

## 3.0 Site and Support Operations

<p><b>3.1 Site Organization and Functions</b></p>	<p>A number of functions may be required at the site of an emergency, and all are controlled by the Incident Commander.</p> <p>The Incident Commander sets priorities, develops strategies, selects tactics and assigns tasks to control the threat. This includes overall responsibility for the safety and health of all personnel and for other persons operating within a control area.</p> <p>If the response dictates, the Incident Commander establishes a command structure that meets the particular needs of each situation. The Incident Commander is given the widest possible scope to use his or her initiative with minimal jurisdictional restrictions.</p> <p>The Incident Commander may call upon the affected municipality at any time to provide support, coordination, and policy guidance through the establishment of an Emergency Operations Centre.</p> <p>The Incident Commander has overall responsibility for the following functions at the site:</p> <ul style="list-style-type: none"> <li><b>Command</b> – Set objectives and priorities, has overall responsibility at the incident or event.</li> <li><b>Operations</b> – Prepare the tactical objectives, develop an organization, and direct all resources to carry out response activities.</li> <li><b>Planning</b> – Develop an action plan to accomplish the objectives, evaluate information, and maintain resource status.</li> <li><b>Logistics</b> – Provide support to meet incident needs, including resources and all other services required for response success.</li> <li><b>Finance / Administration</b> – Monitor costs related to incident, and provide accounting, procurement, and cost analyses.</li> </ul>
<p><b>3.2 Site Facilities</b></p>	<p>Site facilities are established depending on the kind and complexity of the dangerous event.</p> <p><b>Incident Command Post</b> – The location at which the Incident Commander oversees all incident operations. The Incident Commander identifies an Incident Command Post at or near the site of an emergency. There is only one Incident Command Post for each incident.</p>

	<p><b>Staging Areas</b> – Locations where resources are kept while awaiting incident assignment. Most large incidents require one Staging Area, and some may have several. A Staging Area Manager oversees actions at the staging area and reports to the site Operations Section Chief or to the Incident Commander if Operations has not been established.</p> <p><b>Incident Base</b> – A centre where all primary and support activities for the incident gather. Normally, this is the location where all uncommitted (out-of-service) resources gather in preparation to support site operations.</p> <p><b>Camps</b> – Temporary locations within the general incident area that are equipped and staffed to provide sleeping, food, water, and sanitary services to incident responders.</p> <p><b>Helibase and Helispots</b> – A helibase is the location for parking, fuelling, maintaining, and loading helicopters. Helispots are temporary locations in the incident area where helicopters can safely land and take off to load or unload personnel, equipment, and supplies.</p> <p>Site facilities are always physically separate from the Emergency Operations Centre to avoid confusion and potential contamination.</p>
<p><b>3.3 Emergency Operations Centre)</b></p>	<p>The Emergency Operations Centre (EOC) is the municipal facility for co-ordinating its response to a major emergency or disaster. In an emergency, the Emergency Operations Centre is largely staffed by municipal personnel representing local government departments, and representatives from other agencies and trained volunteers.</p> <p>The Emergency Operations Centre supports all response activities at the site and provides overall direction to the responders. Specifically, it centralizes information about the emergency; coordinates emergency response among municipal departments and agencies; identifies critical needs, and establishes emergency response priorities. In addition, the EOC provides timely information to the public concerning the emergency.</p>
<p><b>3.4 EOC Functions and Organization</b></p>	<p>The first few hours of an emergency or disaster are the most critical. The crisis aspect demands a clear understanding and acceptance by all involved of the response organization at the outset, including these key terms:</p> <p><b>Incident Commander</b> – An Incident Commander assumes overall control at the incident site. The Incident Commander sets priorities, develops strategies, selects tactics and assigns tasks to contain the problem. Limitations may be imposed upon the Incident Commander, such as the time available, a lack of sufficient</p>

resources, and restricted evacuation routes. However, the Incident Commander is given the widest possible scope to use his or her initiative with minimal jurisdictional restrictions.

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

**Emergency Operations Centre** – The EOC Group is responsible for making operational decisions required to support efficient response to an emergency or disaster. The EOC is activated at this time and staffed to a level that matches the needs of the incident. The size and composition of the EOC may vary according to the requirements of the particular circumstances.

**Policy Group** – This *ad hoc* group may include the Mayor, members of Council, and administrators who make high level decisions concerning the local government's response and recovery. The Policy Group does not have responsibility for direct emergency response at the site or for emergency coordination at the EOC during an incident. Two members of the Policy Group shall be accessible to the EOC at all times for consultation during an emergency.

