The log should be copied daily and at least one copy safely stored for future reference. Copies of all day logs can be made available to EOC staff members for reference and/or the insertion of further detail.

Web links to EOC form templates are provided in Appendix 1 at the end of this Annex.

7.1 *Financial records*

Emergency operations can generate a substantial amount of financial activity, all of which must be properly accounted for. In even small emergency events this activity may become burdensome for EOC staff to manage in the appropriate fashion. It is recommended that a book-keeping or accounting firm be contracted at the outset of any potentially involved emergency event to provide financial accounting of all operations.

To access financial, human, supplies, equipment or other resources, a 'Resource Request' form needs to be filled out and submitted to EOC/PREOC. Likewise, an approved 'Expense Authorization Form' is needed prior to deployment of resources.

7.2 *Situation reports*

Emergency operations should be reported to EMBC on a daily basis using the EOC Situation Form, which can be downloaded from the list in Appendix 1at the end of this Annex.

8   Stress Management

Emergencies are stressful. In reality, Emergency Operations Centre (EOC) personnel often work 20 –30 hours in the initial stages of an emergency without adequate rest. Functioning on adrenaline allows individuals to keep going at an exhilarating pace, amidst constant turmoil and endless secondary crises arising from the primary event.

Care of the caregiver is essential to the well being of each member of the EOC and the entire operation. Personnel should be mindful of this and keep watch on their team mates for signs of fatigue or extreme stress. If the need arises, counselling assistance should be requested from the Emergency Social Services (ESS) Director.

Whenever possible, EOC personnel should be encouraged to seek rest in areas outside of the operations centre. Workers should attempt to establish schedules early that can provide this opportunity.

9 Appendices

9.1 *EOC Forms*

The following forms are available on the EMBC website:
https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/local-emergency-programs/eoc-forms

Form/Template	Format		
Section/Function Status Report	DOCX	PDF	
Position Log	DOCX	PDF	
Emergency Social Services Situation Report (418)	DOCX	PDF	
Media Tracking Report (423)	DOCX	PDF	
Media Conference Attendance Record (424)	DOCX	PDF	
Situation Report	DOCX	PDF	
Action Plan	DOCX	PDF	
Shift Schedule (503)	DOCX	PDF	
Staff Food and Lodging (508)	DOCX	PDF	
Radio Communications Log (509)	DOCX	PDF	
Check-In/Check-Out (511)	DOCX	PDF	
Task Registration Form (512)	DOCX	PDF	
Resource Request	DOCX	PDF	
Facility/Equipment Inventory (523)	DOCX	PDF	
Expenditure Authorization Form	DOCX	PDF	
Expenditures - Event Totals (534)	DOCX	PDF	
Incident Report	DOCX	PDF	
State of Local Emergency Declaration Order Form	DOCX		
State of Local Emergency Delegation Matrix Form	DOCX		
State of Local Emergency Extension Form	DOCX		
State of Local Emergency Cancellation Order Form	DOCX		
Evacuation Template - English	DOCX		
Response Claim Submission			XLSX
Daily Overtime Spreadsheet			XLSX
Community Recovery Capacity and Needs Assessment Form		PDF	

EOC Activation Form

The _____ (INITIATOR) has requested the activation of

the Emergency Operations Centre (EOC) to deal with the following situation:

_____

_____

(Brief description)

