**Name of Jurisdiction**

**DEPARTMENTAL  
EOC HANDBOOK**

December 2020

Approval and Implementation

The (Name of Jurisdiction) Departmental EOC Handbook is designed to provide operational guidance for the (Name of Jurisdiction) Emergency Operations Center (EOC) by defining the overarching approach to (Name of Jurisdiction)’s EOC operations along position-specific and department-specific guidance. General, position-specific, and department-specific guidance includes general tasks, activation, operations, shift change, and demobilization checklists. Checklists will be used during operation and will continue to be refined based on subject matter expertise and lessons learned during real-world events and exercises. Handling instructions for this document are defined on page vii.

The (Name of Jurisdiction) Departmental EOC Handbook supersedes all previous EOC handbooks and manuals for (Name of Jurisdiction) and implements the handbook as the primary operational guidance for the (Name of Jurisdiction) EOC. In turn, this handbook does not supersede or replace the (Name of Jurisdiction) Emergency Operations Plan (EOP) and its annexes or other procedures already in place in (Name of Jurisdiction). Instead, it supplements them with a temporary Departmental EOC structure, which provides for the immediate management of response operations and the early transition to recovery operations.

This Departmental EOC Handbook is approved and implemented on (insert day) day of (month), (year).

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Handling Instructions

The (Name of Jurisdiction) Departmental EOC Handbook is designated For Official Use Only (FOUO) and is the property of (Name of Jurisdiction) (Name of Organization). Only (Name of Organization) representatives may distribute the handbook to individuals with a need to know. Distribution by other individuals without prior authorization is prohibited. The handbook is unclassified but contains sensitive information that may be exempt from public release under the Freedom of Information Act (5 U.S.C. 552) and the Texas Public Information Act (Texas Government Code Chapter 552).

The handbook and its associated sections are to be controlled, handled, distributed, and disposed of in line with the U.S. Department of Homeland Security policy regarding FOUO designated materials. Copies of this handbook, digital and hard copy, should be stored in secure locations due to the operational content for emergency response, including materials focused on safety and security. The handbook should not be distributed to the public, media, or personnel without a valid need to know.

All questions regarding the handling of this document should be directed to (Name of Jurisdiction) (Name of Organization) (Name of Emergency Management Position).

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EOC Operations

The goal of the Departmental EOC Handbook is to define key information and guidance regarding the operation of the (Name of Jurisdiction) Emergency Operations Center (EOC). The handbook accomplishes this goal by providing an overall organizational approach and general procedures for the management of information, activities, and operations in the EOC during an emergency or disaster. The handbook is focused on defining EOC operations to function based on a worst-case scenario and defines how critical functions and roles of the (Name of Jurisdiction) are managed during a response.

The (Name of Jurisdiction) EOC operates on the Departmental EOC Structure as defined in the National Incident Management System (NIMS). The Departmental EOC approach provides a flexible system, allowing for parts or the entire EOC to be activated to meet operational objectives.

The EOC Operations section begins with an introduction and a definition of the purpose of this handbook. It explores the EOC Concept of Operations. This is followed by the EOC General Responsibilities Checklist, the EOC Activation Checklist, and the EOC Demobilization Checklist.

# Introduction and Purpose

## Introduction

Disasters and emergencies can happen suddenly, which can affect normal staffing levels, causing (Name of Jurisdiction) departments to become overwhelmed. The (Name of Jurisdiction) Office of Emergency Management (OEM) has established this EOC Handbook, which provides a guideline for the management of the immediate actions and operations required to respond to an emergency or disaster situation. During a disaster, the priorities of (Name of Jurisdiction) are life safety, incident stabilization, protection of property and the environment, and the re-establishment of social norms. The overall objective is to respond to emergency conditions and manage the process of restoring the (Name of Jurisdiction) to pre-disaster conditions or better.

## Purpose

This handbook provides a management structure, responsibilities, emergency assignments, and general procedures to follow during an emergency. OEM has established this handbook to address the priorities listed above. This handbook does not supersede or replace the (Name of Jurisdiction) Emergency Operations Plan and its annexes or other, plans and procedures that are already in place in (Name of Jurisdiction). It supplements those plans and procedures with a temporary departmental-based organizational structure and provides for the immediate management of response operations and the early transition to recovery operations.

# EOC Concept of Operations

The concept of operations describes the flow of the emergency response to accomplish a set of objectives in order to reach a desired end-state. This handbook provides the organized management system for (Name of Jurisdiction) to follow during emergencies. It is designed as a flexible system in which the entire handbook or parts of the handbook may be activated, as appropriate to the situation. It is based on a worst-case scenario and provides for the critical functions and roles of the (Name of Jurisdiction) during a response. It is considered a management tool, because it provides an overall organization and general procedures for the management of information, activities, and operations during an emergency.

## Overview: Emergency Response Organization, Assignments, and Responsibilities

Emergency response management requires the establishment of an organization comprised of the most important or critical functions of the (Name of Jurisdiction). This organization is called to duty during times of emergency, when normal operations are not sufficient to meet the immediate or overwhelming needs that occur. These critical functions are necessary to provide immediate emergency response for:

* Life safety and protection of property and assets
* Restoration of lifelines
* Resumption and continuation of (Name of Jurisdiction) government operations
* Restoration of government operations to normal
* Recovery of expenses and losses through the federal disaster assistance programs under the Stafford Act (PL 94-288 amended)

The (Name of Jurisdiction) EOC handbook follows a Departmental EOC Structure. The (Name of Jurisdiction) emergency response organization is based on positions and departments on the Departmental EOC Organization Chart located on the next page. A description of the roles and responsibilities of EOC positions and departments are shown within the (Name of Jurisdiction) EOC Organization and Assignment of Responsibilities table located on pages 6–11.

## 

## Departmental EOC Organization Chart

The Departmental EOC organization chart is provided as an example. A customized graphic should be developed based on the jurisdiction’s actual departments to replace the example

(Name of Jurisdiction) departments are responsible for supporting emergency response and recovery objectives and taking the lead regarding the emergency function to which they have been assigned.

The departments also provide representatives to the EOC to coordinate people, resources, and information to manage an incident that occurs in the (Name of Jurisdiction) and communicate emergency efforts between departments and/or jurisdictions.

The Departmental EOC Organization Chart is a north central Texas sample that depicts a full Level 1 Activation. Not all positions and departments will be needed each time the EOC is activated. Activate the EOC positions and departments deemed necessary to effectively respond to the situation then expand or contract as needed.

### 

Figure : Example of a Departmental EOC Organization Chart

## Departmental EOC Layout

The Departmental EOC floorplan layout is provided as an example. A customized graphic should be developed based on the jurisdiction’s EOC layout to replace the example.

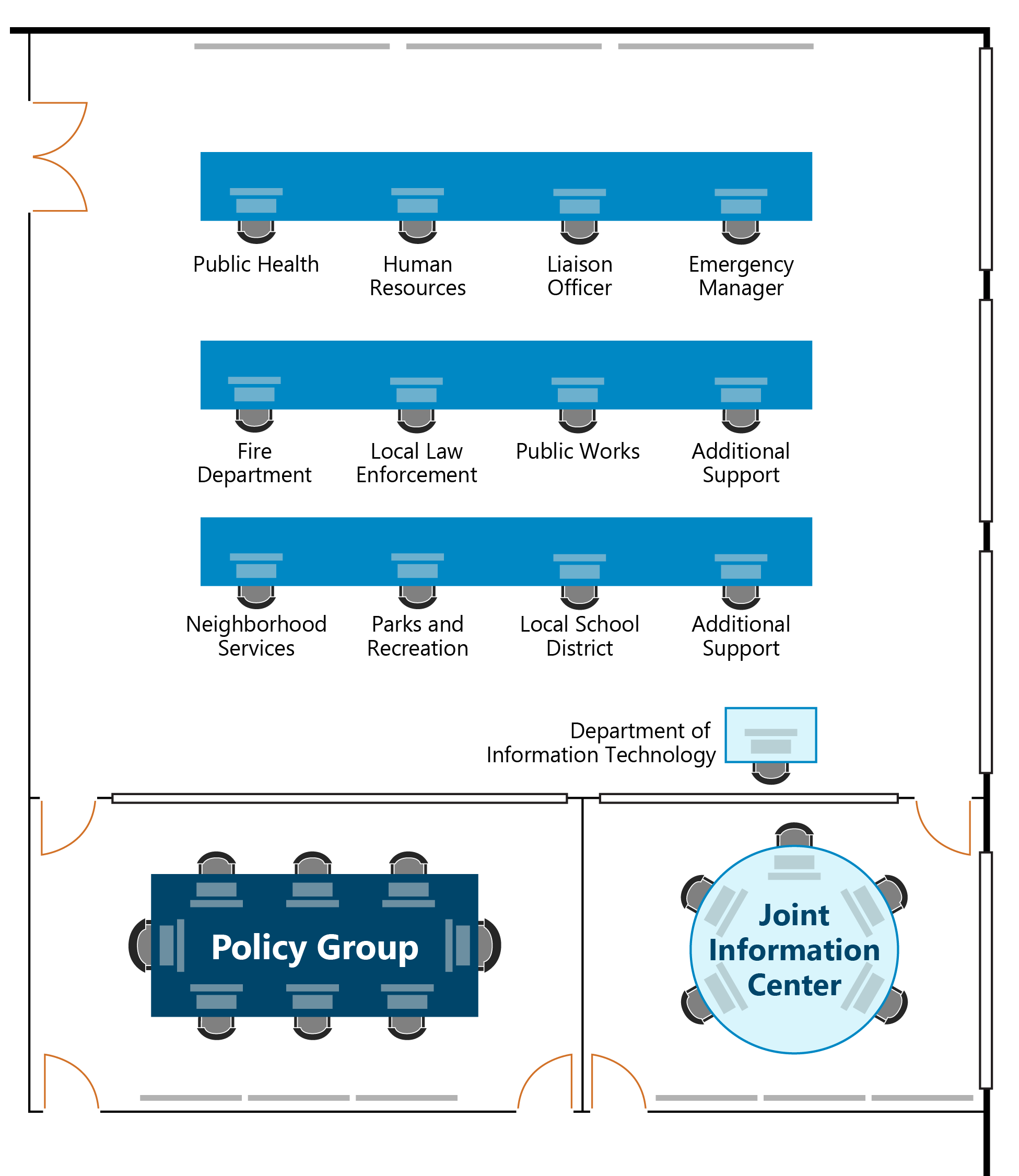


Figure : Example of a Departmental EOC Floorplan

## EOC Organization and Assignment of Responsibilities

The Departmental EOC Organization and Assignment of Responsibilities is provided as an example. This section should be developed based on the jurisdiction’s actual departments and their responsibilities.

