

**PART 4**

**NATIONAL EMERGENCY OPERATIONS  
CENTRE**

**STANDING OPERATING PROCEDURES**

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## **1.0 INTRODUCTION**

### **1.1 EMERGENCY OPERATIONS CENTRES (EOC's)**

The Emergency Operations Centre (EOC) is the designated administrative hub of disaster or emergency response mechanisms. The EOC is therefore the "nerve centre" of Disaster response and recovery services.

The EOC Standing Operating Procedures are an integral part of Disaster Preparedness Plans. However the SOP's have been designed to permit their use as a management manual for the Operations of the EOC. In that regard, information is included which is only of specific reference to those officials who will function at the EOC in an emergency or Disaster situation.

## **1.2 NATIONAL EMERGENCY OPERATIONS CENTRE (NEOC)**

The National Emergency Operations Centre shall be managed by the Office of Disaster Preparedness, and shall be located at:

12 Camp Road  
KINGSTON 4

or at any other site as agreed upon by the Executive.

The NEOC shall be designed to provide adequate communication facilities, working areas, a central display system, resource data files and other necessary operational requirements.

## **1.3 REGIONAL EMERGENCY OPERATIONS CENTRES (REOC)**

Emergency operations within each Region shall be coordinated from an appropriate Parish Emergency Operations Centre which shall be designated 'Regional Emergency Operation Centre'.

Where a Parish Emergency Operations Centre has been appropriated by the Regional Coordinator in order to better manage the emergency or disaster occurring within the Region, the Regional Coordinator shall take the necessary action to inform the Director General of the ODP, and shall coordinate the emergency operation from that site in cooperation with members of the Parish Disaster Executive.

## **1.4 PARISH EMERGENCY OPERATIONS CENTRES (PEOC)**

The PEOC shall act as the coordinating and control facility for the Parish in the event of natural, man-made or impending disaster, and for the coordination of all Parish resources in times of emergency or disaster, and requests to or from higher levels of Government in times of emergency or disaster.

The PEOC shall be located at a site agreed upon by the Parish Disaster Executive, and shall be designed to provide adequate communication facilities, working areas, a central display system, resource data files and other necessary operational requirements.

### **1.5 EMERGENCY POWER SUPPLY**

All NEOC's are to be equipped with an emergency power generating system to enable operations to continue should there be an interruption to the normal power supply.

### **1.6 RELOCATION OF EMERGENCY OPERATIONS CENTRE**

If any NEOC is moved to another location, that is to say a location not previously notified or established, all relevant authorities are to be immediately informed.

## **2.0 PURPOSE OF THE SOP**

The purpose the Standard Operating Procedure is:

- 2.1** To establish procedures for operation during emergencies to fulfill responsibilities assigned by the Prime Minister to the Office of Disaster Preparedness and Emergency Relief Management(ODPEM).
- 2.2** To mobilize the ODPEM organization for emergency operations.
- 2.3** To specify duties and responsibilities for personnel in ODPEM and related organizations for emergency operations.

## **3.0 PURPOSE OF THE NEOC**

Once activated, the NEOC will be the point to which official reports and inquiries are directed. In particular the centre will:-

- 3.1 Receive directives from the Prime Minister.
- 3.2 Give such general directions to public officers and guidance to the public as may be necessary.
- 3.3 Be the sole source of official information about the state of affairs.
- 3.4 Maintain appropriate logs and other records.
- 3.5 Prioritize and organize requests for assistance from within Jamaica.
- 3.6 Coordinate requests for External Assistance.
- 3.7 Act as the local point of contact for regional and international relief organizations.
- 3.8 It may be necessary depending on the nature of the disaster/emergency to set up either site command posts or temporary NEOC's. The SOP's presented here may be modified by the NEOC Director upon authorization by the Prime Minister.

The NEOC is intended to be structurally resistant to disasters. Therefore, it should be a self continued, self sufficient facility that can operate independently for reasonable periods of time with its own electrical generator, an independent water supply and sewage disposal system and adequate ventilation.

The environment of the NEOC must be suitable for people working closely together.