**Management** – EOC managers are responsible for overall emergency coordination, public information and media relations, agency liaison, and risk management through the joint efforts of local government departments, service providers, and utilities.

**Operations** – This group is responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of action plans.

**Planning** – Planning functions are responsible for collecting, evaluating, and disseminating information; developing Action Plans, and situational status reports in coordination with other functions; maintaining all EOC documentation.

**Logistics** – Logistics provides facilities, services, personnel, equipment and materials in support of site operations, and for site-support, such as the EOC and Emergency Social Services.

**Finance / Administration** – This group is responsible for financial services and other administrative aspects during the emergency.

The purpose of the EOC is to provide support for the Incident Commander by obtaining resources, maintaining up-to-date information, coordinating activities, and providing the public with information. The EOC also coordinates related activities that are beyond the scope of the Incident Commander, such as large-scale media relations and evacuations.

	<p>The EOC structure for a fully developed response organization is shown in Figure 3-1.</p> <p><b>Not every EOC function will be filled in every emergency or disaster.</b></p> <p>The situation at hand will dictate the functions to be activated. As a minimum, an active EOC requires only an EOC Director. Other functions are staffed as needed.</p>
<p><b>3.5 Identification within the EOC</b></p>	<p>To apply the common terminology guidelines of BCERMS, the EOC adopts the following identification system for EOC facilities and personnel.</p> <ul style="list-style-type: none"> <li>• Green                      EOC Director and Deputy Director</li> <li>• Red                         Management Staff</li> <li>• Orange                    Operations</li> <li>• Blue                        Planning</li> <li>• Yellow                     Logistics</li> <li>• Grey                        Finance / Administration</li> </ul> <p>Identification may take the form of a vest or armband. These identifiers do not prevent any personnel from wearing their agency's insignia or uniform. Signs identifying the location of each EOC function shall also be posted.</p>