| EOC Organization | |
| --- | --- |
| Positions and Departments | Responsibilities |
| **Policy Group** | Typically members include the Senior Elected Official, City/County Manager, Legal Counsel, and other Senior Officials as needed.  Responsible for policy-level decisions related to the management of the incident.  Focus on the overall strategy for the response (beyond the strategy developed by the Incident Commander at the scene), the overall response priorities, and policy setting. (The Emergency Manager and Department Representatives implement decisions made by the Policy Group.)  Develop emergency policies and, as required, discuss the economic, political, legal, and social implications of both the emergency and the response to determine the best general approach to the situation, including the need for a local disaster declaration.  May elect to remain at the EOC to observe and receive periodic updates or be available remotely. |
| **Joint Information Center** | Serve as the (Name of Jurisdiction) central coordination point for all media releases.  Ensure the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other information.  Coordinate media releases with Public Information Officers (PIOs) at incidents or representing other affected emergency response agencies as required.  Develop the format for press conferences, in conjunction with the Policy Group, Emergency Manager, Department Representatives, and stakeholders.  Determine the need for additional PIOs to support the incident.  Establish and maintain methods to collect and analyze information from commercial and social media sources.  Activate appropriate level of Joint Information Center (JIC) Staff to fulfill responsibilities. |
| **Emergency Manager** | The Emergency Manager facilitates emergency response and recovery. Responsibilities may include the following:  Facilitate EOC operations for the direction and control of the overall emergency response and recovery.  In coordination with the Policy Group, determine needs and activate the EOC positions and departments as needed.  In conjunction with Department Representatives, coordinate with the Joint Information Center regarding public information, press releases, and media relations.  Coordinate with the Liaison Officer about activities and coordination with surrounding jurisdictions and state, federal, and private partners.  In conjunction with Department Representatives, provide the Policy Group information about the emergency or disaster and response activities.  In conjunction with Department Representatives, advise the Policy Group about the need for a local disaster declaration and documentation.  In conjunction with Department Representatives, coordinate with the Policy Group regarding emergency policies and the economic, political, legal, and social implications of both the emergency and the response.  Coordinate fiscal expenditures with Department Representatives and the Policy Group.  Ensure planning responsibilities are met including the following:   * + Collect, analyze, share, and display situation information.   + Prepare SITREPs.   + In coordination with the Department Representatives, establish the operational periods, meetings schedules, and staffing plan.   + Prepare and distribute the EOC (IAP or EAP) and facilitate the planning meeting with Department Representatives.   + Conduct advance planning activities and report.   + Ensure resources are tracked and resource tracking boards are developed and maintained.   + Develop the EOC Demobilization Plan, if necessary.   + Document and maintain files on all EOC activities.   Activate EOC Manager, Deputies, and other staff to assist with meeting responsibilities.  In coordination with Department Representatives, ensure status reports are completed and used as the basis for situation analysis reports and the EOC (IAP or EAP).  Ensure logistics responsibilities are met including the following:   * + With department assistance, in coordination with Department Representatives, ensure internal and external resources including personal are tracked from deployment through demobilization and return (unless consumable).   + Arrange for food, lodging, and other support services as required for the EOC staff.   Coordinate closely with the Department Representatives and the On-scene Incident Command to establish priorities for resource allocation. |
| **Department of Human Resources** | Establish emergency personnel policies and disseminate to EOC staff and others as needed.  Provide the Policy Group information about the emergency or disaster and response activities.  Document and maintain files on all HR activities and share with Emergency Manager.  Establish unique time reporting codes for emergency response and disseminate to EOC staff and others as needed.  Track hours the EOC staff and others log associated with emergency response.  Work with Department Representatives that staff the EOC to address workers compensation, employee benefits management, conflict resolution, human resources policies, procedures, laws, and related standards, and other human resources tasks.  As needed, provide personnel for the safety and wellness of the EOC staff. |
| **Department of Neighborhood Services** | Protect city landmarks and historical landmarks during response operations.  Assist with Damage Assessments.  Provide necessary data and reports to the Policy Group for strategic planning purposes or final action decisions.  Assist with economic development, including disbursement of Housing and Urban Development/Community Development Block Grant and/or grant funds.  Establish and maintain communication and coordination with homeowners associations (HOAs), non-profit groups, and homeless populations.  Provide information about neighborhood plans and assist with sheltering operations as needed.  Maintain a list of employees and equipment available for field support assignments. |
| **Department of Public Works** | Survey and manage the restoration of (Name of Jurisdiction) utility systems that have been disrupted.  Develop and maintain status reports.  Coordinate with additional utility service providers on their status and restoration of disrupted services. Provide information for SITREPS and inclusion in the EOC (IAP or EAP).  Survey public and private facilities, assessing the damage to such facilities, and coordinating the repair of damage to public facilities.  Survey and repair local infrastructure systems including streets and roads within the jurisdictional area.  Assess the risk and vulnerability of infrastructure.  Coordinate the mobilization and transportation of additional resources as needed.  Coordinate clearance of debris in order to open roads for access. Prioritize routes with the Policy Group, Emergency Manager, and Department Representatives.  Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department.  Maintain a list of employees and equipment available for field support assignments.  Provide technical assistance to include engineering expertise, construction management, contracting, inspection of private/commercial structures, and real estate services. |
| **Local Law Enforcement** | Coordinate (Name of Jurisdiction) law enforcement and public safety operations.  Protect life safety.  Protect and secure property and the environment.  Conduct traffic control and access control as needed.  Coordinate the collection, analysis, and sharing of incident-related intelligence and investigative information.  Determine the need to establish a separate intelligence unit to serve as a conduit for secure information sharing with law enforcement entities based on requirements for additional security clearances.  Maintain the status of unassigned law enforcement and public safety resources.  Develop and maintain status reports for major incidents requiring or potentially requiring mutual aid, state, and/or federal support.  Request and coordinate mutual aid resources, as necessary.  Coordinate the mobilization and transportation of additional resources as needed.  Ensure the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to Local Law Enforcement. |
| **Fire Department** | Coordinate (Name of Jurisdiction) firefighting, emergency medical service (EMS), USAR, and hazardous materials (HazMat) operations.  Maintain the status of unassigned firefighting, emergency medical service, USAR, and hazardous materials resources.  Develop and maintain status reports for major incidents requiring or potentially requiring mutual aid, state, and/or federal support.  Request and coordinate mutual aid resources, as necessary.  Ensure the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the Fire Department.  Provide incident reports, assessments, and situation reports and coordinate activities with EOC and departments.  Maintain the status of available hospital resources.  Develop and maintain status reports including patient tracking, available beds, and fatalities. |
| **Local School District** | May provide transportation resources to support evacuation, mass care, or other activities as needed.  May provide day care services or facilities for mass care shelters.  Maintain a list of employees and equipment available for field support assignments. |
| **Department of Public Health** | Coordinate (Name of Jurisdiction) public health operations with county, state, and federal representatives, as necessary.  Maintain the status of available public health resources.  Identify additional needs that may be met through mutual aid, state, and/or federal support.  Request and coordinate mutual aid.  Coordinate the mobilization and transportation of additional resources as needed.  Ensure the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department. |
| **Department of Parks and Recreation** | Coordinate with the Liaison Officer to get support from volunteer organizations as needed.  Provide grounds and facilities to support emergency response as needed.  Maintain a list of employees and equipment available for field support assignments.  Assist with debris management efforts.  Secure facilities and grounds and conduct damage assessment. |
| **Department of Information Technology** | Support and maintain Information technology (IT) needs of the Emergency Operations Center.  Provide telecommunication services, data management services, and information technology services.  Assist with EOC status board displays.  Inform the Emergency Manager about any IT issues. |
| **Liaison Officer** | Oversee all liaison activities, including coordinating with outside agency representatives assigned to the EOC and handling requests from other EOCs for (Name of Jurisdiction) representatives.  Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.  Ensure position-specific guidelines, policy directives, SITREPS, the appropriate EOC (IAP or EAP) are provided to agency representatives upon check-in.  In coordination with the Policy Group, Emergency Manager, and Department Representatives, provide orientations for VIPs and other visitors to the EOC or incident scene with approval of the On-scene Incident Commander. |
| **Technical Specialists** | Provide technical observations and recommendations to EOC staff in specialized areas as required.  Advise on legal limitations on use of particular resources.  Work with inter-agency coordination groups as necessary, providing expertise. |

# 

# EOC General Responsibilities Checklist

The EOC General Responsibilities Checklist is used by all EOC staff during the activation and demobilization phases. If EOC checklists are completed using an incident management software, jurisdictions can upload this checklist for each EOC position.

|  |  |  |  |
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| EOC General Responsibilities Checklist – For All Positions | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Check in upon arrival at EOC and sign in on the EOC sign-in sheet. |  |
| 2. |  | Check in with the Liaison Officer if you are a representative from an outside agency. |  |
| 3. |  | Obtain information about the current and anticipated situation and response operations. |  |
| 4. |  | Set up workstation and review position-specific or department-specific activation and operations checklists. |  |
| 5. |  | Maintain Activity Log (ICS 214) that chronologically describes the actions you take during your shift. |  |
| 6. |  | Determine resource needs, such as a computer, phone, fax, stationery, plan copies, and other reference documents. Request resources to meet unfilled needs. |  |
| 7. |  | Participate in any facility and safety orientations as required. |  |
| 8. |  | Identify and establish communications with field operations points of contact. |  |
| **Shift Change** | | | |
| 9. |  | Ensure incoming staff replacement signs into the EOC on the EOC Sign-in Sheet. |  |
| 10. |  | Complete shift change briefing with incoming staff to cover the following topics:   * + Situation overview and outlook   + Incident priorities   + Position/Department accomplishments during the last operational period   + Operational objectives for the next operational period as contained in the EOC (IAP or EAP)   + Open/ongoing tasks   + Relevant agencies contact information   + Corrective actions/adjustments to processes   + Unmet needs   Any identified system issues (e.g., communications failure). |  |
| 11. |  | Provide incoming staff with most recent SITREP and new operational period EOC (IAP or EAP). |  |
| 12. |  | Submit Activity Log (ICS 214) and completed checklists to the Emergency Manager. |  |
| 13. |  | Provide incoming staff with outgoing staff contact phone number(s). |  |
| 14. |  | Sign out of computer systems that use a unique username and password. Do not sign out of generic accounts that will be used by incoming personnel. |  |
| 15. |  | Sign out of the EOC on the EOC Sign-in Sheet prior to leaving the facility. Provide the Emergency Manager the name(s) of incoming staff and let them know you are leaving. |  |
| **Demobilization Phase** | | | |
| 16. |  | Coordinate with the Emergency Manager to deactivate position or department when a return to normal operations seems appropriate. |  |
| 17. |  | Complete all forms, reports, and other documentation. All forms and paperwork should be submitted to the Emergency Manager prior to departure. |  |
| 18. |  | Notify field operations points of contact of demobilization and demobilization time. |  |
| 19. |  | Clean up work area before leaving. Return any equipment or unused supplies. |  |
| 20. |  | Provide Emergency Manager with contact phone number(s). |  |
| 21. |  | Sign out of all computer programs, log off the computer, and turn off the monitor. Do not shut down the computer. |  |
| 22. |  | Record sign-out time on the EOC sign-in sheet. |  |
| 23. |  | Be prepared to provide input to the EOC operation and incident After-Action report. |  |
| 24. |  | Upon request, participate in formal post-operational debriefs. |  |
| 25. |  | Attend critical incident stress debriefings as needed. |  |

# 

# EOC Activation Checklist

This Activation Checklist will be used to activate (Name of Jurisdiction) EOC. The individual(s) completing the actions should indicate the time, names, follow-up needed, and notes about the action. For planned events, some elements of this checklist can be completed in advance.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| EOC Activation Checklist | | | | |
| **Item** | **Completed Time** | **Action** | **Name/Follow-up Needed/Notes** | |
| 1. |  | Based on activation triggers, at the direction of the Emergency Manager, Department Representatives, or other protocols activate the EOC at the appropriate activation level. |  |
| 2. |  | Notify EOC staff that fill positions and represent departments that the EOC is activating (include activation time and location). |  |
| 3. |  | Notify members of the Policy Group that the EOC is activating and reason for activation. |  |
| 4. |  | Notify Incident Command in the field of EOC activation time and activation level. |  |
| 5. |  | Notify other relevant stakeholders of the (Name of Other Jurisdiction(s)) EOC activation, including neighboring jurisdictions’ Offices of Emergency Management. |  |
| 6. |  | Ensure Texas Division of Emergency Management is notified of EOC activation. |  |
| 7. |  | Consider the need for additional facility security, and if necessary, request from (Name of Jurisdiction’s Law Enforcement). |  |
| 8. |  | Set up the EOC’s physical location: Turn-on EOC systems (e.g., AV equipment, computer systems, communication systems). |  |
| 9. |  | Provide just-in-time training for new EOC staff to complete tasks. |  |
| 10. |  | Assess the need for additional subject matter experts. If required, request them to serve as technical specialists. |  |
| 11. |  | Identify, review, and share any applicable existing agency or emergency operations plans that will serve as reference resources. |  |
| 12. |  | Gather information to assess incident assignments and determine immediate needs and actions. |  |
| 13. |  | Follow additional initial response steps in the Planning P, including the initial incident briefing and/or battle rhythm. |  |

# 

# EOC Demobilization Checklist

This Demobilization Checklist will be used to demobilize (Name of Jurisdiction) EOC. The individual(s) completing the actions should indicate the time, names, follow-up needed, and notes about the action.

|  |  |  |  |
| --- | --- | --- | --- |
| EOC Demobilization Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Name/Follow-up Needed/Notes** |
| 1. |  | Notify members of the Policy Group that the EOC is deactivating and reason and/or justification for deactivation. |  |
| 2. |  | Notify other jurisdictions of EOC deactivation and ensure the Texas Division of Emergency Management is notified. |  |
| 3. |  | Notify SITREP recipients of the EOC deactivation timeline. |  |
| 4. |  | Notify Incident Command that the EOC is deactivating and deactivation time. |  |
| 5. |  | Shut down the EOC’s physical location: Turn off EOC systems (e.g., AV equipment, computer systems, communication systems). |  |
| 6. |  | Save all incident documentation to (Name of Jurisdiction Department Name shared drive) for long-term historical recordation. |  |
| 7. |  | Return all logistical support materials (e.g., EOC Handbooks, paper, pens, pencils, etc.) to storage locations. |  |
| 8. |  | Take steps to return EOC to steady state in preparation for next activation. |  |

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Joint Information Center, Emergency Manager, Department Representatives, and Support Staff, Roles and Responsibilities, and Checklists

The content in this section should be edited to match the jurisdiction’s specific operations, which may include removing and adding departments and positions based on specific EOC organizational structure. Additionally, the associated checklist tasks can be swapped, eliminated, or consolidated based on specific EOC departments and positions used by a jurisdiction.

This section provides information about roles and responsibilities along with activation, operations, and demobilization checklists for the Joint Information Center, Emergency Manager, Department Representatives, and Support Staff. The provided guidance and checklists serve as job aids, defining areas of responsibilities and tasks for the EOC staff at each phase of EOC operations.