## 4.0 CONCEPT OF OPERATIONS

- 4.1 The Prime Minister (Chief Executive) will direct emergency operations through the delegated Cabinet Minister, the Director, ODPEM, and the regularly constituted government structure.
- 4.2 The Director, ODPEM, will maintain the National Emergency Operations Centre (NEOC)



- 4.3 When, in the judgment of the Director, ODPEM, an emergency crisis, impending or actual situation is of such gravity and magnitude as to required centralized coordination and control of disaster response and relief operations, he will request that representatives from appropriate ministries and government departments report to the NEOC to coordinate on a 24-hour-per-day basis, if necessary, the emergency operations of their respective emergency functions.
- 4.4 If the situation warrants, as an extension of the National NEOC, Regional NEOCs may be established in the affected regions or at such other locations as may be designated, and will operate under the overall direction of the Regional Coordinator. Appropriate government agencies and volunteer relief organizations will be requested to send representatives to the Regional NEOC's to assist in the coordination of disaster relief operations within the regions.
- 4.5 Elements of the NEOC may be mobilized, as appropriate, to deal with crisis situations, emergencies and declared disaster incidents. In general the NEOC will only be fully mobilized in the event of major emergencies or disaster events.

## 5.0. PHASES OF DISASTER

There are three phases of an emergency/disaster:

- 5.1 ALERT (STAND BY) - Services/Authorities will be placed on an Alert status when an emergency/disaster is imminent, suspected or possible.
- 5.2 RESPONSE (CALL OUT) - Services/Authorities are committed to combating an emergency/disaster, either directly or indirectly.
- 5.3 RECOVERY - An emergency/disaster is over and emergency response organizations have completed their task. Clean up and debris removal are commenced, essential services and life-line systems are restored, and efforts are begun to return a community and its people to normalcy. The recovery and rehabilitation process is a longer term activity to be undertaken by agencies other than the emergency responders.

**STAND-DOWN** - an organization will be stood down when it has completed its task and is no longer required to combat the emergency/disaster.

Organizations placed on **STAND-BY** should make every effort to collect together any personnel, vehicles, equipment and resources likely to be required if that organization is called out. The STAND-BY period should be used to ensure that a maximum response can be achieved immediately an organization is called out.

Some disasters such as earthquakes and chemical explosions are designated "No Warning" disasters and will understandably not have an alert phase.

In general the emergency phase should not extend beyond five days.

## 6.0 WARNING AND ALERTING SYSTEMS

Warnings of impending or actual emergency/disaster situations may be received in a number of ways; these will of course depend upon the type of situation. Warnings will, however, normally be received via one of the following agencies:

A.	Weather situations, including flooding	The Meteorological Service.
B.	Flooding caused by release of water from Water Commission holding dams	National Water Commission.
C.	Marine emergencies	JDF Coast Guard or Harbour Masters Department.
D.	Hazardous fire situations	Appropriate Fire authority.
E.	Major health problems	Ministry of Health
F.	Veterinary health Problems	Ministry of Agriculture.
G.	Industrial/traffic accident	Police
H.	Rail accident	Jamaica Railway Corporation
J.	Most situations	The General Public/Media Houses

These warnings are likely to be received by any Service or Authority by any of the following means:

- Telephone
- Telex/Facsimile
- Radio
- Personal Contact

It is quite possible that the Authority receiving the initial warning will not be the appropriate Authority to take action. In such cases the Authority receiving the warning is to ensure that the appropriate Authority is notified immediately.

## **6.1 INITIAL ACTION**

On receipt of a warning of a potential or the report of an occurrence of an actual emergency/disaster, the DIRECTOR will:

- 6.1.1 Obtain all possible and relevant information utilizing the checklist at Annex F.
- 6.1.2 Advise the lead agency and all other agencies likely to be affected or involved in the emergency/disaster
- 6.1.3 The lead agency will immediately dispatch an officer to the scene, if appropriate, who will make an initial assessment of the situation and report the results to the DIRECTOR and his headquarters using the initial assessment form shown at Annex F.
- 6.1.4 If an officer from the ODPEM is dispatched to the scene before the lead agency's officer, he will assume command of the emergency/disaster site until relieved by the lead agency.

## **6.2 SUBSEQUENT ACTION BY RECEIVING AUTHORITY**

On receipt of a report from the officer dispatched to the scene, the appropriate agency and/or the DIRECTOR will take the following actions:

- 6.2.1 Pass the details of the SITREP to the Prime Minister and all other affected agencies
- 6.2.2 Advise all agencies of the name of the on-scene commander
- 6.2.3 Advise appropriate agencies of any requests for assistance from the on-scene commander

6.2.4 Issue necessary warnings, survival information or evacuation instructions to the affected population by all available means

6.2.5 Further action determined as the situation develops.

## **7.0 ACTIVATING THE NEOC**

In activating the NEOC, the Director in effect has called for the transformation of pre-determined facilities in the NEOC. This will mean the changing of existing offices, halls, lounges, etc. into Executive, Operations, Communications, Public Information, rest and security areas.