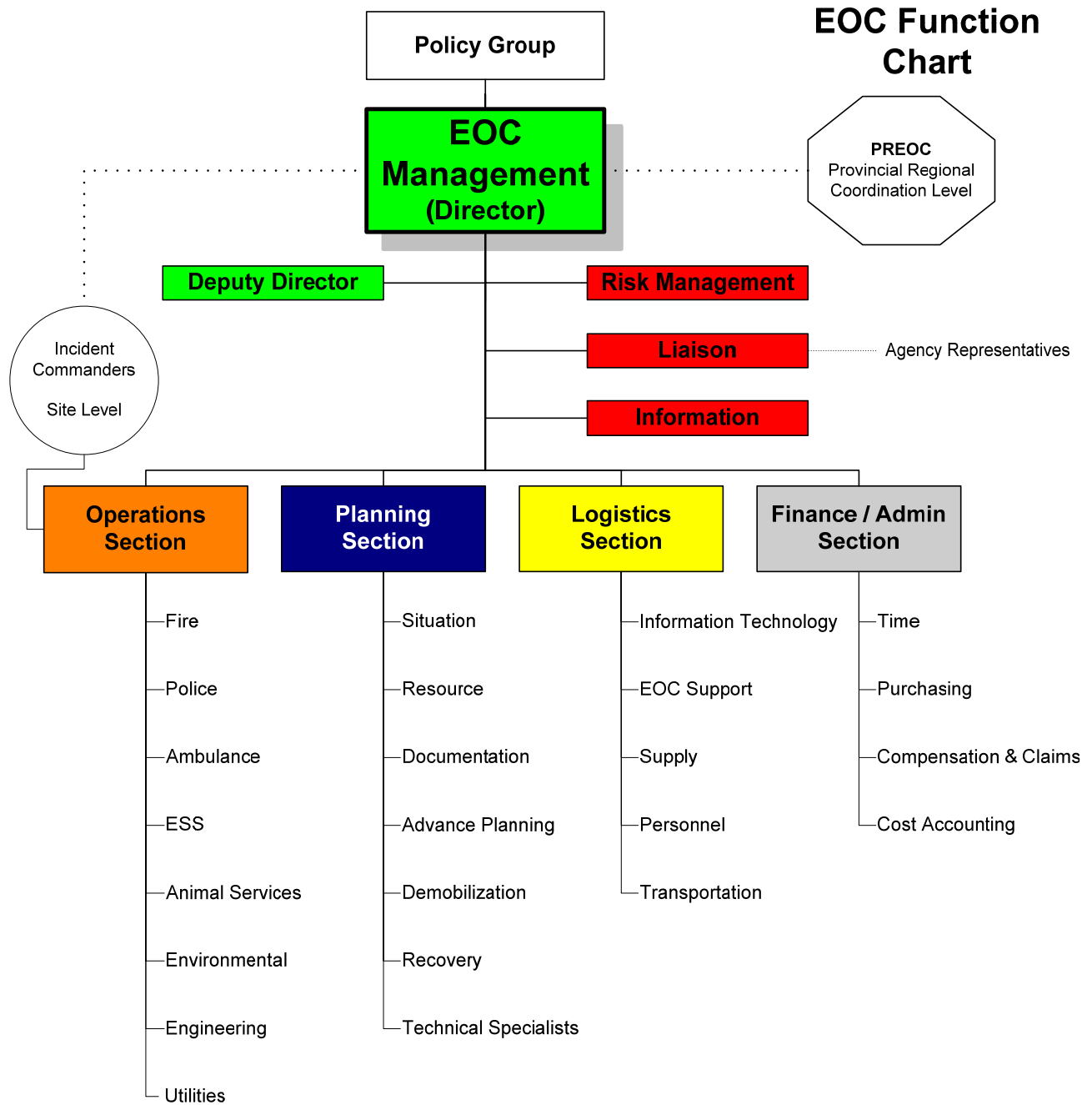


Figure 3.1 Organization Chart for a Fully Developed EOC

### **3.6 EOC Personnel**

The staff for the EOC may be composed of designated municipal employees, community members, and support agency representatives who have been trained in advance. EOC personnel and agencies may change throughout the course of an emergency.

Emergency service organizations (Fire, Police, Ambulance, Search and Rescue, ESS) may be actively involved at the site during the initial and post impact stages. During recovery, reconstruction, and renewal, these emergency services may be phased out of direct action and others may become active.

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

#### Policy Group Member

#### EOC Director

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

#### Operations Section Chief

- Fire Branch Coordinator
- Police Branch Coordinator
- Ambulance Branch Coordinator
- Health Branch Coordinator
- Emergency Social Services Branch Coordinator
- Animal Services Branch Coordinator
- Environmental Branch Coordinator
- Engineering Branch Coordinator
- Utilities Branch Coordinator
- Others, as required

#### Planning Section Chief

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

#### Logistics Section Chief

- Information Technology Unit Coordinator
- EOC Support Unit Coordinator
- Supply Unit Coordinator
- Personnel Unit Coordinator
- Transportation Unit Coordinator

	<p><u>Finance / Administration Section Chief</u></p> <ul style="list-style-type: none"> <li>• Time Unit Coordinator</li> <li>• Purchasing Unit Coordinator</li> <li>• Compensation &amp; Claims Unit Coordinator</li> <li>• Cost Accounting Unit Coordinator</li> </ul>
<p><b>3.7 Unified Command in the EOC</b></p>	<p>Unified command is an ICS management process that allows organizations and agencies with jurisdictional or functional responsibility for an incident to jointly develop a common set of incident objectives and strategies. Response <u>on-site</u> may be directed either by single command or unified command from a single incident command post.</p> <p>Likewise, response coordination for <u>site support</u> at the EOC may involve either single or unified command. This is accomplished without losing or giving up organizational authority, responsibility, or accountability.</p> <p>Applying unified command in the EOC means that any combination of organizations may work cooperatively to manage the EOC activities. The EOC Director position is filled by two or more members in unified command.</p> <p>It is the policy of the three Saanich Peninsula councils to collaborate with other organizations in unified command, where possible.</p>
<p><b>3.8 Outside Agencies in EOC</b></p>	<p>Depending on the nature of the emergency, representatives from a number of external agencies may participate in an EOC, including the following:</p> <ul style="list-style-type: none"> <li>• BC Ambulance Service</li> <li>• BC Hydro</li> <li>• Canadian Coast Guard</li> <li>• Canadian Red Cross</li> <li>• Capital Regional District</li> <li>• Ministry of Agriculture and Lands</li> <li>• Ministry of Environment</li> <li>• Ministry of Forests and Range</li> <li>• Ministry of Health</li> <li>• Ministry of Transportation</li> <li>• School District 63 (Saanich)</li> <li>• Telus</li> <li>• Terasen Gas</li> <li>• Vancouver Island Health Authority</li> </ul> <p>The function of each representative will be determined by the EOC Director, and may include any position in the EOC Management or General Staff.</p>