# Joint Information Center

The Joint Information Center (JIC) is responsible for providing incident information to the public, media, and other agencies. The JIC Staff ensures internal and external audiences, including the public, receive timely, accurate, and accessible information regarding life safety and other incident information. The JIC is responsible for gathering, organizing, verifying, determining delivery methods for, and disseminating information.

## Roles and Responsibilities

* Serve as the (Name of Jurisdiction) central coordination point for all media releases.
* Ensure the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other information.
* Coordinate media releases with Public Information Officers (PIOs) at incidents or representing other affected emergency response agencies as required.
* Develop the format for press conferences, in conjunction with the Policy Group, Emergency Manager, Department Representatives, and stakeholders.
* Determine the need for additional PIOs to support the incident.
* Establish and maintain methods to collect and analyze information from commercial and social media sources.
* Activate appropriate level of JIC Staff to fulfill responsibilities.
* Ensure Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Joint Information Center Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Receive initial briefing from the Policy Group and Emergency Manager. |  |
| 3. |  | Determine what information, alerts, and messages, have been released to the public. |  |
| **Operational Phase** | | | |
| 4. |  | Develop media releases at the direction of and in conjunction with the Policy Group, Emergency Manager, Department Representatives, and stakeholders. |  |
| 5. |  | Coordinate media releases with PIOs at incidents or representing other affected emergency response agencies as required. |  |
| 6. |  | Disseminate media releases after they are approved by the Policy Group, Emergency Manager, Department Representatives, or other authority. |  |
| 7. |  | Develop the format for press conferences in conjunction with Policy Group, Emergency Manager, Department Representatives, and stakeholders. |  |
| 8. |  | Establish and maintain methods to collect and analyze information from commercial and social media sources. |  |
| 9. |  | Determine the need for additional PIOs to support the incident and activate the appropriate level of JIC Staff to fulfill responsibilities |  |
| 10. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 11. |  | In coordination with and at the direction of the Policy Group or Emergency Manager, deactivate the JIC. |  |
| 12. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Emergency Manager

The Emergency Manager plays a support role in facilitating the overall management of the off-scene emergency or incident response. They are also responsible for facilitating the development and implementation of strategic goals and objectives to support these operations. If no On-scene Incident Commander is assigned, the Emergency Manager facilitates the emergency response.

The Emergency Manager may find it necessary to activate Deputies and additional staff to fulfill responsibilities. Additional support to fulfill responsibilities may come from department representatives, volunteer organizations, the private sector, or other stakeholders.

## Roles and Responsibilities

The Emergency Manager facilitates emergency response and recovery. Responsibilities may include the following:

* Facilitate EOC operations for the direction and control of the overall emergency response and recovery.
* In coordination with the Policy Group, determine needs and activate the EOC positions and departments as needed.
* In conjunction with the Policy Group and Department Representatives, coordinate with the Joint Information Center regarding public information, press releases, and media relations.
* Coordinate with the Liaison Officer about activities and coordination with surrounding jurisdictions and state, federal, and private partners.
* In conjunction with Department Representatives, provide the Policy Group information about the emergency or disaster and response activities.
* In conjunction with Department Representatives, advise the Policy Group about the need for a local disaster declaration and documentation.
* In conjunction with Department Representatives, coordinate with the Policy Group regarding emergency policies and the economic, political, legal, and social implications of both the emergency and the response.
* Coordinate fiscal expenditures with Department Representatives and the Policy Group.
* Ensure planning responsibilities are met including the following:
  + Collect, analyze, share, and display situation information.
  + Prepare SITREPs.
  + In coordination with the Department Representatives, establish the operational periods, meetings schedules, and staffing plan.
  + Prepare and distribute the EOC (IAP or EAP) and facilitate the planning meeting with Department Representatives.
  + Conduct advance planning activities and reports.
  + Ensure resources are tracked and resource tracking boards are developed and maintained.
  + Develop the EOC Demobilization Plan, if necessary.
  + Document and maintain files on all EOC activities.
* Activate EOC Manager, Deputies, and other staff to assist with meeting responsibilities.
* In coordination with Department Representatives, ensure status reports are completed and used as the basis for situation analysis reports and the EOC (IAP or EAP).
* Ensure logistics responsibilities are met including the following:
  + In coordination with Department Representatives, ensure internal and external resources including personal are tracked from deployment through demobilization and return (unless consumable).
  + Arrange for food, lodging, and other support services as required for the EOC staff.
* Coordinate closely with the Department Representatives and the On-scene Incident Command to establish priorities for resource allocation.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Emergency Manager Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Determine appropriate level of activation based on the situation. |  |
| 4. |  | In coordination with the Policy Group, activate the appropriate positions and departments needed for the initial activation of the EOC, including the JIC. |  |
| 5. |  | Activate EOC Manager, Deputy Emergency Managers, and other staff to assist in meeting responsibilities. |  |
| 6. |  | Ensure the EOC organization and staffing chart is posted and arriving staff are assigned appropriate roles. |  |
| 7. |  | Work with the Policy Group and Department Representative to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 8. |  | Work with Department Representatives to schedule the initial planning meeting and prepare the agenda. |  |
| 9. |  | Assign the Liaison Officer to coordinate outside agency response to the EOC. |  |
| **Operational Phase** | | | |
| 10. |  | Monitor activities and coordinate with Department Representatives to ensure that all appropriate actions are being taken. |  |
| 11. |  | Work with Department Representatives to establish Operational Periods and initial EOC response priorities and objectives. |  |
| 12. |  | In conjunction with Department Representatives, coordinate with the JIC regarding pubic information, press releases, and media relations. |  |
| 13. |  | In coordination with the On-scene Incident Commander, identify priorities and management objectives for the initial EOC (IAP or EAP) Planning Meeting. |  |
| 14. |  | Facilitate the initial planning meeting. Ensure that Department Representatives and other key staff are in attendance. |  |
| 15. |  | Once the EOC (IAP or EAP) is completed, coordinate with Department Representatives to review, approve, and authorize its implementation. |  |
| 16. |  | Schedule and conduct periodic briefings with the EOC staff to ensure response priorities and objectives are current and appropriate. |  |
| 17. |  | Coordinate with the Liaison Officer to establish and maintain contacts with local, state, federal, and private partners. |  |
| 18. |  | Collect, analyze, and share information. In conjunction with Department Representatives, develop SITREPS. |  |
| 19. |  | In conjunction with Department Representatives, provide the Policy Group information about the emergency or disaster, response activities, and the need for a local disaster declaration. |  |
| 20. |  | In conjunction with Department Representatives, coordinate with the Policy Group regarding emergency policies and the economic, political, legal, and social implications of both the emergency and the response. |  |
| 21. |  | Work with Department Representatives and other EOC staff members to ensure Activity Logs (ICS 214) and other documents are maintained. Document and maintain files on EOC activities. |  |
| 22. |  | Coordinate fiscal expenditures with Department Representatives and the Policy Group. |  |
| 23. |  | Ensure all planning and logistics responsibilities are met. |  |
| 24. |  | Determine the need to establish a separate intelligence unit to serve as a conduit for secure information sharing with law enforcement entities based on requirements for additional security clearances. |  |
| 25. |  | Conduct damage assessment in conjunction with Department Representatives. Complete the TDEM Disaster Summary Outline and notify the Policy Group and EOC staff. |  |
| 26. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 27. |  | Coordinate with Department Representatives and other EOC staff members to determine the appropriate time to demobilize. |  |
| 28. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Department of Human Resources

## Roles and Responsibilities

* Establish emergency personnel policies and disseminate to EOC staff and others as needed.
* Provide the Policy Group information about the emergency or disaster and response activities.
* Document and maintain files on all HR activities and share with Emergency Manager.
* Establish unique time reporting codes for emergency response and disseminate to EOC staff and others as needed.
* Track hours the EOC staff and others log associated with emergency response.
* Work with Department Representatives that staff the EOC to address workers compensation, employee benefits management, conflict resolution, human resources policies, procedures, laws, and related standards, and other human resources tasks.
* As needed, provide personnel for the safety and wellness of the EOC staff.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Department of Human Resources Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with all department personnel involved in the response. |  |
| 5. |  | Work with the Emergency Manager and other Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and other Department Representatives to schedule the initial planning meeting. |  |
| **Operational Phase** | | | |
| 7. |  | Establish emergency personnel policies and disseminate to EOC staff and others as needed. |  |
| 8. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 9. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 10. |  | Document and maintain files on all HR activities and share with Emergency Manager. |  |
| 11. |  | Establish unique time reporting codes for emergency response and disseminate to EOC staff and others as needed. |  |
| 12. |  | Track hours the EOC staff and others log associated with emergency response. |  |
| 13. |  | Track department resources and resources the department acquires through mutual aid from deployment through demobilization and return to home station. |  |
| 14. |  | Track and maintain department records associated with fiscal expenditures. |  |
| 15. |  | Work with Department Representatives that staff the EOC to address workers compensation, employee benefits management, conflict resolution, human resources policies, procedures, laws, and related standards, and other human resources tasks. |  |
| 16. |  | Maintain a list of employees and equipment available for field support assignments. |  |
| 17. |  | Provide personnel for the safety and wellness of the EOC staff as needed. |  |
| 18. |  | Participate in planning meetings and planning activities. |  |
| 19. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 20. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 21. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 22. |  | Conduct damage assessment of department facilities. |  |
| 23. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 24. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 25. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 26. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Department of Neighborhood Services

## Roles and Responsibilities

* Protect city landmarks and historical landmarks during response operations.
* Assist with Damage Assessments.
* Provide necessary data and reports to the Policy Group for strategic planning purposes or final action decisions.
* Assist with economic development including disbursement of Housing and Urban Development/ Community Development Block Grant and/or grant funds.
* Establish and maintain communication and coordination with homeowners associations (HOAs), non-profit groups, and homeless populations.
* Provide information about neighborhood plans and assist with sheltering operations as needed.
* Maintain a list of employees and equipment available for field support assignments.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Department of Neighborhood Services Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with all department personnel involved in the response. |  |
| 5. |  | Work with the Emergency Manager and other Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and other Department Representatives to schedule the initial planning meeting. |  |
| **Operational Phase** | | | |
| 7. |  | Protect city landmarks during response operations. |  |
| 8. |  | Establish and maintain communication and coordination with homeowners associations (HOAs), non-profit groups, and homeless populations. |  |
| 9. |  | Provide information about neighborhood plans and assist with sheltering operations as needed. |  |
| 10. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 11. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 12. |  | Participate in planning meetings and planning activities. |  |
| 13. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 14. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 15. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 16. |  | Track department resources and resources the department acquires through mutual aid from deployment through demobilization and return to home station. |  |
| 17. |  | Track and maintain department records associated with fiscal expenditures. |  |
| 18. |  | Document and maintain files on department HR activities and share with Emergency Manager. |  |
| 19. |  | Track hours logged by department personnel associated with emergency response. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 20. |  | Maintain a list of employees and equipment available for field support assignments. |  |
| 21. |  | Conduct damage assessment of neighborhoods, city landmarks, and department facilities. |  |
| 22. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 23. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 24. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 25. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Department of Public Works

## Roles and Responsibilities

* Survey and manage the restoration of (Name of Jurisdiction) utility systems that have been disrupted.
* Develop and maintain status reports.
* Coordinate with additional utility service providers on their status and restoration of disrupted services. Provide information for SITREPS and inclusion in the EOC (IAP or EAP).
* Survey public and private facilities, assessing the damage to such facilities and coordinating the repair of damage to public facilities.
* Survey and repair local infrastructure systems, including streets and roads within the jurisdictional area.
* Assess the risk and vulnerability of infrastructure associated with the disaster or emergency.
* Coordinate the mobilization and transportation of additional resources as needed.
* Coordinate clearance of debris in order to open roads for access. Prioritize routes with the Policy Group, Emergency Manager, and Department Representatives.
* Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department.
* Maintain a list of employees and equipment available for field support assignments.
* Provide technical assistance to include engineering expertise, construction management, contracting, inspection of private/commercial structures, and real estate services.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Department of Public Works Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with all department personnel involved in the response. |  |
| 5. |  | Work with the Emergency Manager and other Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and other Department Representatives to schedule the initial planning meeting. |  |
| **Operational Phase** | | | |
| 7. |  | Coordinate and support (Name of Jurisdiction) on-scene operations. |  |
| 8. |  | Survey and restore (Name of Jurisdiction) utility systems that have been disrupted. |  |
| 9. |  | Coordinate with additional utility service providers on their status and restoration of disrupted service. |  |
| 10. |  | Survey public and private facilities, assessing the damage to such facilities and coordinating the repair of damage to public facilities. |  |
| 11. |  | Survey and repair local infrastructure systems, including streets and roads within the jurisdictional area. |  |
| 12. |  | Assess the risk and vulnerability of infrastructure associated with the disaster or emergency. |  |
| 13. |  | Develop and maintain status reports related to public works and utilities resources. |  |
| 14. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 15. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 16. |  | Maintain a list of employees and equipment available for field support assignments. |  |
| 17. |  | Request and coordinate mutual aid resources as needed. |  |
| 18. |  | Coordinate the mobilization and transportation of additional resources as needed. |  |
| 19. |  | Participate in planning meetings and planning activities. |  |
| 20. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 21. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 22. |  | Coordinate clearance of debris in order to open roads for access. Prioritize routes with the Policy Group, Emergency Manager, and Department Representatives. |  |
| 23. |  | Provide technical assistance to include engineering expertise, construction management, contracting, inspection of private/commercial structures, and real estate services. |  |
| 24. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 25. |  | Track department resources and resources the department acquires through mutual aid from deployment through demobilization and return to home station. |  |
| 26. |  | Track and maintain department records associated with fiscal expenditures. |  |
| 27. |  | Document and maintain files on department HR activities and share with Emergency Manager. |  |
| 28. |  | Track hours logged by department personnel associated with emergency response. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 29. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 30. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 31. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 32. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Local Law Enforcement

