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**Province of New Brunswick**

**Planning Guide for the  
Emergency Operations  
Centre**

**New  Brunswick**

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Community Emergency Preparedness  
Part 6: Emergency Operations

# **Planning Guide for the Emergency Operations Centre**

New Brunswick Emergency Measures Organization  
Government of New Brunswick

January 2001

ISBN 1-55048-185-1





## Foreword

The video tape on community emergency operations which accompanies this planning guide is part of the Canadian Community Emergency Preparedness Series. These productions may be obtained through your provincial emergency measures organization or the regional offices of Office of Critical Infrastructure Protection and Emergency Preparedness.

The series is a co-operative venture between the New Brunswick Emergency Measures Organization and the Canadian Emergency Preparedness College.

Titles include:

### **Canadian Community Emergency Preparedness**

- Part 1 - The Need to Plan
- Part 2 - The Planning Process - the 15 steps  
*(with study guide)*
- Part 3 - Local Conditions and Problems
- Part 4 - Education, Training and Exercising
- Part 5 - Exercise Control
- Part 6 - Emergency Operations  
*(with study guide)*



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## Introduction

In the event of an emergency in your municipality, the value of a well thought out plan, that has been tested and kept up to date, will become clear.

As municipal officials, you could be called upon to manage an emergency in your community – a crisis ranging from a major snowstorm or flood to a chemical explosion or airplane crash. As technology continues to change, so do the associated hazards.

This guide deals with the role of the Emergency Operations Centre, its physical layout, personnel, responsibilities and its ability to present a coordinated response to a crisis. While some facilities may vary in size or composition, the major components are constant.

Managing an emergency is a complex procedure requiring a focal point for decision-making and centralized direction for providing support to emergency site personnel. These activities must have a constant and accurate flow of information IN to managers of resources and OUT to the public at large via the news media and other channels of communication.



## **Provincial Emergency Measures Organization**

Once a community has developed an emergency plan, the next essential steps to preparedness are the creation of an emergency operations centre and assembling an emergency operations group. Similar to the emergency plan, an operations centre and group will require a commitment from local officials combined with input and support by provincial government agencies including the Emergency Measures Organization (EMO).

The provincial EMO helps communities prepare for, and cope with, emergency conditions. This organization coordinates emergency-related programs and activities within the government. It also works closely with community and volunteer organizations. EMO has both head office and field personnel who work with municipal representatives throughout the province.

Nationally, EMO collaborates with other provincial counterparts and the federal agency, Office of Critical Infrastructure Protection and Emergency Preparedness. Appendix 9 gives further details to municipalities of the history and structure of your provincial agency.

Provincial EMOs have general responsibility for emergency operations and community emergency preparedness and training. Assistance will be provided to municipalities in setting-up an emergency operations centre and group.

## **The Emergency Operations Centre (EOC): An Overview**

The EOC is a physical facility designated for the gathering and dissemination of information plus disaster analysis. It is also the facility in which decisions and policies governing the emergency response are planned and implemented.

The EOC is the centre in which information is collected, evaluated and displayed. One of its primary objectives, then, is the immediacy with which that information is communicated. Maximum use of available technology and human resources becomes a priority since clear, concise and frequent communication is essential when responding to an emergency.

A great deal of time is required to cope with an emergency. Often striking at the most inopportune time, emergencies can mean days or even weeks of intense involvement. In fact, the aftermath of some emergencies can extend beyond the closing of the EOC and prolong the event for months or years.

The EOC must identify and use available resources – especially human and financial. This is why essential personnel, equipment, materials and supplies are designated in advance.

Finally the centre is the central facility in which meetings, training and strategy sessions can be held and from where the response of the EOC can be tested in training or tabletop exercises.

## **EOC: Physical Location, Equipment and Supplies**

A number of factors need to be considered in deciding where to locate your community's EOC. Vulnerability is the primary consideration. Convenience is another. Available facilities and budgetary restraints are still others.

You will be creating your EOC before an emergency exists. Drills and tabletop exercises will also be held in non-emergency circumstances. Therefore you must analyse potential hazards and take them into consideration when selecting the site. For example, there is little sense in locating your EOC in a flood plain if your community faces the potential threat of a major flood.

Ideally, the EOC will have adequate protection from radioactive blast and fallout as well as from natural and industrial emergencies. Therefore, it must be a self-contained, self-sufficient facility that can operate independently for a reasonable amount of time with its own electrical generator, an independent water supply and sewage disposal system and adequate ventilation. Security should also be considered.

The environment of your EOC must be suitable for people working closely together. A separate Operations Room, Communications area, Public Information, Executive, rest areas, washrooms, kitchen and food storage facilities must be contained within the facility.

As well, the EOC must have sufficient equipment and supplies to enable personnel to function effectively during the crisis. See Appendix 1, Equipment, page 18; Supplies, page 19.

### **Components of the EOC include:**

*Executive Room* - Preferably this will be a separate facility from the rest of the EOC but near Operations. The executive room will house elected officials, whose authority will give direction to the response effort.

*Operations Room* - This is the largest room in the facility and should be designed so management can effectively coordinate response to the crisis (i.e., equipment).

*Communications Room* - Separate from the activity of the Operations Room, this area is the heart of the EOC. From here communications between the EOC and the site will flow. It is also the location of communications equipment for the rest of the EOC (i.e., radio).

*Security Area* - Security is an important part of your plan. Facilities must be located in an area where security personnel can manage and control people entering and leaving the EOC, particularly the Operations Room.

*Rest Area* - Stress and fatigue are natural consequences of an emergency. Therefore it is imperative to include an area within the EOC where personnel can rest.

*Public Information* - This is a part of the EOC for the media. It is the public information centre from which news of the emergency will be disseminated to the public via both print and electronic media.