Boxes of emergency food, office supplies, additional telephones, logs, status boards, and other material and equipment necessary for the NEOC must be readily accessible. Individual action lists in the disaster plan will outline specific responses to NEOC personnel.

### **7.1 General**

The ODPEM will ensure that adequate procedures are in force with other emergency/command centres which regularly operate around the clock (Police Control, Meteorological Office, JDF, Fire Headquarters, Air Traffic Control, etc.) to facilitate the activation of the National NEOC when appropriate.

### **7.2 During Duty Hours.**

Upon receipt of information indicating a potential emergency or notification of the actual occurrence of an emergency/disaster which requires centralized coordination of response and relief operations, the Director ODPEM will initiate appropriate call-up procedures. Relevant ministries and government departments will send representatives to the Operations Room.

### **7.3 Non-Duty Hours**

In the event a warning or notification of an emergency/disaster is received during non-duty hours, the incoming notification will be automatically switched to the home phone or pager of the ODPEM Duty Officer. The Duty Officer will notify

the Director and Deputy Director of ODPEM. If these Officers cannot be immediately contacted, the Duty Officer will take the necessary actions to activate the NEOC.

#### **7.4 Twenty Four Hour Operations**

When the emergency situation requires the NEOC to operate on a 24 hour basis, the Operations Room staff will be divided into two twelve (12) hour operating shifts. Shift hours are; first shift, 6:30 a.m. - 7:00 p.m. second shift, 6:30 p.m. - 7:00 a.m. The day shift (first shift) will be under the direction of the Operations Group Chief (Deputy Director, ODPEM). The night shift (second shift) will be under the direction of the Coordinator of Emergency Operations.

#### **DEBRIEFING**

For declared emergencies/disasters ODPEM is responsible to conduct a debriefing of the major organizations who were involved in counter-disaster operations.

For other than declared emergencies/disasters and incidents the organization to which the on-scene commander belonged is to conduct debriefing.

Debriefing shall be held as soon as is practicable after the completion of operations.

## **8.0 ORGANIZATION OF THE NEOC**

### **FUNCTIONAL COMPONENTS**

The NEOC is divided into four basic functional areas:

- a) the Executive Command Centre,
- b) the Operations Room,
- c) the Communications Centre,
- d) the Admin. and Support Area.

A model of the NEOC is shown overleaf.

These areas (described below) will be complemented by a media centre.

## 8.1 EXECUTIVE

The Prime Minister is the ultimate NEOC Authority. The day to day activities of the NEOC are delegated to the NEOC Executive Group.

The executive group (NDE), exercises overall direction and control of disaster operations. This group makes decisions, whether strategic or policy, which are beyond the authority of the DIRECTOR, and comprises:

**The Command Centre** is that area designated for the Executive Group from which it exercises overall direction and control of emergency operations throughout the Island. The Executive Group is composed of:

- Prime Minister (or his designated representative)
- PS - Office of the Prime Minister (Dep. Chairman)
- Director - ODPEM
- PS - Min. of Local Government and Works
- PS - Min. of Health
- PS - Min. Labour, Social Security & Sports
- PS - Min. of Education Youth Culture
- Commissioner - Jamaica Constabulary Force
- Chief of Staff - Jamaica Defence Force
- Financial Secretary
- Attorney General
- Government Information Officer
- Commissioner - Jamaica Fire Brigade
- Chief Engineer PWD
- Chief Engineer NWC
- Chief Medical Officer
- Director of Red Cross

## 8.2 OPERATIONS AND LOGISTICS

The overall function of this component is to ensure the effective management of emergency forces involved in preparing for and responding to situations which occur as a result of Natural disasters, technological incidents, or civil disruptions. Some of the responsibilities associated with this component are outlined below.

- a. Overall management and coordination of emergency operations to include, as required, on-site incident management.
- b. Maintain liaison with the appropriate support agencies, whether governmental, private or international.
- c. Request and allocate resources and other support.
- d. Establish priorities and resolve any conflicting demands for support.
- e. Manage the movement and reception emergency relief supplies and emergency support personnel.
- f. Provide food and medical support to incident assigned personnel.
- g. Meet the transportation needs of the incident.

**THE OPERATIONS ROOM:** The area from which the Operations Group coordinates the emergency response and relief efforts and activities as directed by the Prime Minister and/or the Director of ODPEM.

The Operations Room is equipped with necessary maps, display, status, and situation boards. (See Appendix 3, Operations Room diagram).