## Roles and Responsibilities

* Coordinate (Name of Jurisdiction) law enforcement and public safety operations.
* Protect life safety.
* Protect and secure property and the environment.
* Conduct traffic control and access control as needed.
* Coordinate the collection, analysis, and sharing of incident-related intelligence and investigative information.
* Determine the need to establish a separate intelligence unit to serve as a conduit for secure information sharing with law enforcement entities based on requirements for additional security clearances.
* Maintain the status of unassigned law enforcement and public safety resources.
* Develop and maintain status reports for major incidents requiring or potentially requiring mutual aid, state, and/or federal support.
* Request and coordinate mutual aid resources, as necessary.
* Coordinate the mobilization and transportation of additional resources as needed.
* Ensure the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to Local Law Enforcement.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Local Law Enforcement Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with all Local Law Enforcement units involved in the response. |  |
| 5. |  | Work with the Emergency Manager and other Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and other Department Representatives to schedule the initial planning meeting. |  |
| 7. |  | Contact activated incident command post(s) to establish law enforcement point(s) of contact for each on-scene incident command organization. |  |
| 8. |  | Based on the situation, determine likely future needs of the Law Enforcement/Public Safety representatives. |  |
| **Operational Phase** | | | |
| 9. |  | Coordinate and support (Name of Jurisdiction) on-scene law enforcement and public safety operations. |  |
| 10. |  | Develop and maintain status reports of unassigned law enforcement and public safety resources. |  |
| 11. |  | Determine needs and provide law enforcement and public safety support to operations not directly associated with on-scene ICS operations.  Life safety  Protection and security of property and the environment  Traffic control and access control |  |
| 12. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 13. |  | Coordinate the collection, analysis, and sharing of incident-related intelligence and investigative information. |  |
| 14. |  | Determine the need to establish a separate intelligence unit to serve as a conduit for secure information-sharing with law enforcement entities based on requirements for additional security clearances. |  |
| 15. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 16. |  | Develop and maintain status reports for major incidents requiring or potentially requiring mutual aid, state, and/or federal support. |  |
| 17. |  | Request and coordinate mutual aid resources as needed. |  |
| 18. |  | Coordinate the mobilization and transportation of additional resources as needed. |  |
| 19. |  | Support additional law enforcement and public safety resource requests from the incident command post. |  |
| 20. |  | Participate in planning meetings and planning activities. |  |
| 21. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 22. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 23. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 24. |  | Track department resources and resources the department acquires through mutual aid from deployment through demobilization and return to home station. |  |
| 25. |  | Track and maintain department records associated with fiscal expenditures. |  |
| 26. |  | Document and maintain files on department HR activities and share with Emergency Manager. |  |
| 27. |  | Track hours logged by department personnel associated with emergency response. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 28. |  | Conduct damage assessment of department facilities. |  |
| 29. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 30. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 31. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 32. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Fire Department

## Roles and Responsibilities

* Coordinate (Name of Jurisdiction) firefighting, emergency medical service (EMS), USAR, and hazardous materials (HazMat) operations.
* Maintain the status of unassigned firefighting, emergency medical service, USAR, and hazardous materials resources.
* Develop and maintain status reports for major incidents requiring or potentially requiring mutual aid, state, and/or federal support.
* Request and coordinate mutual aid resources, as necessary.
* Ensure the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the Fire Department.
* Provide incident reports, assessments, and situation reports and coordinate activities with the Emergency Manager and Department Representatives.
* Maintain the status of available hospital resources.
* Develop and maintain status reports including patient tracking, available beds, and fatalities.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Fire Department Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with firefighting, EMS, USAR, and HazMat units involved in the response. |  |
| 5. |  | Work with the Emergency Manager and other Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and other Department Representatives to schedule the initial planning meeting. |  |
| **Operational Phase** | | | |
| 7. |  | Coordinate and support (Name of Jurisdiction) on-scene firefighting, EMS, USAR, and HazMat operations. |  |
| 8. |  | Develop and maintain status reports of unassigned firefighting, EMS, USAR, and HazMat resources. |  |
| 9. |  | Determine needs and provide firefighting, EMS, USAR, and HazMat support to operations not directly associated with on-scene ICS operations. |  |
| 10. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 11. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 12. |  | Develop and maintain status reports for major incidents requiring or potentially requiring mutual aid, state, and/or federal support. |  |
| 13. |  | Request and coordinate mutual aid resources as needed. |  |
| 14. |  | Coordinate the mobilization and transportation of additional resources as needed. |  |
| 15. |  | Support additional firefighting, EMS, USAR, and HazMat resource requests from the incident command post. |  |
| 16. |  | Participate in planning meetings and planning activities. |  |
| 17. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 18. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 19. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 20. |  | Track department resources and resources the department acquires through mutual aid from deployment through demobilization and return to home station. |  |
| 21. |  | Maintain the status of available hospital resources. |  |
| 22. |  | Develop and maintain status reports including patient tracking, available beds, and fatalities. |  |
| 23. |  | Track and maintain department records associated with fiscal expenditures. |  |
| 24. |  | Document and maintain files on department HR activities and share with Emergency Manager. |  |
| 25. |  | Track hours logged by department personnel associated with emergency response. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 26. |  | Conduct damage assessment of department facilities. |  |
| 27. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 28. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 29. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 30. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Local School District

## Roles and Responsibilities

* May provide transportation resources to support evacuation, mass care, or other activities as needed.
* May provide day care services or facilities for mass care shelters.
* Maintain a list of employees and equipment available for field support assignments.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Local School District Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with all Local School District personnel involved in the response. |  |
| 5. |  | Work with the Emergency Manager and Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and Department Representatives to schedule the initial planning meeting. |  |
| **Operational Phase** | | | |
| 7. |  | May provide transportation resources to support evacuation, mass care, or other activities as needed. |  |
| 8. |  | May provide day care services or facilities for mass care shelters. |  |
| 9. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 10. |  | Provide the Policy Group information about the emergency or disaster and district response activities. |  |
| 11. |  | Participate in planning meetings and planning activities. |  |
| 12. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 13. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the district and participate in periodic briefings with the EOC staff. |  |
| 14. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 15. |  | Track district resources and resources the district acquires through mutual aid from activation or deployment through return to steady state or demobilization and return to home station. |  |
| 16. |  | Track and maintain district records associated with fiscal expenditures. |  |
| 17. |  | Document and maintain files on district HR activities and share with Emergency Manager. |  |
| 18. |  | Track hours logged by district personnel associated with emergency response. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 19. |  | Maintain a list of employees and equipment available for field support assignments. |  |
| 20. |  | Conduct district-wide damage assessment of facilities. |  |
| 21. |  | Ensure that district-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 22. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 23. |  | Coordinate with the Emergency Manager and Department Representatives to determine the appropriate time to demobilize. |  |
| 24. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Department of Public Health

## Roles and Responsibilities

* Coordinate (Name of Jurisdiction) public health operations county, state and federal representatives, as necessary.
* Maintain the status of available public health resources.
* Identify additional needs that may be met through mutual aid, state, and/or federal support.
* Request and coordinate mutual aid.
* Coordinate the mobilization and transportation of additional resources as needed.
* Ensure the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Department of Public Health Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with all Department of Public Health personnel involved in the response. |  |
| 5. |  | Work with the Emergency Manager and other Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and other Department Representatives to schedule the initial planning meeting. |  |
| **Operational Phase** | | | |
| 7. |  | Coordinate (Name of Jurisdiction) hospital and public health operations. |  |
| 8. |  | Maintain the status of available public health resources. |  |
| 9. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 10. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 11. |  | Identify additional needs that may be met through mutual aid, state, and/or federal support. |  |
| 12. |  | Request and coordinate mutual aid. |  |
| 13. |  | Coordinate the mobilization and transportation of additional resources as needed. |  |
| 14. |  | Participate in planning meetings and planning activities. |  |
| 15. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 16. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 17. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 18. |  | Track department resources and resources the department acquires through mutual aid from deployment through demobilization and return to home station. |  |
| 19. |  | Track and maintain department records associated with fiscal expenditures. |  |
| 20. |  | Document and maintain files on department HR activities and share with Emergency Manager. |  |
| 21. |  | Track hours logged by department personnel associated with emergency response. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 22. |  | Maintain a list of employees and equipment available for field support assignments. |  |
| 23. |  | Conduct damage assessment of department facilities. |  |
| 24. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 25. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 26. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 27. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Department of Parks and Recreation

## Roles and Responsibilities

* Coordinate with the Liaison Officer to get support from volunteer organizations as needed.
* Provide grounds and facilities to support emergency response as needed.
* Maintain a list of employees and equipment available for field support assignments.
* Assist with debris management efforts.
* Secure facilities and grounds and conduct damage assessment.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Department of Parks and Recreation Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with Parks and Recreation staff involved in the response. |  |
| 5. |  | Work with the Emergency Manager and other Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and other Department Representatives to schedule the initial planning meeting. |  |
| **Operational Phase** | | | |
| 7. |  | Coordinate with the Liaison Officer to get support from volunteer organizations as needed. |  |
| 8. |  | Provide grounds and facilities to support emergency response as needed. |  |
| 9. |  | Maintain a list of employees and equipment available for field support assignments. |  |
| 10. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 11. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 12. |  | Participate in planning meetings and planning activities. |  |
| 13. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 14. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 15. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 16. |  | Track department resources and resources the department acquires through mutual aid from deployment through demobilization and return to home station. |  |
| 17. |  | Track and maintain department records associated with fiscal expenditures. |  |
| 18. |  | Document and maintain files on department HR activities and share with Emergency Manager. |  |
| 19. |  | Track hours logged by department personnel associated with emergency response. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 20. |  | Maintain a list of employees and equipment available for field support assignments. |  |
| 21. |  | Assist with debris management efforts. |  |
| 22. |  | Secure department facilities and grounds and conduct damage assessment. |  |
| 23. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 24. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 25. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 26. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Department of Information Technology

## Roles and Responsibilities

* Support and maintain information technology (IT) needs of the Emergency Operations Center.
* Provide telecommunication services, data management services, and information technology services.
* Assist with EOC status board displays.
* Inform the Emergency Manager about any IT issues.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Department of Information Technology Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Obtain situational awareness from available sources. |  |
| 3. |  | Activate additional staff as needed to fulfil department responsibilities. |  |
| 4. |  | Establish and maintain contact with all Department of Information Technology employees involved in the response. |  |
| 5. |  | Work with the Emergency Manager and other Department Representatives to establish initial priorities for the EOC based on current status and information from On-scene Incident Commander, if assigned. |  |
| 6. |  | Work with the Emergency Manager and other Department Representatives to schedule the initial planning meeting. |  |
| **Operational Phase** | | | |
| 7. |  | Support and maintain information technology (IT) needs of the Emergency Manager and Department Representatives. |  |
| 8. |  | Provide telecommunication services, data management services, and information technology services. |  |
| 9. |  | Assist with EOC status board displays. |  |
| 10. |  | Inform the Emergency Manager about any IT issues. |  |
| 11. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 12. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 13 |  | Participate in planning meetings and planning activities. |  |
| 14. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 15. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 16. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 17. |  | Track department resources and resources the department acquires through mutual aid from deployment through demobilization and return to home station. |  |
| 18. |  | Track and maintain department records associated with fiscal expenditures. |  |
| 19. |  | Document and maintain files on department HR activities and share with Emergency Manager. |  |
| 20. |  | Track hours logged by department personnel associated with emergency response. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 21. |  | Maintain a list of employees and equipment available for field support assignments. |  |
| 22. |  | Conduct damage assessment of department facilities and city-owned IT equipment. Assist departments with damage assessments related to IT as needed. |  |
| 23. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 24. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 25. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 26. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

# Liaison Officer

## Roles and Responsibilities

* Oversee all liaison activities, including coordinating with outside agency representatives assigned to the EOC and handling requests from other EOCs for (Name of Jurisdiction) representatives.
* Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
* Ensure position-specific guidelines, policy directives, SITREPS, the appropriate EOC (IAP or EAP) are provided to agency representatives upon check-in.
* In coordination with the Policy Group, Emergency Manager, and Department Representatives, provide orientations for VIPs and other visitors to the EOC or incident scene with approval of the On-scene Incident Commander.
* Ensure that Activity Logs (ICS 214) are maintained.