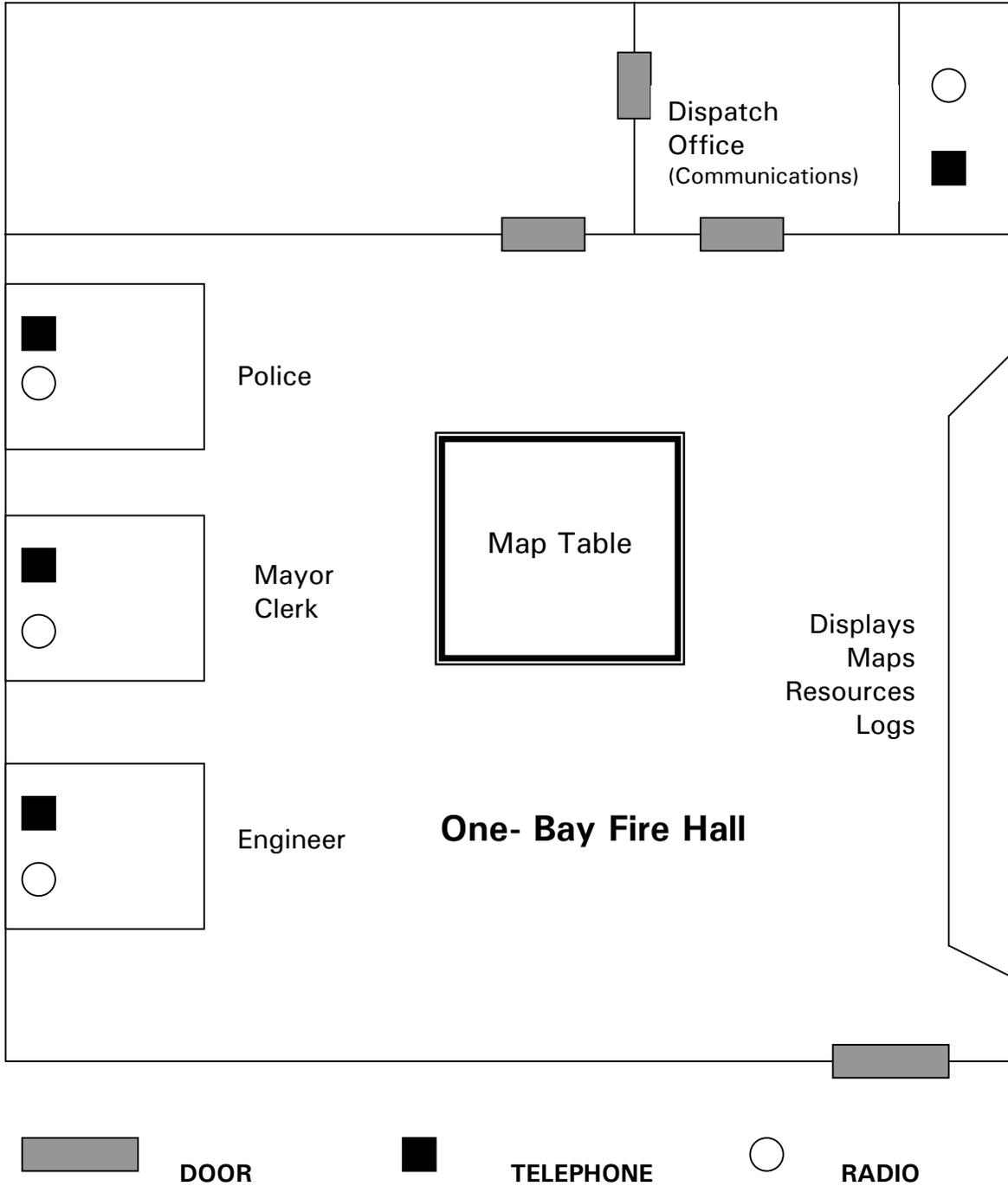
*Food* - An area must be included in which food can be stored in advance, and also prepared in the event of an emergency.

*Note: the following two pages are diagrams of actual emergency operations centres.*



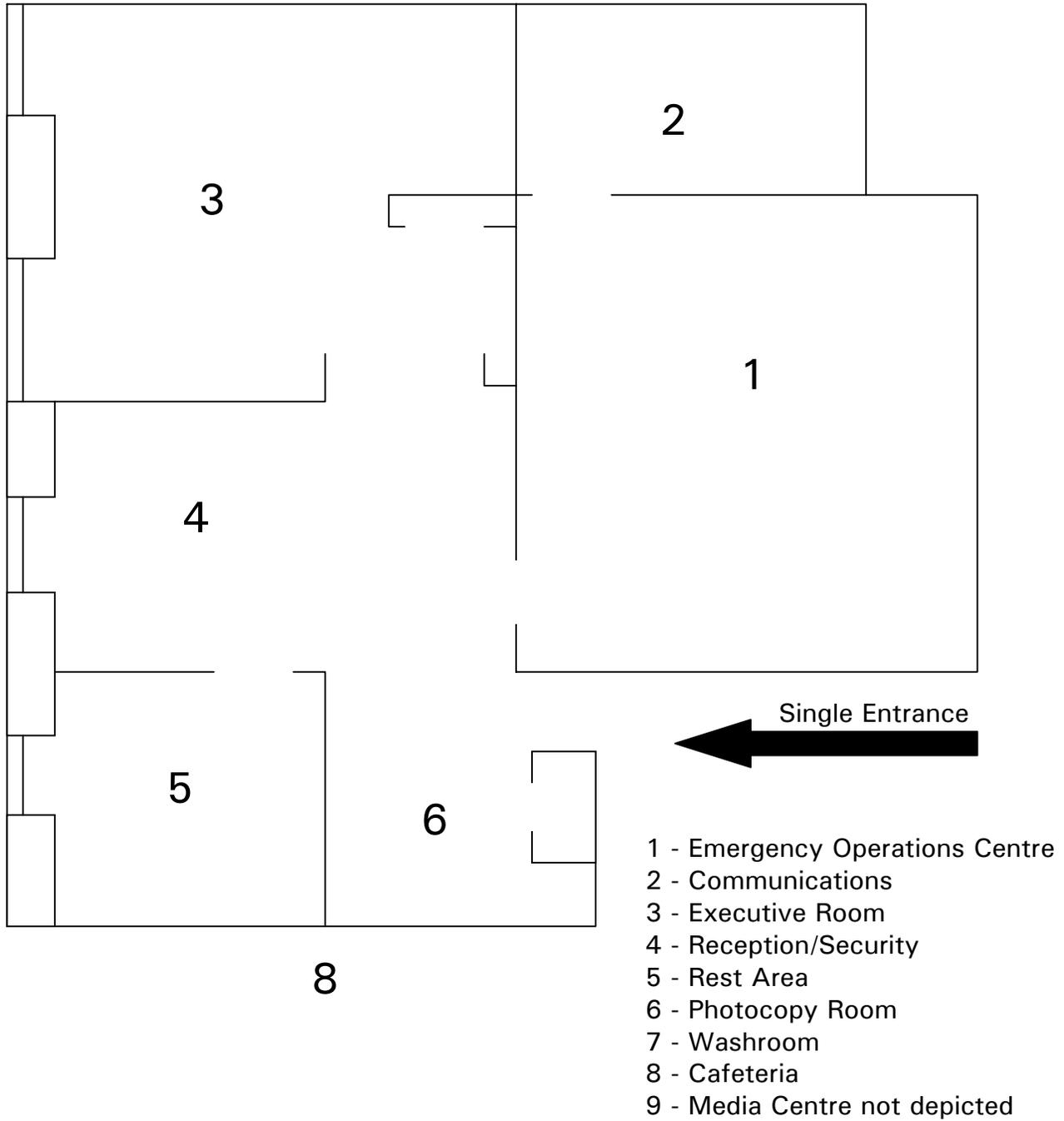
**Actual EOC in a smaller municipality**