The Operations Group coordinates the emergency/disaster response and relief efforts and activities as directed by the DIRECTOR through the Operations Officer

as shown in the diagram on Page 15. Also present in the Operations Room are representatives from those ministries or government departments (Resources Team) which are responsible for providing emergency services or relief; i.e. shelter operations, public works and debris clearance, medical service, welfare and human services, police, fire, rescue,

**The OPERATIONS GROUP** includes:

- Operations Officer (Dep. Director ODPEM)
- Assistant Operations Officer
- Communications Officer
- Admin. and Support Officer
- Logistics Officer
- Chief Marine Officer
- Radio Operators
- Rep. - Jamaica Constabulary Force

Chief Engineer - Public Works Dept.  
 Rep.- Telecommunications of Jamaica  
 Chief Engineer - National Water Commission  
 General Manager -Jamaica Public Service  
 Rep. -Red Cross  
 Admin. and Support Staff

### 8.3 COMMUNICATIONS

The NEOC Operations Group will be responsible for the management and maintenance of a wide variety of communications activities with information coming into the NEOC, transfer within the NEOC and dispatch outside the NEOC.

A clearly defined plan of communications to cover messages, (oral and written), telecommunications and radio reports has been developed and shown in these SOP's.

**COMMUNICATIONS CENTRE:** The Physical location of communications equipment and operators necessary for the adequate control and coordination of emergency operations. The communications Centre is established, maintained and operated under the direction of Emergency Operations. In addition to the ODPEM radio system (Ministry of Works Radio Network), the Defence Force, Police and Fire Authority, and other services/authorities, as appropriate, will position radios and operators in the NEOC Communications Centre in order to

transmit over their own networks information and instructions to their own operating units in the field. A Jamaica Amateur Radio Association (JARA) operator and radio may also be located in the Communications Centre when the NEOC is activated for emergency operations. (See Appendix 3, Communications Centre Diagram).

### 8.4 ADMIN. AND SUPPORT

The Administrative and support services will cater for finance, procurement, administration and welfare of NEOC staff, to include cooking, dining and rest facilities for personnel working in the NEOC.

8.4.1 SUPPORT AREA is that area in which the following are located:

- a. The Administrative and Support Services Branch.
- b. The cooking, dining and rest facilities for personnel working in the NEOC



c. The Information and Training Branch.

- 8.4.2 MEDIA CENTRE and briefing room, (see Appendix 4, Support Area Diagram) will be operated under the direction of the Head, Public Education, Information and Training Branch in collaboration with the JIS to maintain adequate Public Information flow, rumour control and the timely dissemination of briefings and updates.

**PUBLIC INFORMATION AND EDUCATION**

It is important that the public is kept informed of the emergency/disaster in a manner that is both timely and factual through the Public Information Centre. The media, both print and electronic, will be the most important pipeline to the public at large, in disseminating news. It is therefore imperative that they are kept informed of facts on an on-going basis with briefings and bulletins.

The Public Information and Education officer (PIEO) and staff will gather information from the operations staff and prepare it for dissemination to the public at large. Vital or significant information is accurately prepared and released in a timely manner in order to be of value to the public. Press briefings will be held with the executive group as often as the situation demands. Any information leaving the NEOC must be cleared with the NDC Chairman or Prime Minister before dissemination.

( **NEOC PERSONNEL** )

The Public Information and Education Centre is an area in which at least the following are located:

- a. Media Centre
- b. Briefing Room

## **9.0 JOB DESCRIPTIONS**

NEOC personnel must ensure a coordinated response to the crisis. Since they are not at the disaster site, they must:

- a. Control and coordinate actions generated as a result of orders from the executive.
- b. Provide direction and support to the site personnel and
- c. Plan ahead to meet requirements that will follow the disaster

Although the Government has the overall responsibility for responding to a disaster, a community effort is invariably needed if the overall effect is to be minimized. It is part of the responsibility of the NEOC staff to ensure that a coordinated effort is made to avoid fragmentation and alienation.

## **10.0 NEOC RESOURCES**

The operation of the NEOC will be much like the operation of a very busy office. Consequently, a wide range of supplies will be needed. Ideally, all supplies, equipment and data for the effective and efficient running of the NEOC will be stored on site in marked lockers or cabinets until actually needed. Under no circumstances will these supplies be available for everyday use. It must be assured that items needed under disaster conditions are readily available when required.

The possibility exists that disaster conditions may make it impossible, or at least impractical for operations to be conducted from a pre-designated NEOC. The entire NEOC must be prepared to move to the alternate NEOC at the conference training rooms at the Fire Headquarters at short notice. That need suggests that supplies, data and small equipment must be stored in boxes or other containers suitable for quick packing and easy movement from the NEOC to trucks or vehicles for transportation to the alternate NEOC site. The packing and transportation must be done in such a way as to enable the new NEOC facility to be set up, equipped and made operational in a short time.