The EOC will be located at _____

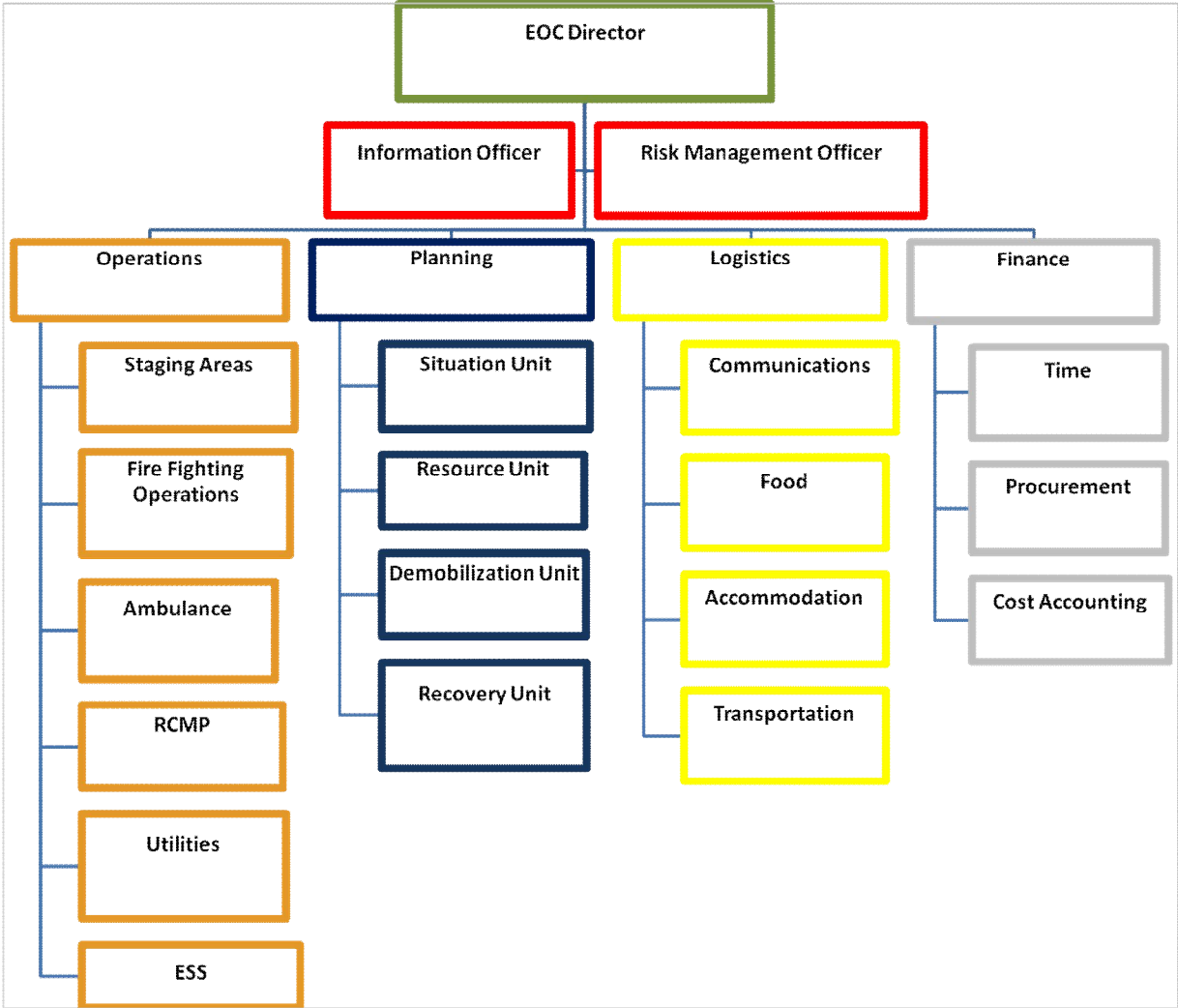and will be in operation by _____

Your attendance to the Emergency Operations Centre (EOC) is required.

9.2 *EOC Organizational Chart*

See separate fillable word file.

Central Coast Regional District
EMERGENCY RESPONSE CENTER - ORGANIZATIONAL CHART

Community:
Incident:
Incident #:
Date:

Critical Information Note:

9.3 *EOC Operational Guidelines – Justice Institute*

Document located in CCRD EMP – Annex D – EMBC Supporting Emergency Manuals

9.4 *EOC Quick Reference Guide – Justice Institute*

Document located in CCRD EMP – Annex D – EMBC Supporting Emergency Manuals