**On-Bay Fire Hall EOC**



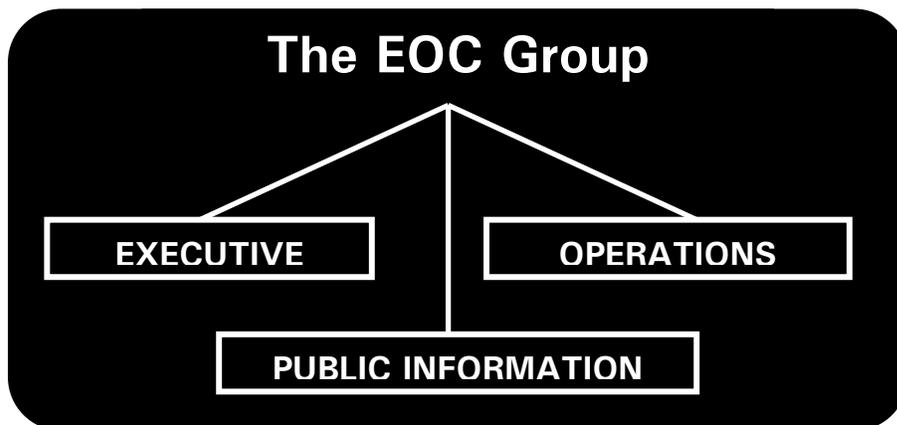
Actual EOC in a larger municipality

## Emergency Operations Centre



## **The Emergency Operations Centre: The EOC Group**

The EOC Group is the collective effort of three teams representing Executive, Operations and Public Information. This group oversees and manages the complete emergency. Graphically, it may be represented this way:



Description of the three teams:

**Executive**

The Executive consists of the senior elected official and a small number of councillors or aldermen. The Executive can make decisions which are beyond the authority of the EOC Director (i.e., declaring a local state of emergency, approving extraordinary expenses).

**Operations**

The Operations team consists of:

- EOC Director
- Senior Department official(s)
- Operations officer
- Communications officer
- Administrative support staff

Operations is responsible for acting upon orders issued by the executive controlling and coordinating actions resulting from those orders. It must also ensure information is presented to the Executive in a timely fashion to allow for accurate decision-making. The Operations team also provides direction and

support to the Emergency Site Manager(s) within the guidelines described in the plan, and in conjunction with orders received from the Executive. Long range planning is the responsibility of Operations personnel. They must think and plan ahead of current events in order to anticipate consequences of an emergency. For example, if flood water rises above a certain point, the possibility of conducting an evacuation must be planned and personnel should consider where traffic can be routed in the event of road closures.

**Public Information**

The Public Information Officer and staff will gather information from the Operations staff and prepare it for dissemination to the public at large. This area is where vital information is prepared accurately and released in a timely manner in order to be of value to the public.

Emergency Operations personnel in the EOC are depicted in the chart on the next page.



# EOC Organizational Chart

Mayor and small number of councillors

## EXECUTIVE

EOC Director

## OPERATIONS

Operations Officer

EOC - Support Staff

- Senior Clerk
- Stenos/Clerks
- Radio Operators
- Messengers
- Draftsperson

Police

Staff Officer  
Duty Officer

Transportation

Staff Officer  
Duty Officer

Fire

Staff Officer  
Duty Officer

Public Works

Staff Officer  
Duty Officer

Health

Staff Officer  
Duty Officer

Communications

Staff Officer  
Duty Officer

Social Services

Staff Officer  
Duty Officer

Personnel

Staff Officer  
Duty Officer

## PUBLIC INFORMATION

Public Information

Staff Officer  
Duty Officer



# Emergency Operations Centre: Personnel

Emergency Operations Centre personnel ensure a coordinated response to the crisis at hand. Since they are remote from the emergency site, EOC personnel must:

1. control and coordinate actions generated by executive orders.
2. detail direction and support to the emergency site manager
3. arrange for logistical support to site personnel.
4. plan ahead to meet the requirements that will follow the initial emergency.

Title	Responsibility
EOC Director	<ul style="list-style-type: none"> <li>- operational decisions and coordination</li> <li>- chief advisor to the Executive</li> </ul>
Operations Officer	<ul style="list-style-type: none"> <li>- operations advisor to the EOC Director</li> <li>- coordinator of Emergency Operations</li> <li>- maintains main event log and special events display board</li> <li>- EOC security</li> <li>- EOC support staff and facilities</li> </ul>
Assistant Operations Officer	<ul style="list-style-type: none"> <li>- information flow within the EOC</li> <li>- display of information on boards and maps</li> <li>- maintains activity log/message log</li> <li>- in/out message register</li> </ul>
Communications Officer	<ul style="list-style-type: none"> <li>- oversees flow of information within EOC and with all response agencies</li> <li>- oversees flow of information from the emergency site</li> <li>- ensures equipment and back-up equipment are fully operational</li> <li>- ensures flow of information from EOC to site</li> </ul>

Title	Responsibility
Department Officials	<ul style="list-style-type: none"> <li>- operational planning decisions and coordination within services represented – i.e., police, fire, health, etc.</li> <li>- provides operational support to the emergency with continued service to unaffected areas of the municipality</li> </ul>
Senior Clerk	<ul style="list-style-type: none"> <li>- ensures sufficient clerical support staff for services and agencies</li> <li>- shift rotation system</li> <li>- ensures an accurate means of routing information within the EOC</li> <li>- correlates and reproduces records pertaining to the emergency</li> </ul>
Stenos/Clerks	<ul style="list-style-type: none"> <li>- dictation, typing, filing of information</li> <li>- assists services/agencies in the EOC with clerical needs</li> </ul>
Radio Operators <i>(under the direction of the Communications Officer)</i>	<ul style="list-style-type: none"> <li>- operates assigned radio frequency</li> <li>- maintains accurate in/out message log</li> </ul>
Messengers	<ul style="list-style-type: none"> <li>- maintain prompt flow of information within the EOC</li> <li>- operate photocopier and other office equipment as required</li> <li>- relieve clerks as required</li> <li>- clean the Operations Room</li> </ul>
Public Information Officer	<ul style="list-style-type: none"> <li>- advises Mayor and EOC team</li> <li>- gathers facts on the crisis and prepares for dissemination of safety bulletins to the media and public</li> <li>- ensures the availability of “expert” spokesperson as required</li> <li>- ensures the monitoring of print and electronic media coverage of the event</li> </ul>