A duplicate set of all supplies, data and equipment needed to establish the alternate NEOC must be kept since, if the pre-designated NEOC is hit by the disaster, there may be nothing to move to the alternate site.

## **11.0 MANAGEMENT OF THE NEOC**

The efficient and effective operation of an NEOC in an emergency situation requires management approaches which will differ significantly from the day today routine of a normal office.

The NEOC operational environment is characterized by situations which require rapid but calculated decisions in a rapidly changing environment. A variety of interrelated and separate tasks must be coordinated on a timely basis to minimize the negative impacts of the disaster or emergency.

Principles of effective management should still be the foundation of the activities of the NEOC.

- a. There must be a single, undisputed chain of command.
- b. Problems must be specifically and clearly defined.
- c. Decisions must be based on fact as far as possible in the circumstances.
- d. Facts must be analyzed.
- e. Alternative courses of action must be developed and considered.
- f. The most effective and practical course of action should be taken.
- g. Actions and decisions must be recorded and constantly evaluated.
- h. Flexibility and responsiveness must feature prominently in the establishment of short term objectives and management plans.

The NEOC will be manned in general terms by two teams working around the clock if necessary. Continuity should be preserved such that there is not a sharp break between the end of the Primary Duty Teams Shift and the beginning of the Secondary Duty Teams Shift. Individual shifts should therefore be staggered to preserve continuity.

## **12.0 NEOC ACTIVITIES**

The NEOC whenever it is activated will be required to execute a variety of critical tasks. Foremost among them are the following:

### **12.1 COMMUNICATIONS**

One of the critical reasons for creating an NEOC is the consolidation of the National communications network. Without proper communications, the effectiveness of the NEOC would be severely limited. As mentioned before, one of the primary concerns of the NEOC is the efficient movement, assimilation and dissemination of information from disaster sites to the resource managers and to the public at large.

An effective communication capability is essential to the NEOC in order to support emergency operations. The degree to which the different systems are utilized will depend on the nature of the emergency situation. Communications systems may be overloaded or inoperable during an incident. The following basic principles need to be noted.

- a. Existing day to day systems may be all that are available in an emergency.
- b. Privately owned radio systems, equipment and facilities may need to be used to support the emergency activities of the field forces not linked to the NEOC.
- c. Communications officers will often be required to provide operators for communications equipment, as well as to service and maintain them.

### **12.1.1 Disaster Site to NEOC**

In order for the NEOC to have an accurate picture of the situation at the site, it must make use of all available resources for communicating. It may be possible for the on-scene commander to establish a telephone link with the NEOC from the site. While this is a most desirable link, it may not be a viable one, depending on the nature of the disaster and possible damage to the telephone system. It is therefore essential that other means of communication are established. Some alternative means are:

- a. Military radios
- b. Police radios
- c. Fire radios
- d. Cellular telephones
- e. CBers
- f. HAMs
- g. Taxi or courier companies
- h. Other

### **12.1.2 Within the NEOC**

Once the information is received at the NEOC, it is very important that it is appropriately handled. This means that there must be in place within the NEOC an efficient and tested capability for message receiving, handling and routing. Provision should also be made within the NEOC for communications with either NEOC's.

### **12.1.3 The NEOC to the Public**

The NEOC should be able to issue disaster warnings and give necessary instructions for the survival of the public. Instructions, bulletins and news reports may also have to be issued and communication links should be planned as necessary.

This may necessitate the advance installation of remote broadcast connections through radio and television stations.

### **12.1.4 INFORMATION DISSEMINATION**

The NEOC Executive Group will be responsible for ensuring that mechanisms are developed and maintained for the regular and frequent dissemination of accurate officially sanctioned information to the public in general and the media in particular.

Damage assessment will be coordinated by the representative from the damage assessment sub-committee. This is a vital area of disaster coordination as there will be tendencies for some assessors to underestimate, and for others to overestimate damage and needs. As such, assessments from as wide a range of assessors as possible is usually desirable.

### **12.3 RESPONSE MECHANISMS**

The NEOC Executive Group will be responsible for determining the actions which are necessary to continue to preserve life and maintain health and security.

Essential to the response mechanisms following an event is the collecting and analyzing of information on the nature, severity, and extent of the disaster. This will provide officials at the NEOC with a logical basis for their response decisions.