## Position Checklists (Activation, Operations, Demobilization)

|  |  |  |  |
| --- | --- | --- | --- |
| Liaison Officer Checklist | | | |
| **Item** | **Completed Time** | **Action** | **Follow-up Needed/ Notes** |
| **Activation Phase** | | | |
| 1. |  | Complete the tasks outlined in the Activation Phase of the EOC General Responsibilities Checklist. |  |
| 2. |  | Receive initial briefing from the Emergency Manager. |  |
| 3. |  | Determine the status of liaison activities that have already taken place or are in process. |  |
| **Operational Phase** | | | |
| 4. |  | Determine required liaison activities in conjunction with the Policy Group, Emergency Manager, and Department Representatives. |  |
| 5. |  | Establish and maintain a central location for incoming outside cooperating and assisting agencies or organization representatives. Provide workspace and support as needed. |  |
| 6. |  | Coordinate with the Policy Group, Emergency Manager, and Department Representatives to fill requests from other EOCs for (Name of Jurisdiction) representatives. |  |
| 7. |  | Provide position-specific guidelines, policy directives, situation reports, and a copy of the EOC (IAP or EAP) to outside cooperating and assisting agencies or organization representatives upon check-in. |  |
| 8. |  | Coordinate with the Policy Group, Emergency Manager, and Department Representatives to provide orientations for VIPs and other visitors to the EOC or incident scene with approval of the On-scene Incident Commander. |  |
| 9. |  | Activate additional staff as needed and establish communication protocols. |  |
| 10. |  | Collect, analyze, and share information. Assist in the development of SITREPS. |  |
| 11. |  | Provide the Policy Group information about the emergency or disaster and department response activities. |  |
| 12. |  | Coordinate with the JIC regarding pubic information, press releases, and media relations as needed. |  |
| 13. |  | Participate in planning meetings and planning activities. |  |
| 14. |  | Once the EOC (IAP or EAP) is completed, coordinate with the Emergency Manager and other Department Representatives to review, approve, and authorize its implementation. |  |
| 15. |  | Ensure that the appropriate actions are taken to address the operational objectives and assignments in the EOC (IAP or EAP) assigned to the department and participate in periodic briefings with the EOC staff. |  |
| 16. |  | Track the activities of incoming outside cooperating and assisting agencies or organization representatives and additional liaisons from activation or mobilization through demobilization and return to home station. |  |
| 17. |  | Track and maintain records associated with fiscal expenditures. |  |
| 18. |  | Document and maintain files on HR activities and share with Emergency Manager. |  |
| 19. |  | Track hours associated with liaison activities. Report hours to the Finance Department and/or Payroll Department via internal policy. |  |
| 20. |  | Ensure that department-specific information is maintained on Activity Logs (ICS 214), financial records, on-duty timesheets, and other documentation. |  |
| 21. |  | Complete the tasks outlined in the Shift Change section of the EOC General Responsibilities Checklist. |  |
| **Demobilization Phase** | | | |
| 22. |  | Coordinate with the Emergency Manager and other Department Representatives to determine the appropriate time to demobilize. |  |
| 23. |  | Complete the tasks outlined in the Demobilization Phase of the EOC General Responsibilities Checklist. |  |

Handbook Maintenance, Revision, and References

The Handbook Maintenance, Revision, and References section focuses on establishing a clear maintenance and revision process for the (Name of Jurisdiction) Departmental EOC Handbook and listing of relevant references used in the development of the handbook.

# Maintenance and Revision

The Maintenance and Revision section establishes a standard method and timeline for reviewing and updating the Departmental EOC Handbook. The section only requires inserting applicable jurisdiction information, but it can be edited further based on established review processes of the jurisdiction.

The (Name of Jurisdiction) Departmental EOC Handbook is a living document based on priorities established by the (Name of Jurisdiction) (Department Name). The handbook is reviewed and revised (Time Frame) by (Position Title) to ensure all outlined operational guidance is accurate and up to date. The updated handbook is submitted to (Position Title) for final review and approval.

Additionally, the handbook may be updated on an ad hoc basis to incorporate lessons learned from exercises and real-world incidents.

# References

*(Name of Jurisdiction) Emergency Operations Plan*

*Community Lifelines Implementation Toolkit, Version 2.0,* (2019) FEMA

*FEMA Incident Stabilization Guide (Operational Draft),* (2019) FEMA

*G0191: ICS/EOC Interface Workshop Student Manual*, (2013) FEMA

*National Incident Management System, 3rd ed.,* (2017) FEMA

*National Response Framework,* (2019) FEMA

*NIMS Emergency Operations Center Skillsets User Guide,* (2018) FEMA

*State of Texas Emergency Management Plan, Basic Plan,* (2020) TDEM

*Texas Emergency Management Executive Guide FY2019 edition,* TDEM

*Texas Government Code, Chapter 418, Emergency Management (amended)*, (1975)

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Appendices

Appendix A: Operational Toolkit

Appendix B: Damage Assessment Process

Appendix C: Demobilization Plan Process

Appendix D: Glossary of ICS Terms

Appendix E: Abbreviations

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Operational Toolkit

The operational toolkit contains a list of emergency response authorities, an Incident Command System overview, a brief explanation of the Texas Division of Emergency Management, ICS roles and responsibilities, the Planning P and battle rhythm, and a description of the ICS/EOC interface. The toolkit also includes an introduction to the Departmental EOC Structure, an EOC Policy Group Job Aid, and an activation levels and triggers chart.

## Emergency Response Authorities

This section addresses the (Name of Jurisdiction) emergency responsibilities and is consistent with the following authorities.

The (Name of Jurisdiction) emergency management response system and this handbook are in accordance with the following plans, laws, codes, and executive orders:

(Name of Jurisdiction)

* (Name of Jurisdiction) Emergency Operations Plan
* Ordinance #(Number), Emergency Management
* Ordinance #(Number), Adoption of the National Incident Management System (NIMS)

State of Texas

* Government Code 418, Emergency Management
* Government Code 421, Homeland Security
* Government Code 433, State of Emergency
* Texas Administrative Code Title 37, Public Safety and Corrections
* Executive Order RP-32, Emergency Management and Homeland Security
* Executive Order RP-40, National Incident Management System (NIMS)

Federal Government

* The Federal Emergency Management Agency (FEMA) is the federal-level authority for emergency management. A presidential declaration activates the Federal Emergency Response Plan and allows the state to access federal resources for emergency response.
* The Robert Stafford Act (Public Law 93-288, amended) provides the federal authority and program for federal congressional appropriation of public funds for disaster assistance. The Stafford Act also includes a provision for hazard mitigation projects.
* Homeland Security Presidential Directive 5 (HSPD-5) - Management of Domestic Incidents (National Incident Management System), which was issued on February 28, 2003, enhances the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.

This EOC handbook is designed for response operations. The North Central Texas Council of Governments ([NCTCOG) Recovery Framework](file:///C:\Users\jmerchan\Documents\Assignments\NCTCOG%20%20EOC\NCTCOG)%20Recovery%20Framework) and associated toolkit (<https://www.nctcog.org/ep/resources/local-disaster-recovery-framework-and-toolkit>) are designed to assist with local recovery planning.

## ICS Overview

As defined in the National Incident Management System (2017), ICS is a standardized approach for addressing command, control, and coordination of on-scene incident management. ICS is also used in many EOCs for incident management. ICS establishes a hierarchy and a flexible, expandable organizational structure to meet the demands of an incident.

The system allows for the integration of personnel from multiple organizations with varying levels of experience across disciplines to establish a coordinated incident management approach applicable to all hazards. ICS is used by government organizations (local, state, and federal), nongovernmental organizations (NGOs), and private sector entities.

Beyond simply addressing personnel for incident management, the ICS organizational structure provides an integrated approach for communications, equipment, facilities, personnel, and procedures.

## Unified Command

The overall management of an incident can be the responsibility of a single Incident Commander (IC) or a Unified Command (UC). To improve unity of effort, Unified Command can be established to integrate multiple jurisdictions or agencies that are all engaged in managing an incident. The approach allows all jurisdictions and/or organizations with authority or functional responsibilities to jointly manage an incident, working collaboratively to establish strategies, incident objectives, and a single Incident Action Plan (IAP). Once Unified Command is established, each organization and/or jurisdiction retains its own authorities and responsibilities. Communication is an essential element for the operation of an effective Unified Command.

The composition of a Unified Command is based on the demands, the location, and the type of incident. Unified Command, like a single Incident Commander, is responsible for establishing an Incident Command Post (ICP), designating Section Chiefs, establishing a single resource ordering system, approving the IAP, establishing strategic guidance and prioritized incident objectives, capturing lessons learned and best practices, and establishing a joint decision-making process.

## Unified Coordination

Unified coordination describes incident management activities conducted by primary, state, tribal, territorial, insular area, and federal entities at the incident level. Unified coordination is established using an ICS structure. Though organized using an ICS structure, unified coordination does not manage on-scene response operation; instead, unified coordination focuses on support operations that may or may not extend beyond the boundaries of the incident.

The Unified Coordination Group (UCG) is composed of senior leader representatives from state, tribal, territorial, insular area, and federal government interests and in some cases, may include local governments, private sector organizations, and NGOs. Each representative in a UCG is required to have a significant jurisdictional responsibility or authority, and like Unified Command, the composition of the UCG varies by incident based on the location, scope, and nature of the disaster. The UCG sits at the top of a unified coordination organization chart and serves as the primary field-based entity for federal response.

### Description automatically generated

Figure : Example of Unified Coordination from the National Response Framework (2019)

### Local Elected Officials

Mayors and county judges serve as emergency management directors with specific responsibilities and authorities as defined in the Texas Government Code (Section 418):

* The presiding officer of the governing body of a political subdivision (municipality or county) may declare a local state of disaster. After seven days, the declaration must be ended or renewed by the governing body.
* The county judge or mayor of a municipality has the authority to order an evacuation of part or all of the population of a stricken or threatened area to preserve life or to address other disaster mitigation, response, or recovery.
* The county judge or mayor can control ingress and regress of a disaster area inside his/her jurisdiction.
* The county judge’s authority supersedes the authority of the mayor when a conflict of decisions takes place in connection to evacuation orders and/or control of entry/exit from a disaster area.

This information is subject to change based on legal decisions associated with ongoing litigation, a change in the Texas Government Code, or other legal findings.

### Mutual Aid

Under Texas Government Code (Section 418), local governments may provide mutual aid to other local governments using existing mutual agreements or through the Texas Statewide Mutual Aid System (SMA). The SMA allows local government entities to request mutual aid response capabilities without an established, written mutual aid agreement for 12 hours at no cost. Mutual aid requests are considered authorized under the SMA, unless an outside agreement is in place between the coordinating local governments. This information is subject to change.

## Texas Division of Emergency Management

The Texas Division of Emergency Management (TDEM) is charged with carrying out a comprehensive, all-hazards emergency management program for the state and for assisting cities, counties, and state agencies in planning and implementing their emergency management programs. As part of this effort, TDEM has developed the Texas Emergency Management Executive Guide FY2019 edition as a resource for executives who are tasked with providing for the safety and security of their respective communities. Although designed for executives, officials that respond to emergency situations will find the guide useful. This guide is located at <https://tdem.texas.gov/wp-content/uploads/2019/10/FY-2020-TDEM-Executive-Guide.pdf>.

## Disaster District Committees

Disaster districts in the State of Texas serve as the initial source of state-level emergency preparedness and response assistance to local governments. The State of Texas established a minimum of one disaster district committee (DDC) in each of the Texas Council of Government regions. Each DDC is composed of local representatives from the state agencies to engage in homeland security preparedness and response activities.  Several regions have multiple DDCs, including the NCTCOG region, which has two ([4A and 4B](https://ticc.tamu.edu/Documents/IncidentResponse/AHIMT/SOC/DDC_Area_Map.pdf)). The public safety director of the Texas Department of Public Safety appoints a commanding officer from the Texas Highway Patrol to chair each DDC.

## ICS Organizational Elements – Roles and Responsibilities

The following section defines key organizational elements, including organizational structures and facility types, commonly used in an ICS organizational structure. Some terms apply to EOC and field operations, which is noted.

### Section

The ICS organizational element having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, and Finance/Admin). The organizational level is used in field incident command and some EOC organizational structures. Sections can contain additional organizational structures (e.g., branches, units), but the use of lower-level organizational features is based on the needs of the incident.



Figure : Incident Commander and Four Traditional Sections of an ICS Organizational Structure

### Branch

A branch serves as a specific organizational level in an ICS organizational structure. A branch has functional or geographic responsibilities for major elements of an incident operations. The organizational level is used in field incident command and EOC organizational structures. Branches are used in the Operations and Logistics Sections. In the Operations Section, branches are located below a Section Chief and above any divisions or groups (see definitions below). In the Logistics Section, branches are used between the section and units.