*For additional information on Public Information, see Appendix 3, page 18*

## **Emergency: Step 1 - Activate the Fan-Out**

When news of an emergency is received by the person who will assume duties as the director of the Emergency Operations Centre, a fan-out of calls is made by the director of EOC personnel, including:

- Mayor and members of the “Executive” Council
- Department officials
- Communications operators
- Operations officer
- Public Information Officer
- Administrative support personnel

The calls must be placed quickly for maximum effectiveness. Each person will have a list of telephone numbers and contacts to call. All calls will be placed within minutes of the initial message to the EOC director. For a diagram of the fan-out list, see Appendix 4, page 21.

**Emergency:**  
**Step 2 - Activate the EOC**

In activating the EOC, the director, in effect, has called for the transformation of pre-determined facilities into the Emergency Operations Centre.

This means the changing of existing offices, halls, council chambers, etc. to Executive, Operations, Communications, Security, Rest and Public Information areas.

Boxes of emergency food, office supplies, additional telephones, logs, events display boards and other materials and equipment necessary for the EOC should be readily accessible.

Individual action lists in your emergency plan will outline the specific responses to those personnel in the EOC group. See Appendix 5, page 22, for sample reporting procedures for each member of the EOC.

## Communications

One of the critical reasons for creating an EOC is the consolidation of the communications network of your community. Without proper communications, the effectiveness of your EOC will be seriously jeopardized. As mentioned before, one of the primary concerns of the EOC is the efficient movement, assimilation, and dissemination of information from the emergency site, to the resource managers and to the public at large.

### From the ESM to the EOC

In order for the EOC to have an accurate picture of the situation at the site, it must make use of all available resources for communicating. It may be possible for the Emergency Site Manager to establish a telephone link with the EOC from the site. While this is the most desirable link, it may not be a viable one, depending on the nature of the emergency and possible damage to the telephone system on location. It is therefore essential that other means of communications independent of the telephone lines be established. Some alternative means that may be considered are:

1. Department radios – i.e. police, fire, public works
2. Radio or cellular telephones
3. Local citizens band radio clubs
4. Local ham radio clubs
5. Local taxi or some courier companies
6. Messengers - local motorcycle, snowmobile or bicycle clubs.

### Within the EOC and to other EOCs

Once the information is received at the EOC it is vital that the information is handled efficiently. Radio messages are treated as outlined in Appendix 6, page 34. Telephone will be the primary means used by the department representatives in communicating from the EOC, with radio as a backup. All messages received are entered by each member in the departmental log (see Appendix 7, page 37). If a message is considered significant, it must be passed to the Operations Officer or the assistant who will then place the information on an events display board (see Appendix 8, page 38) so that all members of the EOC are aware of the particular item.

Significant events are those items which are important for the conduct and planning of the operation and include such things as: declaration of state of emergency, road closures, location of report centres, etc. The EOC communications

officer must also have in place a system to pass information and requests to the next higher level in the emergency response, be it a district, regional or provincial level, including a compatible backup system, such as ham radio.

### The EOC to the Public

It is important that the public be kept informed of the emergency in the manner that is both timely and factual. Therefore, your EOC must be able to be effective in communicating its message to the citizens of your community.

The EOC must be able to issue an emergency warning and give direction to the people. This will necessitate the installation of warning activation equipment and remote broadcast connections through local stations. Your local radio and television stations are able to arrange for remote broadcast capability from your EOC with advance hook-ups that can be activated when needed. Also, the EOC should have contingency public information methods in place to supplement the conventional news media.

Special bulletins or newsletters from the Emergency Operations Centre may also be appropriate.

The media (both print and electronic) will be an important pipeline to the public at large in disseminating news. Therefore, it is imperative that you keep the media informed of facts on an on-going basis with news briefings and bulletins.

One of the necessary items to consider in preparing for an emergency is rumor and misinformation. Monitoring of both the news media and incoming public calls will enable you to be aware of rumors or innuendo which could have consequences for the public safety and should be corrected promptly.



## **Stress Management**

Emergencies are stressful. Often, members of the EOC work 20-30 hour shifts without adequate rest. They operate on a "high" that allows them to keep going at an exhilarating pace, amidst constant turmoil and endless secondary crisis resulting from the primary crisis.

It is critical that your plan contain the names and telephone numbers of expert counsellors, psychologists or psychiatrists with specialized knowledge of stress management. In the event of a major disaster, it is recommended you have at least two counsellors at your disposal.

Stress debriefing must be incorporated in the plan, to allow for an open discussion of the feelings, frustrations and anxieties experienced by crisis personnel. Failure to do this can result in a form of after shock, with stress and depression presenting themselves shortly after the crisis. Even mock and tabletop emergency exercises can be stressful.

It is also important to insist everyone gets adequate rest and relief. As a rule of thumb, start assigning enforced relief and rest periods shortly after the activation of the EOC. Management personnel must be included.

Stress management is an integral part of the plan, as important as the duties of personnel.

*Appendix 1*

**Equipment  
Emergency Operations Centre**

Television set	Telephones (listed and unlisted numbers)
Desks	Telephone jacks for additional phones to be installed at a time of need
Chairs	Radio station remote hookups
Blackboard	Telephones for press/public
Display boards	Local, area and regional maps; aerial photos
Projection screen	Tape recorders
Film, slide and overhead projectors	Ashtrays
Tables	Organization and identification tags
Filing cabinet(s)	Coat rack, coat hangers
Calendar	Photocopy machine
Clock	Events display boards
Typewriters	Wastebaskets
Adding machines/calculators	Water pitchers, glasses or paper cups
Pencil sharpeners	Paper towel dispensers
Telephone books	Scissors
Emergency Operations Plans	Scotch tape dispensers
In/out boxes	Staplers
Coffee pot and cups	Staple removers
Food preparation/serving equipment	
Food storage cabinets	
Eating utensils	
Stove	
Dishwasher	
Garbage disposal	
Beds/cots	
Refrigerator/freezer	
Resource inventories	
Commercial radio	