#### **12.4 OPERATIONS AND LOGISTICS**

The NEOC through the Operations and Logistics Officer will be responsible for the operational and logistics arrangements for the deployment of resources, that is manpower, materials and equipment to the disaster scene.

#### **12.5 RELIEF COORDINATION**

The NEOC will be responsible for identifying, sourcing and coordinating the provision of human and material relief assistance to the disaster scene.

#### **12.6 ACCOUNTING AND RECORD KEEPING**

In a general sense, routine administrative procedures will not be possible, nevertheless full accountability must be maintained at all times. Appropriate documentation in filing, data processing and retrieval systems must be established and maintained.

In addition to other areas files must be maintained to cover the following:

- a. News Releases
- b. Messages
- c. Damage Assessments
- d. Needs Assessments
- e. Pledges and Donations
- f. Dispatches
- g. Receipts
- h. Bills
- i. Payment vouchers
- j. Equipment, deployment and use.
- k. Personal and Staff matters

## I. Meetings and Briefings

### 12.7 SUPPLIES

The NEOC will be equipped to provide basic amenities for duty officers. Typically these will include hot and cold beverage mixes, hard rations, sanitation supplies, toiletries, stationery and office equipment, blankets, sheets, raincoats, flashlights and radios.

### 12.8 SECURITY AND SIGN-IN

Depending on the nature of the emergency/disaster, the DIRECTOR may decide to establish special security for the NEOC, in which case the police would be responsible for the physical security of the NEOC and its critical systems. In such an event, a police officer will be assigned to the NEOC upon activation, who will handle the screening and signing in of visitors.

Additionally, sign-in sheets shall be made available as the conditions require, or at the request of the Director ODPEM (DIRECTOR).

With respect to general security the following must be coordinated.

- Law enforcement and traffic control
- Warnings, alerts and survival instructions to the public
- Crowd control and traffic routing in support of any evacuation plans
- Security at mass care facilities, Clinics and Health Centres, storage areas, and vacated areas
- Procedures to allow rapid access by authorized personnel to controlled areas
- Support search and rescue operations
- Public safety precautions

With respect to the NEOC the following pertain.

- Control of access except for authorized personnel
- Protection of equipment and facilities



- Maintenance of confidentiality, and protection of sensitive or secret information.

## **13.0 DISASTER INTELLIGENCE**

In major disasters there are three kinds of intelligence required.

13.1 Information necessary to determine operational problems and immediate needs of the victims. In the immediate impact phase this information is the most important, and a high priority must be given to its collection.

13.2 Information on the dollar amounts, economic impact etc. in order to facilitate NEOC response and requests for local and outside assistance or relief.

13.3 Information in sufficient detail to be used in proper planning for both short term and long term recovery.

## **14.0 RECONNAISSANCE**

An immediate reconnaissance of the area, if possible, is to be done to obtain a description of a situation which can then be evaluated, in order to provide a determination as to the general needs and the courses of action to be taken.

## **15.0 OPERATIONAL INFORMATION**

### **15.1 MESSAGE CONTROL**

#### **15.1.1 INCOMING RADIO MESSAGES**

All emergency radio messages received in the NEOC will be delivered by messenger to the Operations Officer for his routing.

The radio operator receiving the message will take the following actions upon receipt of an emergency message:

- Enter a message number at the top of the form. The message number will begin with a two letter identifier and then a number. Incoming messages will be numbered consecutively.
- Assign a priority number from 1 (highest) to 4 (lowest) as follows:
  - Priority 1 Lives endangered - immediate response required
  - Priority 2 Lives endangered - fast response required
  - Priority 3 Timely operational response required
  - Priority 4 Routine data and logistics messages

The Operations Officer will then:

- Review the nature of the message and assign the problem for action to the appropriate agency representative in the Operations Room. Since many emergency actions or problems do not fall within the area of responsibility of a single agency, the Operations Officer has flexibility in assigning responsibilities and can, to some degree, balance the work load among the agencies.
- Ensure that the Journal clerk logs the message in the NEOC Journal Incoming Message Log indicating which agency is assigned the message for action.

The agency assigned responsibility for the message will take the required action, indicating on the bottom half of the message form the action taken and time taken, and return a copy to the Operations Officer.

The Operations Officer will see that a summary of the message and actions taken are posted on the Status Action Board by the journal clerk, as appropriate, and follow up until the problem is solved or until no further action is necessary.

After posting, the Operations Officer will ensure that the Journal Clerk files the message for use in compiling the After Action Report and for historical purposes.

### **INCOMING TELEPHONE MESSAGES**

Telephone messages may be received by a number of people in the NEOC. The person receiving the message will record the message on the prescribed message form. The message will then be delivered to the Operations Officer. The Operations Officer will handle the message in the same manner as a radio message.