Figure : Example of Functional Branches of an ICS Organizational Structure

### Division

A division is the organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. Divisions are typically associated with field operations.



Figure : Example of Divisions in an ICS Organizational Structure

### Group

Within an incident management structure groups are subdivisions of operations based on functional areas. Differing from divisions, the subdivision is based on a functional area not a geographic area. Each group contains the resources to perform a specific function. Groups are typically associated with field operations.



Figure : Example of Functional Groups in an ICS Organizational Structure

### Unit

Within an ICS organizational structure, units are located within the Planning, Logistics, and Finance/ Administration Sections. Units have functional responsibility for a specific activity (e.g., Cost Unit, Transportation Unit, Communications Unit, etc.).



Figure : Example of Units and Technical Specialists in an ICS Organizational Structure

### Technical Specialists

ICS functions in a wide variety of incidents that need technical specialists. Technical specialists have special expertise and skills, and they are activated only when needed. No specific qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technical specialists may serve anywhere within the organization depending on factors such as complexity, span of control, lines of communication, and subject matter expertise. They are most often assigned to the specific area (section, branch, division, group, or unit) where their services are needed. Technical specialists assigned to the Command Staff are called command advisors. In some situations, they are assigned to a separate unit within the Planning Section, much like a talent pool, and assigned out to various jobs on a temporary basis.

Generally, if the expertise is needed for only a short time and involves only one individual, that individual is assigned to the Situation Unit. If the expertise is needed on a long-term basis and necessitates several persons, a separate Technical Unit is established in the Planning Section.

|  |  |
| --- | --- |
| Access and functional needs advisor | Agricultural specialist |
| Behavioral health specialist | Community representative |
| Decontamination specialist | Environmental impact specialist |
| Epidemiologist | Flood control specialist |
| Geographic Information Systems (GIS) specialist | Health physicist |
| Industrial hygienist | Intelligence specialist |
| Legal advisor | Meteorologist |
| Pharmacist | Science and technology advisor |
| Toxicologist | Veterinarian |

### Task Force

A task force is a combination of resources that are different, which may be different kinds and/or types[[1]](#footnote-2), that are brought together to meet a specific mission or operational need. Task Forces can be used in connection with field operations and/or an EOC. A Community Feeding Task Force, for example, may be composed of representatives from a variety of county agencies and NGOs, each with different organizational focuses but with the shared mission of supporting the distribution of food in the community during a disaster.

### Strike Team/Resource Team

Differing from a task force, a strike team (also known as a resource team) is composed of resources of the same kind and type with a focus on a specific mission or operational need. Strike teams, such as an Explosive Ordnance Disposal (EOD) Team, focusing on a specific mission, have an established minimum staffing requirement, common communications, and a leader.

### Single Resources

Differing from task forces and strike teams, single resources are individuals, a specific piece of equipment, including supporting supplies and personnel, or a team (or crew) with an identified supervisor. Single resources are commonly used throughout an incident.

### Staging Area

The staging area is a physical location that is temporarily used to station resources (personnel, supplies, and equipment) prior to operational assignment.

## 

## Planning P and Battle Rhythm

### Planning P

The Planning P is an operational planning cycle approach for establishing strategic and operational objectives, developing on-scene IAPs and/or EOC emergency action plans (EAPs) and IAPs, operating/updating the existing plan, and maintaining situational awareness and information sharing processes. The “leg” portion of the Planning P process is only enacted during the initial response phase. Subsequent operational periods follow the circular portion of the process. The Emergency Manager, Department Representatives, and other EOC staff members participate in the process through effective engagement in the development of the EOC IAP or EAP and communication of essential elements of information for development of situation reports (SITREPs) and spot reports. The Emergency Manager is ultimately responsible for ensuring implementation of the operational planning cycle.



Figure : The Planning P

### Battle Rhythm

The battle rhythm is similar to the Planning P. It details crucial meetings, established reporting timelines, and other necessary coordination requirements. The goal of a battle rhythm is effective time management during an emergency. The battle rhythm is a schedule for the EOC that recognizes the planning cycle, changing deadlines for reporting data, shift changes, meal breaks, meetings (in-person and virtual), video, and telephone conference calls, embracing all the entities involved in an emergency response. The battle rhythm should be updated for each operational period and created by the (Name of Position) to be distributed and displayed for all staff at the beginning of each shift.

The core of the battle rhythm is the adoption of a structured and coordinated management approach that informs and guides the personnel involved. An effective battle rhythm is integrated and supportive of the management needs of other stakeholders.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Battle Rhythm** | | | **Incident Name:** COVID-19 | | **Date Prepared:** 11/20/2020 | | **Shift:** 1st |
| Operational Period (Date/Time): **11/20/2020 0700–1900** | | | | | | | |
| Time | **Time** | **Meeting/Activity** | | **Attendees/Call info** | | **Location** | |
| **0700** | **7:00 AM** | **Operational Period Briefing and Shift Change** | | **All** | | **EOC** | |
| **0800** | 8:00 AM | Morning Policy Group Meeting | | Emergency Manager/ Department Representatives/Policy Group | | Policy Conference Room | |
| **0900** | 9:00 AM | Community Outreach Meeting | | Emergency Manager/ Department Representatives | | Skype | |
| **1000** | 10:00 AM | Strategy Meeting | | Emergency Manager/ Department Representatives | | Conference Room A | |
| **1100** | 11:15 AM | TDEM Meeting | | Emergency Manager/ Department Representatives | | Microsoft Teams | |
| **1200** | 12:00 Noon | Lunch | |  | | EOC | |
| **1300** | 1:15 PM | County COVID-19 Update Conference Call | | All – 877-555-5555  Passcode 5555555 | | EOC Ops Room / Virtual | |
| **1400** | 2:30 PM | Tactics Meeting | | Emergency Manager/ Department Representatives | | Conference Room A | |
| **1500** | 3:30 PM | City Public Information Update Push | | Emergency Manager/Department Representatives/PIOs | | JIC | |
| **1600** | 4:00 PM | Planning Meeting | | Emergency Manager/ Department Representatives | | Conference Room A | |
| **1700** | 5:00 PM | Policy Group Update | | Emergency Manager/ Department Representatives/Policy Group | | Microsoft Teams | |
| **1800** | 6:30 PM | Complete IAP Preparation and Distribute | |  | | EOC | |
| **1900** | **7:00 PM** | **Operational Period Briefing and Shift Change** | | **All** | | **EOC** | |

## ICS/EOC Interface

When field and EOC operations are both established, these operations must be interfaced to establish and maintain a unified response. An effective interface establishes clear lines of communication, clearly defines roles and responsibilities, and establishes appropriate connection points of contact between incident command and the EOC organizations based on activated positions and departments.

The EOC can be leveraged to oversee specific operational elements and to provide coordination support to field operations. When supporting on-scene incident command, the EOC provides operational and strategic coordination; information collection, analysis, and dissemination; and logistical support (e.g., resource acquisition and tracking). Establishing direct lines of communication is essential for a coordinated approach and aligning operational objectives. EOC staff establish coordination with appropriate field counterparts. Identifying the appropriate counterparts is aided by the (Name of Jurisdiction) EOC’s use of a departmental organizational structure, which supports the ICS established for field operations. Additionally, both organizations use a unified doctrine composed of common terminology and operational protocols through adherence to NIMS.

The operational period of field and EOC operations can be synchronized, though not always perfectly aligned, based on each organization’s operational planning cycles.

### EOC/Field Synchronization

The synchronization of planning processes between the EOC and incident command in the field is an essential process for ensuring the objectives outlined by both entities are aligned. When an incident necessitates moving into a multi-operational cycle based on the magnitude, scope, or longevity of an incident, incident command will develop an on-scene IAP. When the EOC is activated, the EOC will develop an EOC (IAP or Emergency Action Plan (EAP)). The IAP developed in the field focuses directly on field response operations, and the EOC (IAP or EAP) focuses on providing coordination and support to field operations and other objectives not directly associated with the scene such as mass care. In turn, there are circumstances when an incident does not involve a field operation overseen by an Incident Commander or Unified Command (e.g., COVID-19). In these cases, the EOC’s (IAP or EAP) will serve as the overarching plan for establishing strategic and operational objectives. There is also an option of developing a joint on-scene and EOC IAP or EAP that incorporates goals and objective for the entire response into a single plan.

When there is establishment of field and EOC operations, synchronization is achieved by ensuring appropriate incident command and EOC personnel are involved in shared meetings that fit within the operational tempo of both organizations, allowing for development of plans that are aligned and operating simultaneously to meet overarching incident objectives. If the EOC’s (IAP or EAP) is out of sync with the field operations’ IAP, a mismatch can occur between the two organizations’ objectives and the prioritization of objectives. The synchronization of operational planning cycles is commonly established between On-scene Incident Commander and the Emergency Manager and coordinated with the departments.

Synchronization in terms of aligning objectives may not mean attempting to perfectly align the operational tempo and operational planning cycles of field and EOC operations. For example, the development of field operations’ objectives may need to precede the development of an EOC’s operational objectives to ensure the EOC’s focus aligns with the needs of field operations based on newly established objectives. If both planning cycles are operating on the same operational tempo with perfectly aligned meetings, it can result in plans that are not aligned because they are attempting to follow exactly the same development timeline. Also, if leadership from either organization is attending (even virtually) meetings of the other entity, they cannot attend corresponding meetings in their own planning cycle. Additionally, when there are multiple incident command structures in the field, alignment with the EOC requires additional consideration.

## FEMA Community Lifeline Integration into Situational Awareness

Focused on response, the Federal Emergency Management Agency (FEMA) established community lifelines as a way to organize operational focus on seven essential categories required for incident stabilization and protection of life. The seven categories are safety and security; food, water, shelter; health and medical; energy (power and fuel); communications; transportation; and hazardous materials.



Figure : FEMA Community Lifelines

FEMA defines *lifelines* as fundamental services that when stabilized, allow all other aspects of a society to function. Each lifeline is composed of supporting components and subcomponents. For example, the energy lifeline has two components: power grid and fuel. In turn, power grid has three subcomponents: generation systems, transmission systems, and distribution systems.

During an emergency response, evaluation of community lifelines, focusing on incident impacts, allows for an assessment of the overarching impacts on a community. By focusing on community lifelines, incident impact information is used to build clear situational awareness focused on stabilization and restoration of key services and elements of the community, keeping response and support staff and decision-makers informed.

The Planning P drives the cyclical process of assessing the current situation based on community lifelines and determining stabilization targets for each community lifeline. With a focus on building and maintaining situational awareness, the EOC produces SITREPs as part of the Planning P cycle. In turn, the Planning P can drive the development of SITREPs through the EOC (IAP or EAP) development process. When using community lifelines, EOC (IAPs or EAPs) are developed through analysis of impacts to all seven community lifelines, the establishment of stabilization targets for all impacted community lifelines, and the defining response activities that result in meeting stabilization targets. Information and resources for implementing lifelines during incident response can be found in the FEMA Community Lifelines Toolkit and the FEMA Incident Stabilization Guide.

## Departmental EOC Structure

Jurisdictions or organizations may choose to retain the day-to-day relationships they have with the various departments and agencies that they also work with in responding to and recovering from incidents. These organizations or jurisdictions may configure the personnel who assemble in the EOC by the participants’ departments, agencies, or organizations. Such departmentally structured EOCs typically require less training and emphasize coordination and equal footing for all departments and agencies. In this model, a single individual, either the jurisdiction or organization’s emergency manager or another senior official, directly coordinates the jurisdiction’s support agencies, nongovernmental organizations (NGO), and other partners. This model can also be organized using ESFs instead of departments. Figure 6 presents an example of a Departmental EOC structure.

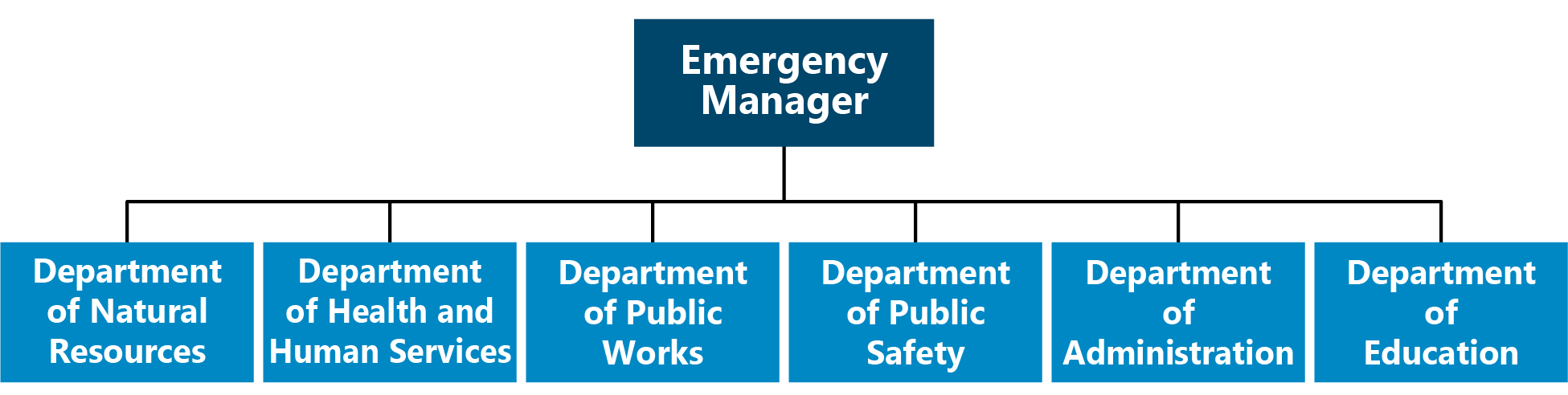


Figure : Example of a Departmental EOC Organization Structure from NIMS (2017)

In this example, the Emergency Manager, as EOC director, directly facilitates EOC planning and reporting. The EOC director may also be responsible for the office equipment, phones, radios, and/or computers in the EOC and ensuring food is available for the staff.