***Appendix 1***

**Supplies**

**Emergency Operations Centre**

- |   |  |
|---|--|
| Typing paper (standard or legal size)             | Paper towels                               |
| Envelopes of various sizes                        | Food supplies                              |
| Coffee maker filters                              | Typewriter ribbons                         |
| Note pads   | Paper and supplies for duplicating machine |
| Matches   | Extension cords                            |
| Message pads                                      | Light bulbs                                |
| Sheets, pillowcases                               | Garbage bags                               |
| Forms for recording and communicating information | Overhead projection materials              |
| Towels  | Cassettes or reels for tape recording      |
| Soap; personal, detergent (laundry, dishes)       | File folders                               |
| Scotch tape                                       | Medical supplies                           |
| Staples   | Operations log sheets                      |
| Rubber stamps, ink pads                           | Toilet paper                               |
| Pens and pencils                                  | Adding machine tape                        |
| Felt tip markers                                  | Coveralls for change of clothes            |
| Chalk and erasers                                 | Batteries, bulbs for flashlights           |
| Paper for easel charts                            | Styrofoam cups                             |
| Thumbtacks  | Juices (i.e. replace lost protein)         |
| Posterboard for signs                             | Film, flashes for cameras, if used         |
| Map tacks   |  |
| String  |  |

**Appendix 2****Suggested Inventory of Items and Data Located in Operations Room of an EOC****General**

Following is a suggested inventory for a municipal Emergency Operations Centre.

**Plans and Instructions**

These plans and instructions should be filed in a separate filing cabinet or on bookshelves, and kept readily available.

- a. A copy of Provincial Emergency Legislation
- a. The municipal emergency plan
- b. Departmental emergency response guides (Police, Fire, etc.)
- c. Municipal Emergency Communications Plan
- d. EOC Standing Operations Procedures
- e. Municipal evacuation plan
- f. Mutual aid agreements
- g. Emergency plans of neighboring municipalities
- h. Current list of locations and descriptions of dangerous goods within the municipality
- i. Relevant documentation on dangerous goods
- j. A Guide to Civil Emergency Planning for Municipalities
- k. A directory of news media and public information resources to the area.

**Diagrams and Charts**

Diagrams and charts should be kept and displayed where they can be easily seen. Some may be covered with talc and the details filled in with chinagraph pencil:

- a. List of Municipal Organizations, their location and status
- b. Personnel location board (to show where key people are – i.e., Director of cafeteria)
- c. Officers' duty roster
- d. Courier service schedule
- e. Communications diagram
- f. Communications status board
- g. Radio diagrams for each network

- h. Key resource location

- i. Reception centre control board
- j. Chart of EOC layout showing rest areas, etc.
- k. Location of electronic news media transmitters, reporters and coverage areas

**Forms**

A supply of standardized forms should be kept in separate filing cabinets or on clip boards, appropriately marked. They include:

- a. Operations logs
- b. Message forms
- c. In/Out registers
- d. E.S.M.'s status reports
- e. Mutual Aid request forms
- f. Operational instructions
- g. Estimate of the situation
- h. Situation report forms
- i. News releases
- j. Police incident reports

**Miscellaneous Items and Data**

Other miscellaneous items should be kept readily available: i.e.

- a. Department organization tables
- b. List of key officials and means for contacting:
  1. Provincial government
  2. Municipal key officials and staff
  3. Industry
- c. Distribution lists

**Maps, Overlays and Photos****Maps**

- a. Large scale - master ops. map on wall of the Operations Room, covered with talc - removable board
- b. 1:100,000 or 1:250,000 ops. map of county and province

c. Planning map which is duplicate of the master ops. maps and is kept in the Operations Room for use by the

Executive Council and the EOC Director.

- d. Large scale and smaller scale briefing  
Maps
- e. Large scale map for duty officer
- f. Maps of suitable scale as necessary for special tasks

*Overlays*

Overlays for maps should show:

- a. Impact zones
- b. Site layout
- c. Plumes, effects of dangerous gases
- d. Flood lines based on empirical data
- e. Any other special requirements  
(Nuclear weapons effect, etc.)

*Air Photo*

An Air photo of the municipality is an asset when the EOC conducts planning.

## Public Information Centre Facilities/Equipment/Supplies

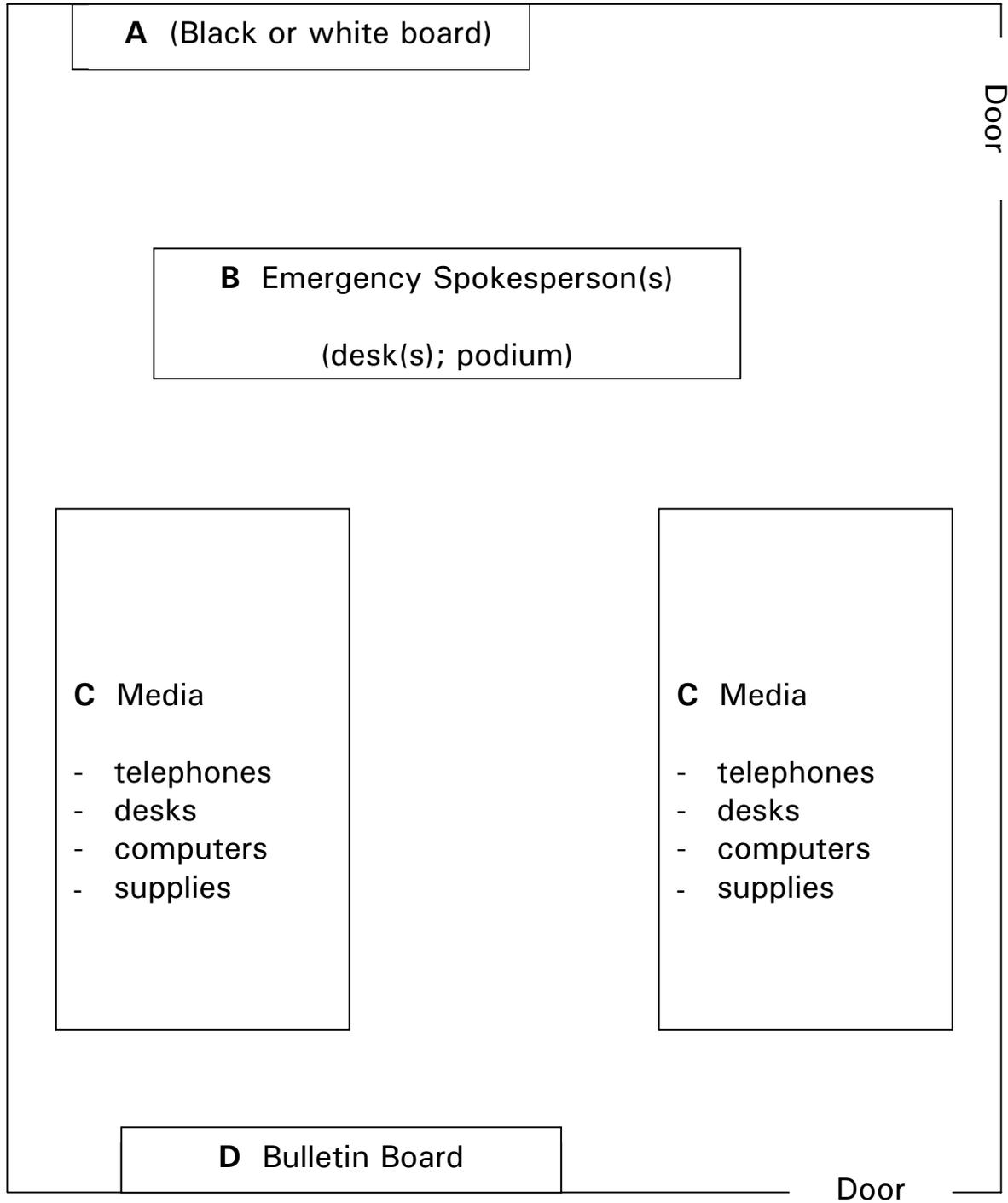
- A. Designated facilities with separate entrance/exit for Public Information Officer.
- B. Desks  
Chairs  
Folding tables  
Filing cabinet  
Telephones  
Tape recorder  
Video camera  
TV monitor  
VCR  
Slide/sound (*carousel and tape recorder or self contained unit*)  
Word processors with monitors  
Photocopier  
Whiteboard  
Bulletin board  
Coat rack
- C. Paper  
Pens  
Pencils  
Scissors  
Staplers/staples/staple removers  
Glue sticks  
Tape  
Rubber bands  
Washable markers  
Erasers  
Thumb tacks  
Waste paper baskets  
Audio cassettes  
Video cassettes
- D. Materials
  - Backgrounders (*typed, double spaced sheets with information on the municipality, emergency personnel, emergency site, etc.*)
  - Logs
  - Maps
  - Schematics and diagrams
- E. Additional
  - Coffee machine
  - Tea kettle
  - Food/beverage supplies
  - Paper cups