#### **15.1.2 OUTGOING MESSAGES**

The drafter of an outgoing message will write the message in the upper half of the message form , assign a priority at the top of the form and deliver a copy to the Operations Officer.

The Operations Officer will review the contents, assign a priority, and determine the best means to transmit the message, after which he will pass it to the Journal Clerk for logging on the Outgoing Message Log.

Due to the urgency of the situation , agency representatives may transmit disaster information directly by telephone either to their headquarters or operating units in the field. In such cases, agency representatives will capture the essence of the message when time permits and provide the Operations Officer a copy for posting and filing. The Journal Clerk will maintain the message file.

Operational Information may be defined as information (usually collected in the operational area) which has a direct bearing on the overall operation. To be of value operational information must be reliable and accurate.

Operational Information becomes the basis on which decisions affecting the overall operation are made. It is therefore essential that the organizations involved in counter-disaster operations have an assured capability for the collection, collation and passage of operational information.

As information can only be assessed for value at command level, all organizations involved in counter-disaster operations are to ensure that all operational information is passed to the on-scene commander and to the appropriate Emergency Operations Centre without delay.

## **15.2 SITUATION REPORTS (SITREPS)**

The principal means of passing operational information will be by means of a situation report (SITREP).

In most instances SITREPS will be passed by telephone, radio or in person. To avoid confusion, complicated or lengthy SITREPS should, wherever possible, be in writing. To avoid delay it may, however, be necessary to pass the SITREP verbally and then confirm it in writing at the earliest opportunity.

Situation Reports may be called for at any time and moreover, should the local situation change significantly a SITREP should immediately be submitted to higher headquarters for forwarding to the appropriate EOC.

Routing SITREPS should be submitted to the appropriate EOC at regular intervals for the duration of emergency/disaster operations. This interval may vary but as a general rule should not be less frequent than hourly.

Once an initial SITREP has been dispatched only changes to the situation need be advised. Where there's no change this should be reported as "no change".

A standardized format for situation reports is desirable in an emergency, and is in most cases attainable, e.g. casualties, physical damage, needs, etc., but a degree of flexibility is always necessary.

The writer of a Situation Report from any agency requires:

- The ability to carry in his mind a comprehensive and accurate picture of the situation.
- The ability to distinguish between, and concentrate upon the important facts, however small they may be, and the trivial, however large they may be.

- The ability to make himself wholly dispassionate and objective.
- The ability to write clearly and concisely.

The SITREP format attempts to structure that which can be structured in the emergency situation, but also gives allowance for a free-hand description of the emergency/disaster.

### **15.2.1 FORMAT OF SITREPS**

Whether passed verbally or in writing, a SITREP should commence with the word SITREP and contain the following information/detail:

- a. A date/time and reference number must be given. The reference number should relate to the number of SITREPS sent by that particular organization and be numbered from one onward, e.g. Health 1/78, ODPEM1/78.
- b. State the type of emergency/disaster, e.g. flood, fire, air crash, building collapse, etc.
- c. Location of emergency/disaster, i.e. map reference, town name.
- d. A description of the general situation.
- e. Details of victims
- f. Details of major problems/damage. May include such matters as condition of houses, major buildings, bridges, power supply, water supply, sewerage system.
- g. Details of counter emergency action being taken within the area. This may include such matters as rescue operations, evacuation, establishment or welfare centres, etc.
- h. Details of transport routes open/closed. To include details of roads, open and closed airfields and helipads, usable or damaged, condition of railways, etc.
- i. Details of resources required. To include details of resources required to support counter emergency operations, e.g. personnel by skills and number bulldozers, transport, radios, food, blankets, etc.
- j. Any general matters in addition to the above details. This section could include: general observations, details of

anticipated problems, administrative information, communications details, etc.

- k. The name of the on-scene commander and the organization he/she represents.

A sample SITREP is attached at Appendix 21.

These reports will normally originate at the Parish level and will most likely come from the Parish chairman. They will identify the area being reported on to include any damage. Where no damage is evident, it is still important to submit a negative report.

There may be three types of reports:

### **A. Flash Reports**

These are the first types of report to be submitted to the NEOC. They should be through pre-determined channels. These may also serve as the trigger for the response mechanisms of the NEOC. These are most likely to be verbal with the first being submitted as quickly as possible following the event.

### **B. Situation Reports**

These are detailed reports to be prepared and submitted to the NEOC at regular specified intervals. This type of report will define affected areas, identify closed roads and highways, estimate the number of casualties, and any other information as may be requested by the NEOC. Here again a negative report is better than no report.