For the departments, representatives bring the various resources, expertise, and relationships that are associated with those organizations and functions. Decisions are made within the group to achieve mutually agreed-upon objectives, as in a Unified Command.

The roles and responsibilities of a departmental EOC reflect the day-to-day responsibilities of the represented departments and agencies. For example:

* EOC representatives from the department that deals with natural resources may be responsible, according to their normal authorities, for historic preservation, air and water quality, parks and recreation, game and wildlife, and wildfire suppression.
* Representatives in the EOC from the agencies that deal with public health, medical, and human services issues would be responsible for and provide resources associated with elder services; community hospitals, clinics, and medical services; sheltering and mass care; disease investigations; pharmacy services and mass dispensing sites; and liaison with humanitarian relief organizations.
* Representatives from public works are responsible for issues and resources in the EOC involving roads and grounds, sewers and sanitation, water purification, fuel, utilities, transportation, and solid waste.
* Police, sheriff, fire, and/or emergency medical services organizations all have representatives who coordinate their respective functions and resources in the EOC.
* EOC representatives from the jurisdiction or organization’s administrative department or agency coordinate public information, finance, training, private sector and tribal liaison, and social/cultural centers.
* The public schools’ officials assigned to the EOC are responsible for day care services, schools’ facilities (e.g., when used as emergency shelters), and school transportation.

These responsibilities would vary according to the jurisdiction’s day-to-day departmental organization and responsibilities. This enables jurisdictions or organizations to address incidents effectively while maintaining their normal authorities, responsibilities, and relationships.

## EOC Policy Group Job Aid

### Responsibilities

The Policy Group focuses on the overall strategy for the response (beyond the strategy developed by the Incident Commander at the scene), the overall response priorities, and policy setting. Decisions made by the Policy Group are implemented by the Management Coordination Group, Operations Coordination Group, Plans Coordination Group, Logistics Coordination Groups and Admin/Finance Coordination Groups.

They meet to develop emergency policies and then, as required by the disaster situation, discuss the economic, political, legal, and social implications of both the threat and the response to determine the best general approach to the situation.

The Policy Group may elect to remain at the Emergency Operations Center (EOC) to observe, but may also be available by pager, telephone, or email.

### Start-up Actions

* Communicate with or respond to the designated EOC, assess type and the scope of emergency.
* Determine the threat to human life and safety, then issue a policy to take immediate action to protect life if necessary.
* Determine the threat to facilities and issue a policy as to the priority and resource allocations.
* Communicate with the EOC/IC/UC to issue a policy that will guide the development of an EOC Management Plan and Incident Action Plan (IAP).

### Ongoing Duties

* Continue to monitor and assess overall situation:
  + View site map periodically for incident progress and information.
  + Check with staff for periodic updates and issue additional policies as needed.
  + Determine staff effectiveness; reassign personnel as needed, especially when long hours have affected their efficiency.
* Maintain communications with internal and external sources as necessary.

### Deactivation

Upon the advice of EOC Manager, return to normal operations.

## Activation Levels and Triggers

If different than those defined in the table below, jurisdiction-specific activation levels should be used.

| **(Name of Jurisdiction) EOC Activation Levels** | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Activation Level** | **Level Description** | **Response/Notification** | **EOC Staff Actions** | **EOC Facility** | **Activation Triggers** |
| **Level 4** | Normal, day-to-day | EOC Support | EOC Support | Steady State | NA |
| **Level 3** | Monitoring the situation. There is potential for an emergency, but no immediate threat to life or property | OEM on stand-by or monitoring situation  OEM Director notified  Local department heads and other officials notified of conditions  Amateur Radio Operations may be activated  OEM Director and local officials receive periodic updates | Notified of condition | Standby/Open | Potential threat or incident grows beyond the capability or capacity of Level 4 operations or is expected to do so. |
| **Level 2** | Escalation from non-routine emergencies  Multi- departmental response | OEM staff respond to EOC  OEM Director notified  Activate appropriate department heads and other officials and have them respond to the EOC  Notify additional department heads and other officials of conditions and place on stand-by  Notify (Other Jurisdiction(s)) OEM | EOC partially activated, depending on circumstances | Open | Potential threat or incident grows beyond the capability or capacity of Level 3 operations or is expected to do so. |
| **Level 1** | Assistance from other jurisdictions or mutual aid may be needed  Local area disaster or multi-site incident | OEM staff respond to EOC  OEM Director notified  Activate all appropriate department heads and other officials needed for full activation and have them respond to the EOC  Notify (Other Jurisdiction(s)) OEM | EOC fully staffed | Open | Potential threat or incident grows beyond the capability or capacity of Level 2 operations or is expected to do so |

The Emergency Manager and Department Representatives will work together to establish the appropriate activation level.

Damage Assessment Process

The following defines the Damage Assessment Process in (Name of Jurisdiction).

1. **Rapid Assessment:** The method used to determine the immediate needs of the incident. The operational priorities for assessing the situation are as follows:
   1. Life, safety, and health
   2. Property protection
   3. Environmental protection
   4. Restoration of essential utilities
   5. Restoration of essential program functions
   6. Coordination among appropriate stakeholders
2. **Local Situation Report:** Completed based on published operational planning cycle.
   1. Number of deaths and injuries
   2. Status of schools
   3. Power outages and anticipated restoration
   4. Telecommunication system outages
   5. Closures of roads and bridges
   6. Damage to or loss of water and wastewater treatment facilities
   7. Number of homes and businesses destroyed or damage
   8. Number of vehicles destroyed or damaged
   9. Need for shelters
   10. Evacuation orders
   11. Emergency declaration
3. **Data Collection**
   1. Individual assistance assessment
   2. Public assistance assessment
   3. Site references
   4. Pictures/sketches
   5. Environmental considerations
   6. Maps and Global Positioning System data
4. **Data Distribution:** Used in situation reports and Incident Action Plans
5. **Summarized Data Provided to Decision Makers**
6. **Complete Disaster Summary Outline**

Demobilization Plan Process

The following process is used to develop an incident Demobilization Plan in the (Name of Jurisdiction) Emergency Operations Center (EOC). It is anticipated that the Demobilization Plan process will be conducted by a Deputy Emergency Manager or other staff members.

1. **Review Plans and Establish Situational Awareness**

* Review EOC Incident Action Plan and situation reports to establish working knowledge of incident scope, size, duration estimates, and resources.
* Review resource release priorities, which form the cornerstone of the Demobilization Plan.
* Determine anticipated incident and response length/time frame.
* Coordinate with Emergency Manager and Department Representatives to determine resources currently located at the incident.
* Attend the Tactics Meeting to determine if there are excess resources based on tactical objectives/task.

1. **Request Demobilization Planning Meeting**

* Schedule a meeting with the Emergency Manager and Department Representatives.

1. **Hold Demobilization Planning Meeting**

* Gather functional requirements for demobilization from the Emergency Manager and Department Representatives considering the following areas:
  + Safety
  + Logistics
  + Finance
* Request copies of the Incident Check-in List (ICS 211) and Organization Assignment List (D 203) or EOC Organization Chart (D 207), if not already received.

1. **Establish Demobilization Method for Resources**

* Develop resource demobilization process and document in Demobilization Plan.
* Develop process for emergency demobilization of a resource.
* Ensure Demobilization Plan accounts for financial considerations with respect to resources.

1. **Document Safety Measures**

* Coordinate with the On-scene Safety Officer and others to ensure appropriate rest periods are maintained and enforced prior to release of a resource.
* Document safety measures in Demobilization Plan.

1. **Draft Demobilization Plan for Incident**

* Ensure the approach for demobilization is appropriate for the incident and there is adequate staff to handle the process and associated tasks.
* Include directories, maps, and instructions for incident-specific demobilization procedures.
* Consider the different types of demobilization processes, systems, and procedures that may be used, including the following:
  + Paper systems using T-Cards, Demobilization Forms (e.g., ICS 221 Demobilization Check-out form) and check out recorders for simple, small scale incidents
  + Computer-based systems using electronic communication and/or electronic form filling to demobilize resources from multiple locations and/or agencies can be better used in larger incident
* Establish a method of capturing lessons learned and informing the demobilizing EOC Staff that an After-Action Report Meeting will be held in the future.
* Keep the Emergency Manager and Department Representatives informed throughout development to ensure the most up-to-date information, including priorities, is included in the draft Demobilization Plan.

1. **Submit Demobilization Plan for Review**
   1. Submit the draft Demobilization Plan to the Emergency Manager and Department Representatives for review and feedback.
   2. Based on feedback, update the draft Demobilization Plan and submit to the Emergency Manager and Department Representatives for approval.

Baseline Resource Demobilization Processes

The following information is provided to establish a baseline method for demobilization of resources for planned and unplanned demobilizations:

### Planned Demobilization

* Review the Demobilization Plan.
* Construct a tentative release list.
* Construct a demobilization tracking table.
* Notify the resources to be demobilized.
* Complete Demobilization Check-out (ICS 221).
* Release the resources and notify home unit.

### Unplanned Demobilization

* Department representative or Emergency Manger is notified of unplanned demobilization.
* Department representatives or Emergency Manager notifies Deputy Emergency Manager of unplanned demobilization.
* Deputy Emergency Manager collects critical information related to the emergency demobilization.
* Demobilization Check-out (ICS 221) completed.
* Resource released and home unit notified.

Glossary of ICS Terms

**Access and Functional Needs**: Individual circumstances requiring assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits an individual’s ability to take action in an emergency.

**Agency**: A government element with a specific function offering a particular kind of assistance.

**Agency Administrator/Executive:** The official responsible for administering policy for an agency or jurisdiction.

**Agency Representative**: A person assigned by a primary, assisting, or cooperating local, state, tribal, territorial, or Federal Government agency, or nongovernmental or private organization, who has authority to make decisions affecting that agency’s or organization’s participation in incident management activities following appropriate consultation with that agency’s leadership.

**Area Command**: An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations. See *Unified Area Command*.

**Assigned Resource**: A resource that has been checked in and assigned work tasks on an incident.

**Assignment**: A task given to a person or team to perform based on operational objectives defined in the IAP.

**Assistant**: A title for subordinates of principal Command Staff and EOC director’s staff positions. The title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency**: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

**Authority Having Jurisdiction**: An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, NGO, private sector company, or a tribal or local agency such as a police, fire, or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team (e.g., an IMT).

**Available Resource**: A resource assigned to an incident, checked in, and available for assignment.

**Badging**: The assignment of physical incident-specific credentials to establish legitimacy and permit access to incident sites. See *Credentialing*.

**Base**: See Incident Base.

**Branch**: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch falls between the Section Chief and the division or group in the Operations Coordination Section, and between the section and units in the Logistics Coordination Section. Branches are identified by Roman numerals or by functional area.

**Camp**: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Certification**: The process of authoritatively attesting that individuals meet qualifications established for key incident management functions and are, therefore, qualified for specific positions.

**Chain of Command**: The orderly line of authority within the ranks of incident management organizations.

**Check-In**: The process through which resources first report to an incident. All responders, regardless of agency affiliation, report in to receive an assignment in accordance with the Incident Commander or Unified Command’s established procedures.

**Chief**: The ICS title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance/Administration.

**Clear Text**: Communication that does not use codes, including 10-codes. See Plain Language.

**Command**: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff**: A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, and a Liaison Officer, who have assistants as necessary. Additional positions may be needed, depending on the incident.

**Cooperating Agency**: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate**: To exchange information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Core Capability**: An element defined in the National Preparedness Goal as necessary to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

**Credentialing**: Providing documentation that identifies personnel and authenticates and verifies their qualification for a particular position. See Badging.

**Critical Infrastructure**: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

**Delegation of Authority**: A statement that the agency executive delegating authority and assigning responsibility provides to the Incident Commander. The delegation of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed.