### *Appendix 3*

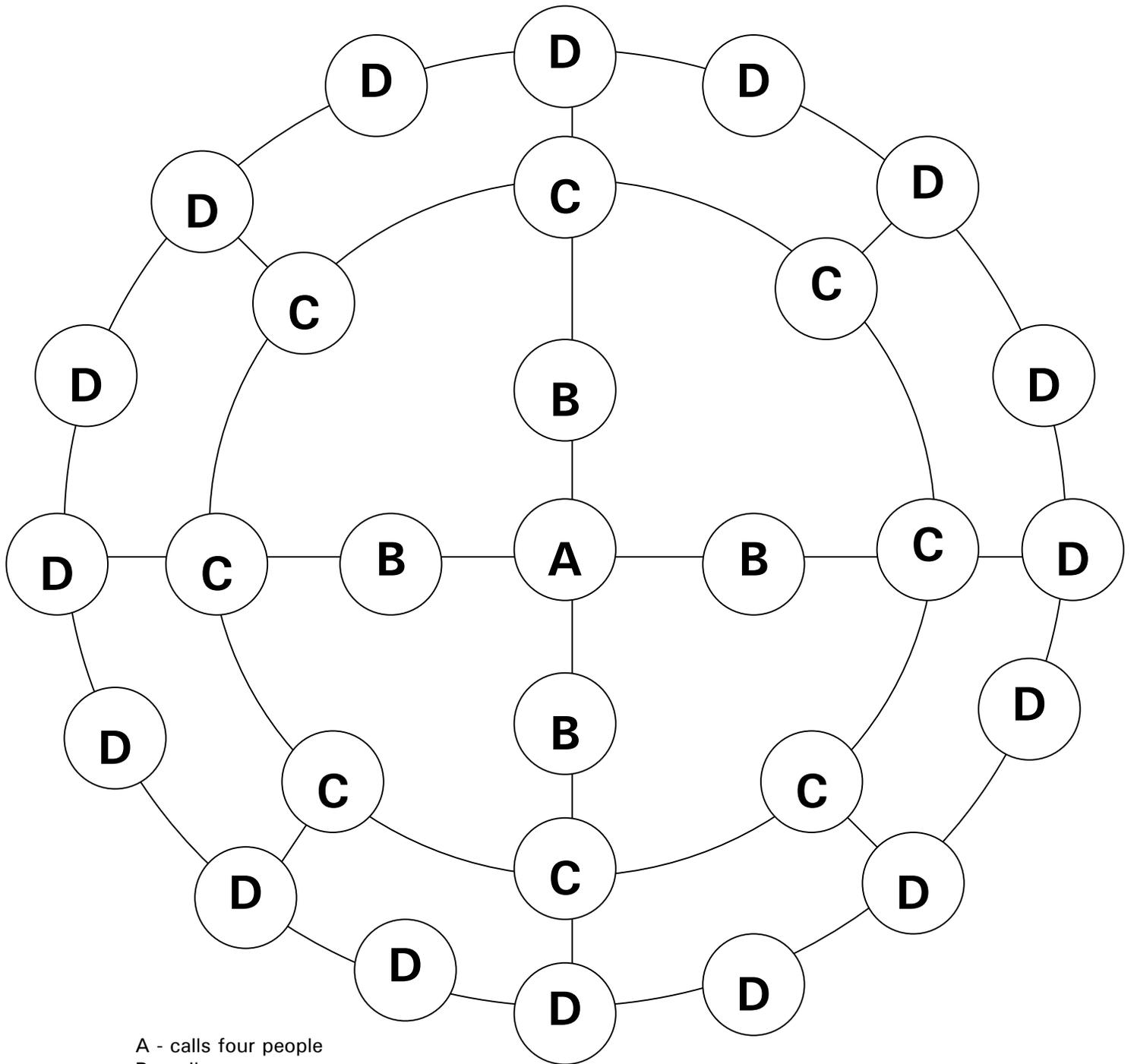
## **Managing Public Information**

1. Hold your first news conference as soon after the event as possible.
2. Set media guidelines regarding accessibility to information, length of question periods, conference/briefings, site tours, etc.
3. Ensure good communication with frequent "updates" on your bulletin board or white board.
4. Ensure a messenger is available to assist media whenever possible.
5. Media pooling is the practice of selecting a small number of media personnel to represent print and electronic news organizations on the emergency site. A good practice is to have the media select (from their own ranks) one print journalist, one still photographer, one video cameraman and one audio technician. Media pooling is used when access to the emergency site is limited. Otherwise the media will expect full access to the site.
6. Ensure monitoring of print electronic coverage for rumor control, and awareness - you can contract the monitoring to an outside company or install your own electronic equipment plus monitoring personnel.
7. Ensure you have "expert" spokespersons available for validity and credibility.
8. Ensure you have bilingual capabilities, as appropriate. Certain circumstances may warrant professional translation services