**Demobilization**: The orderly, safe, and efficient return of an incident resource to its original location and status.

**Departmental Operations Center**: An operations or coordination center dedicated to a single, specific department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and/or physically represented in a combined agency EOC by an authorized agent(s) for the department or agency.

**Deputy**: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior, and, therefore, should be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, EOC director, General Staff, and branch directors.

**Director**: The ICS title for individuals responsible for supervision of a branch. Also, an organizational title for an individual responsible for managing and directing the team in an EOC.

**Dispatch**: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

**Division**: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See *Group*.

**Emergency**: Any incident, whether natural, technological, or human-caused, that necessitates responsive action to protect life or property.

**Emergency Management Assistance Compact**: A congressionally ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

**Emergency Operations Center**: The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

**Emergency Operations Plan:** A plan for responding to a variety of potential hazards.

**Emergency Support Function**: The grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents.

**Essential Elements of Information**: Important and standard information items, which support timely and informed decisions.

**Evacuation**: The organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event**: See *Planned Event*.

**Federal**: Of or pertaining to the Federal Government of the United States.

**Finance/Admin Section**: The ICS Section responsible for an incident’s administrative and financial considerations.

**General Staff**: A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Coordination Section Chief, Planning Coordination Section Chief, Logistics Coordination Section Chief, Finance/Administration Section Chief.

**Group**: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area. See *Division*.

**Hazard**: Something potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Incident**: An occurrence, natural or manmade, that necessitates a response to protect life or property. In this document, the word “incident” includes planned events as well as emergencies and/or disasters of all kinds and sizes.

**Incident Action Plan**: An oral or written plan containing the objectives established by the Incident Commander or Unified Command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.

**Incident Base**: A location where personnel coordinate and administer logistics functions for an incident. There is typically only one base per incident. (An incident name or other designator is added to the term *Base*.) The ICP may be co-located with the Incident Base.

**Incident Command**: The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

**Incident Command Post**: The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.

**Incident Command System**: A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

**Incident Commander:** The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations.

**Incident Complex:** Two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command.

**Incident Management:** The broad spectrum of activities and organizations providing operations, coordination, and support applied at all levels of government, using both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

**Incident Management Assistance Team:** A team of ICS-qualified personnel, configured according to ICS, that deploy in support of affected jurisdictions and/or on-scene personnel.

**Incident Management Team:** A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

**Incident Objective:** A statement of an outcome to be accomplished or achieved. Incident objectives are used to select strategies and tactics. Incident objectives should be realistic, achievable, and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Incident Personnel:** All individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group.

**Information Management:** The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

**Intelligence/Investigations Function:** Efforts to determine the source or cause of the incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) in order to control its impact and/or help prevent the occurrence of similar incidents. In ICS, the function may be accomplished in the Planning Coordination Section, Operations Coordination Section, Command Staff, as a separate General Staff section, or in some combination of these locations.

**Interoperability:** The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

**Joint Field Office:** The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of local, state, tribal, and Federal governments and private sector and NGOs with primary responsibility for response and recovery.

**Joint Information Center:** A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC.

**Joint Information System**: A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

**Jurisdiction**: Jurisdiction has two definitions depending on the context:

* ***A range or sphere of authority***. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and/or functional (e.g., law enforcement, public health).
* ***A political subdivision*** (e.g., municipality, county, parish, state, Federal) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

**Kind**: As applied to incident resources, a class or group of items or people of the same nature or character or classified together because they have traits in common.

**Leader**: The ICS title for an individual who is responsible for supervision of a unit, strike team, resource team, or task force.

**Liaison Officer**: A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

**Local Government**: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; a tribe or authorized tribal entity, or in Alaska, a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

**Logistics**: The process and procedure for providing resources and other services to support incident management.

**Logistics Section**: The ICS Section responsible for providing facilities, services, and material support for the incident.

**Management by Objectives:** A management approach, fundamental to NIMS, that involves (1) establishing objectives, e.g., specific, measurable and realistic outcomes to be achieved; (2) identifying strategies, tactics, and tasks to achieve the objectives; (3) performing the tactics and tasks and measuring and documenting results in achieving the objectives; and (4) taking corrective action to modify strategies, tactics, and/or performance to achieve the objectives.

**Manager**: The individual within an ICS organizational unit assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

**Mission Area**: One of five areas (Prevention, Protection, Mitigation, Response, and Recovery) designated in the National Preparedness Goal to group core capabilities.

**Mitigation**: The capabilities necessary to reduce the loss of life and property from natural and/or manmade disasters by lessening the impacts of disasters.

**Mobilization**: The processes and procedures for activating, assembling, and transporting resources that have been requested to respond to or support an incident.

**Multiagency Coordination Group**: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

**Multiagency Coordination System:** An overarching term for the NIMS Command and Coordination systems: ICS, EOCs, MAC Group/policy groups, and JISs.

**Mutual Aid Agreement or Assistance Agreement**: A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during, and/or after an incident.

**National**: Of a nationwide character, including the local, state, tribal, territorial, and Federal aspects of governance and policy.

**National Incident Management System**: A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

**National Planning Frameworks**: Guidance documents for each of the five preparedness mission areas that describe how the whole community works together to achieve the National Preparedness Goal. The Frameworks foster a shared understanding of roles and responsibilities, from the firehouse to the White House, and clarifies how the Nation coordinates, shares information, and works together—ultimately resulting in a more secure and resilient Nation.

**National Preparedness**: The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.

**National Preparedness Goal**: Doctrine describing what it means for the whole community to be prepared for the types of incidents that pose the greatest threat to the security of the Nation, including acts of terrorism and emergencies and disasters, regardless of cause. The goal itself is: “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

**National Preparedness System**: An organized process to achieve the National Preparedness Goal of a secure and resilient Nation.

**National Response Coordination Center**: A multiagency coordination center located at FEMA Headquarters. Its staff coordinates the overall Federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation.

**Nongovernmental Organization**: A group that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations.

**Normal Operations/Steady State**: The activation level that describes routine monitoring of jurisdictional situation (no event or incident anticipated).

**Officer**: The ICS title for a member of the Command Staff authorized to make decisions and take action related to his/her area of responsibility.

**Operational Period**: The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths, but are typically 12 to 24 hours.

**Operational Security**: The implementation of procedures and activities to protect sensitive or classified operations involving sources and methods of intelligence collection, investigative techniques, tactical actions, countersurveillance measures, counterintelligence methods, undercover officers, cooperating witnesses, and informants.

**Operations Section**: The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Coordination Section may include subordinate branches, divisions, and/or groups.

**Organization**: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, NGOs, and private sector entities.

**Plain Language**: Communication that the intended audience can understand and that meets the communicator’s purpose. For the purpose of NIMS, plain language refers to a communication style that avoids or limits the use of codes, abbreviations, and jargon, as appropriate, during incidents involving more than a single agency.

**Planned Event (Event)**: An incident that is a scheduled non-emergency activity (e.g., sporting event, concert, parade).

**Planning Meeting**: A meeting held, as needed, before and throughout an incident to select specific strategies and tactics for incident control operations and for service and support planning.

**Planning Section**: The ICS Section that collects, evaluates, and disseminates operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Position Qualifications**: The minimum criteria necessary for individuals to fill a specific position.

**Prevention**: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. In national preparedness guidance, the term “prevention” refers to preventing imminent threats.

**Private Sector**: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**Protection**: The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

**Protocol**: A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions.

**Public Information**: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident’s cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

**Public Information Officer**: A member of the ICS Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information needs.

**Recovery**: The capabilities necessary to assist communities affected by an incident to recover effectively.

**Recovery Plan**: A plan to restore an incident-affected area or community.

**Recovery Support Function**: Organizing structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.

**Reimbursement**: A mechanism to recoup funds expended for incident-specific activities.

**Resource Management**: Systems for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

**Resource Team:** See *Strike Team.*

**Resource Tracking**: The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to, or assigned to an incident.

**Resources**: Personnel, equipment, teams, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Response**: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

**Safety Officer**: In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts.

**Section**: The ICS organizational element having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, and Finance/Administration).

**Single Resource**: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

**Situation Report**: Confirmed or verified information regarding the specific details relating to an incident.

**Span of Control**: The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals.

**Staging Area**: A temporary location for available resources in which personnel, supplies, and equipment await operational assignment.

**Standard Operating Procedure**: A reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

**State**: Used in this document to include any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

**Status Report**: Reports, such as spot reports, that include vital and/or time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule.

**Strategy**: The general course of action or direction to accomplish incident objectives.

**Strike Team**: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, strike teams are referred to as resource teams.

**Supervisor**: The ICS title for an individual responsible for a division or group.

**System**: Any combination of processes, facilities, equipment, personnel, procedures, and communications integrated for a specific purpose.

**Tactics**: The deployment and directing of resources on an incident to accomplish the objectives.

**Task Force**: Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.

**Terrorism**: Any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

**Threat**: A natural or manmade occurrence, an individual, an entity, or an action having or indicating the potential to harm life, information, operations, the environment, and/or property.

**Tools**: Instruments and capabilities that allow the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Type**: A NIMS resource classification that refers to capability of a specific kind of resource to which a metric is applied to designate it as a specific numbered class.

**Unified Area Command**: A version of command established when incidents under an Area Command are multijurisdictional. See *Area Command*.

**Unified Command**: An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

**Unit**: The organizational element with functional responsibility for a specific activity within the Planning, Logistics, and Finance/Administration Sections in ICS.

**Unit Leader**: The individual in charge of a unit in ICS.

**United States National Grid**: A point and area location reference system that FEMA and other incident management organizations use as an accurate and expeditious alternative to latitude/longitude.

**Unity of Command**: A NIMS guiding principle stating that each individual involved in incident management reports to and takes direction from only one person.

**Unity of Effort**: A NIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with Federal department and agency supervisory, command, or statutory authorities.

**Whole Community**: A focus on enabling the participation in incident management activities of a wide range of players from the private and nonprofit sectors, including NGOs and the general public, in conjunction with the participation of all levels of government, to foster better coordination and working relationships.

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Abbreviations

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| AAR | After-Action Report |
| AHJ | Authority Having Jurisdiction |
| ANSI | American National Standards Institute |
| CFR | Code of Federal Regulations |
| DDC | Disaster District Committee |
| DHS | Department of Homeland Security |
| DOC | Departmental Operations Center |
| EAP | Emergency Action Plan |
| EAS | Emergency Alert System |
| EEI | Essential Elements of Information |
| EMAC | Emergency Management Assistance Compact |
| EMS | Emergency Medical Services |
| EOC | Emergency Operations Center |
| EOD | Explosive Ordnance Disposal |
| EOP | Emergency Operations Plan |
| ESF | Emergency Support Function |
| FBI | Federal Bureau of Investigation |
| FEMA | Federal Emergency Management Agency |
| FIRESCOPE | Firefighting Resources of California Organized for Potential Emergencies |
| GIS | Geographic/Geospatial Information Systems |
| HazMat | Hazardous Material |
| HHS | Health and Human Services |
| IAP | Incident Action Plan |
| IC | Incident Command/Commander |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| IMAT | Incident Management Assistance Team |
| IMT | Incident Management Team |
| IPAWS | Integrated Public Alert and Warning System |
| IRIS | Incident Resource Inventory System |
| ISM | Incident Support Model |
| IT | Information Technology |
| JFO | Joint Field Office |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| MAC Group | Multiagency Coordination Group |
| MACS | Multiagency Coordination System |
| NECP | National Emergency Communications Plan |
| NFPA | National Fire Protection Association |
| NGO | Nongovernmental Organization |
| NIEM | National Information Exchange Model |
| NIIMS | National Interagency Incident Management System |
| NIMS | National Incident Management System |
| NRCC | National Response Coordination Center |
| NTAS | National Terrorism Advisory System |
| NWCG | National Wildfire Coordinating Group |
| OEM | Office of Emergency Management |
| PETS Act | Pet Evacuation and Transportation Standards Act of 2006 |
| PIO | Public Information Officer |
| PKEMRA | Post-Katrina Emergency Management Reform Act of 2006 |
| PTB | Position Task Book |
| Pub. L. | Public Law |
| RIMS | Records and Information Management System |
| RSF | Recovery Support Function |
| RTLT | Resource Typing Library Tool |
| SITREP | Situation Report |
| SMA | Texas Statewide Mutual Aid System |
| SOP | Standard Operating Procedure |
| TDEM | Texas Division of Emergency Management |
| THIRA | Threat and Hazard Identification and Risk Assessment |
| UC | Unified Command/Commander |
| UCG | Unified Coordination Group |
| USCG | United States Coast Guard |

1. The terms “kind” and “type” have specific meanings when used in relation to NIMS resource classifications. *Kind* is used to classify resources of the same nature or character due to common traits (e.g., Aircraft). *Type* is used to describe the capability of a specific resource, which is then rated by level of capability in a numeric fashion (e.g., Type I Incident Management Team). [↑](#footnote-ref-2)