### Basic Public Information Room



**Appendix 4**  
**Telephone Fan-Out Chart**



- A - calls four people
- B - calls one person
- C - calls three people
- D - calls two people

*Note: D could call three people - you have to add an additional circle to accommodate more people*

*Appendix 5*

## **Emergency Operations Centre Reporting Procedure for EOC Director**

### **Do This First**

- Make sure members of the EOC have been alerted
- Determine which staff officers are present and when the others will report
- Determine operational status of the EOC
- Obtain a communications status report
- Check operational status of each department
- Get an overview of what has happened - cause and effect
- Check information displays
  - operations map
  - main event log
- Obtain briefing from response departments - situation reports
- Ensure that new arrivals are briefed
- Request situation reports from the site
- Appoint appropriate service to be in charge of the emergency
- Make sure ESM is appointed
- Establish direct communication with the ESM
- Prepare a briefing for the Mayor
- Deal with immediate problems and requests
- Begin long-range planning

### **Remember –**

Your success depends on information:  
Insist on:

- Frequent briefings from Staff Officers
- Frequent situation reports from the site



*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Operations Officer**

**Do This First**

*Activate the EOC*

- \_\_\_ Switch on all radios, telephones, fax machines, etc.
- \_\_\_ Open radio logs
- \_\_\_ Activate telephones in the EOC
- \_\_\_ Open Main Event Log
- \_\_\_ Alert Provincial EMO
- \_\_\_ Open telephone log for EOC Director

*Security*

- \_\_\_ Have building security officer report to EOC and provide him/her with the following:
  - \_\_\_ List of restricted area including the EOC
  - \_\_\_ Location for media holding and briefing area
  - \_\_\_ Sample of EOC emergency identification pass
  - \_\_\_ Operations Officer's telephone number (to be kept confidential)

*General*

- \_\_\_ Determine and request whatever EOC clerical support is required
  
- \_\_\_ Place all EMO volunteers on standby

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Assistant Operations Officer**

**Do This First**

- \_\_\_ Test auxiliary power unit
- \_\_\_ Ensure a ready supply of logs, forms, maps, etc. within the operations and message centre areas
- \_\_\_ Plot available information on Main Event Log
- \_\_\_ Enter available information on Main Event Log
- \_\_\_ Report operational status to the operations officer

Be prepared to assume the responsibilities of the Operations Officer in his/her absence.

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Communications Officer**

**Do This First**

- \_\_\_ Check your telephone
- \_\_\_ Open your log - record date and time of arrival
- \_\_\_ Ensure a ready supply of message forms and logs at all work stations
- \_\_\_ Check for any messages delivered prior to your arrival
- \_\_\_ Open In/Out message registers
- \_\_\_ Do a complete operational check of all available radio networks
- \_\_\_ Complete communications status board
- \_\_\_ Report communications status to EOC Director and receive briefing on the emergency
- \_\_\_ Assign radio operators to external locations as required
- \_\_\_ Establish radio communications with site

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Fire Chief**

**Do This First**

- \_\_\_ Check your telephone
- \_\_\_ Open your log - record date and time of arrival
- \_\_\_ Check for any messages delivered prior to your arrival
- \_\_\_ Obtain from dispatcher all available information on the emergency including resources committed and held in reserve
- \_\_\_ Brief EOC Director on departmental status and provide situation report on the emergency. Highlight problem areas or unusual resource requirements
- \_\_\_ Have emergency related information displayed on operations map and main event log
- \_\_\_ Answer immediate needs of the emergency
- \_\_\_ Begin long range planning

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Police Chief**

**Do This First**

- \_\_\_ Check your telephone
- \_\_\_ Open your log - record date and time of arrival
- \_\_\_ Check for any messages delivered prior to your arrival
- \_\_\_ Obtain from dispatcher all available information on the emergency including resources committed and held in reserve
- \_\_\_ Brief EOC Director on departmental status and provide a situation report on the emergency. Highlight problem areas or unusual resource requirements
- \_\_\_ Have emergency related information displayed on operations map and main event log
- \_\_\_ Answer immediate needs of the emergency
- \_\_\_ Begin long range planning

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Manager of Public Works**

**Do This First**

- \_\_\_ Check your telephone
- \_\_\_ Open your log - record date and time of arrival
- \_\_\_ Check for any messages delivered prior to your arrival
- \_\_\_ Obtain from dispatcher all available information on the emergency including resources committed and held in reserve
- \_\_\_ Brief EOC Director on departmental status and provide a situation report on the emergency. Highlight problem areas or unusual resource requirements
- \_\_\_ Have emergency related information displayed on operations map and main event log
- \_\_\_ Answer immediate needs of the emergency
- \_\_\_ Begin long range planning

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Medical Health Office**

**Do This First**

- Check your telephone
- Open your log - record date and time of arrival
- Check for any messages delivered prior to your arrival
- Check operational status of the health unit
- Report operational status to the EOC Director and receive briefing on the emergency
- Establish communications with other health officials
- Check with area hospitals to determine any unusual problems or needs
- Alert any health care facility in the immediate area of the emergency or the hazard and offer assistance in relocating patients or residents
- Report to communications officer any immediate or perceived future needs for communications
- Answer immediate needs of the emergency
- Begin long range planning

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Manager of Public  
Transportation**

**Do This First**

- \_\_\_ Check your telephone
- \_\_\_ Open your log - record date and time of arrival
- \_\_\_ Check for any messages delivered prior to your arrival
- \_\_\_ Obtain from dispatcher a status report on buses in service
  - buses committed to emergency
  - number of drivers on standby
  - number of buses available
- \_\_\_ Brief EOC Director on departmental status. Report any areas where regular bus service may have to be suspended due to emergency. Receive briefing from EOC Director
- \_\_\_ Answer immediate needs of the emergency
- \_\_\_ Begin long range planning

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Manager of Personnel**

**Do This First**

- Check your telephone
- Open your log - record date and time of arrival
- Check for any messages delivered prior to your arrival
- Check operational status of your department
- Report operational status to the EOC Director and receive briefing on the emergency
- Check with other staff officers for any immediate or possible future manpower requirements
- Report to the communications officer any immediate or perceived future needs for communication
- Answer immediate needs of the emergency
- Begin long range planning

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Manager of Social Services**

**Do This First**

- Check your telephone
- Open your log - record date and time of arrival
- Check for any messages delivered prior to you arrival
- Report to the communications officer any immediate or perceived future needs for communication
- Determine operational status of your department
- Determine from the operations officer which volunteer agencies are on standby
- Report departmental status to EOC Director and receive a briefing on the emergency
- Answer immediate needs of the emergency
- Begin long range planning

*Appendix 5*

**Emergency Operations Centre  
Reporting Procedure for  
Manager of Public Information**

**Do This First**

- \_\_\_ Check your telephone
- \_\_\_ Open your log - record date and time of arrival
- \_\_\_ Check for messages delivered prior to your arrival
- \_\_\_ Check operational status of telephone information centre
- \_\_\_ Report to EOC Director and receive briefing
- \_\_\_ Prepare first news release to the public and include:
  - what happened (cause and effects)
  - request people to stay away from the emergency area
  - give telephone number for information centre
  - any other information or instructions
- \_\_\_ Schedule periodic press conferences and advise the media (long range planning)
- \_\_\_ Be aware of alternative methods of public information in the event that 'mass' media are not available (i.e. bull horns, sound trucks, etc.)

**Appendix 6**

**In Messages**

(Out Message format is similar)

<b>EOC Location/Position</b>	<b>Action</b>
Message Control Centre - Radio Operator	<ul style="list-style-type: none"><li>▪ Receives messages</li><li>▪ Makes In Registry entry</li><li>▪ Last Copy to In Wall File</li><li>▪ Remainder of copies to Communications Officer</li></ul>
Message Control Centre - Communications Officer	<ul style="list-style-type: none"><li>▪ Makes central In Register entry</li><li>▪ Assigns message number</li><li>▪ To Messenger</li></ul>
Message Leaves Message Control Centre	
Operations Room - Messenger	<ul style="list-style-type: none"><li>▪ Delivers message to: Addressee - Assistant Operations Officer - Info.</li><li>▪ Copies</li></ul>
Operations Room - Assistant Operations Officer	<ul style="list-style-type: none"><li>▪ Reads message</li><li>▪ If important, inform EOC Director</li><li>▪ If major event - record - display</li><li>▪ To In Wall File</li></ul>
Operations Room - Addressee	<ul style="list-style-type: none"><li>▪ Read message</li><li>▪ Make Log entry</li><li>▪ If information message - circulate - display</li><li>▪ To In Wall File</li><li>▪ If action message: seek resolution</li><li>▪ Take action - inform</li><li>▪ To In Wall File</li></ul>



Operator \_\_\_\_\_

Page \_\_\_\_\_ of \_\_\_\_\_

Network

Time: From \_\_\_\_\_ to \_\_\_\_\_

No	Time Received	From	Originator Number	Precedence
1.				
2.				
3.				
4.				
5.				
6.				
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## Provincial Emergency Measures Organization (N.B.)

### Brief Description and Organization Chart

The New Brunswick Emergency Measures Organization evolved throughout the 1960s from its predecessor, the Civil Defence Organization. It became firmly established following the devastating 1973 floods.

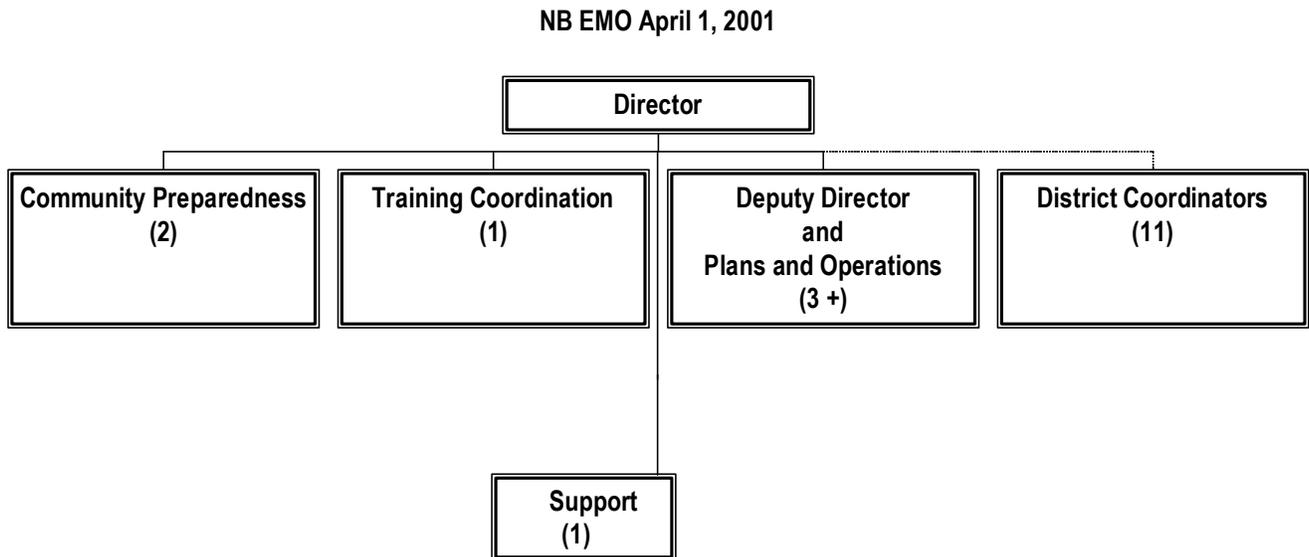
Today, NB EMO maintains an active role in planning for, and dealing with, peace-time disasters in New Brunswick. This is exemplified by its Point Lepreau Off-site Contingency Plan, designed to handle potential emergencies related to the province's nuclear generating station at Point Lepreau.

EMO is a branch of the provincial Department of Public Safety. The minister of the department

is responsible for administering the Emergency Measures Act (1978), and is the legislative and administrative authority for emergency operations in the province.

NB EMO has two branches: Plans and Operations, Community Preparedness and Training and Education. In addition, 11 district coordinators are located throughout the province.

District coordinators provide liaison between the province, local municipal governments and private agencies. They coordinate emergency planning activities performed by local provincial departments. As well, they assess data on impending emergencies and forward it to EMO headquarters in Fredericton.



*Appendix 9*

**New Brunswick Emergency Measures Organization  
Map of Districts**