### **C. Detailed Reports**

This type of report requires more detailed information, particularly that resulting from damage estimates and analysis and is useful to assist in determining as closely as possible the exact situation. This report is the responsibility of the NEOC, and should include the total numbers of dead and injured, the amount of damage to both public and private facilities, and the type and relative priority of needed assistance.

## **16.0 RELIEF COORDINATION**

This component deals with the organization and operational policies and procedures that are necessary to meet the needs for food, clothing, medicines, care, and shelter of the people. This component also deals with the coordination of public and private organizations responsible for providing relief and welfare services. Within the NEOC the activities of this component will be closely linked with the Ministry of Finance and assisted by the Parish Disaster Coordinators.

### **16.1 GOODS AND SUPPLIES**

In the aftermath of a disaster, the ODPEM would be responsible for the coordination of distribution of goods and supplies entering the island.

Such relief would be distributed on the basis of reports submitted by the damage assessment personnel or committee.

The Director would delegate duties to the following persons:

- a. JDF - to provide manpower for the handling of relief supplies.
- b. PWD - to provide vehicles for the transportation of supplies
- c. Parish Committees - to help distribute supplies

## **17.0 DISPLAYS**

Because the disaster operation centre's major purpose is accumulating and sharing information to ensure coordinated and timely disaster response, display devices will be maintained so that agencies can quickly comprehend what actions have been taken and what resources are available.

Display needs will vary with the nature and scope of the disaster, but the following charts are the core of the NEOC display system whenever the facility is activated and MUST be used:

### **17.1 PROBLEM LOG**

All major problems will be entered on the Log as they are received. The log is a large plastic covered or white board with pre-assigned columns, as shown in Appendix 20. This log is maintained by the Journal Clerk.

### **17.2 EVENT LOG**

All major and significant events resulting from or affecting the disaster in any way will be displayed for all to see on an Event Chart as shown in Appendix 19. These are maintained by the Journal Clerk.

### **17.3 DAMAGE ASSESSMENT CHART**

This chart contains columns for towns and Parishes, reported damage, time of report and extent of reported damage. A copy is shown at Annex L. This chart is maintained by the Plotter.

### **17.4 ISLAND/TOWN/PARISH MAP**

The following information is particularly important to all agencies in the NEOC and must be posted immediately:

- a. Transportation routes closed or impeded
- b. Areas of major damage
- c. Locations of medical treatment and emergency shelter facilities



- d. Expected inundation areas (flood emergencies)
- e. Limits of evacuation areas, control points and exit routes

These following maps are maintained by the Plotter:

**a. WEATHER MAP**

This will show current forecasts and wind patterns as well as used for plotting fallout in appropriate cases. This map is maintained by the Plotter.

**b. PLANNING MAP**

This is a duplicate of the master operations maps kept in the Operations Room.

**c. BRIEFING MAPS**

These are large and small scale maps for briefing or specific purposes.

**d. MEDICAL FACILITIES CHART**

This chart must show current information on the status of permanent and temporary medical facilities, including locations, beds available, blood and other critical supply needs, manpower requirements and communications links. It is particularly important to note locations of temporary medical facilities so that the public information officer and other NEOC elements can instruct the public. This chart is maintained by the representative from the Ministry of Health.

**e. EMERGENCY SHELTERS CHART**

This chart provides information on shelter facilities throughout the Country, and is maintained by the Emergency shelter sub-committee representative in the Operations Room.

**f. LAW ENFORCEMENT RESOURCES CHART**

This chart provides information on numbers, status and locations of full time, reserve and auxiliary Police manpower, and is maintained by the Police Representative in the Operations Room.

**g. FIRE RESOURCES CHART**

This chart displays current deployment and availability of fire units and is maintained by the Fire Brigade Representative in the Operations Room.

**h. TRANSPORTATION RESOURCES CHART**

This chart displays the current status and availability of all public and private transportation and is maintained by the Logistics Officer.

**I. OTHER DISPLAYS**

These may include as appropriate:

- a. Evacuation route maps for crisis relocation
- b. Utility system maps
- c. Blackout block assignments
- d. Fault line, soil, and landslide potential maps
- e. Maps of predicted inundation in tsunami areas
- f. Flood plain maps
- g. Locations of hazardous materials and storage
- h. List of town organizations, their location and status
- i. Personnel location board (key people)
- j. Officers duty roster
- k. Courier service schedule
- l. Communications diagram
- m. Communications status board
- n. Radio diagrams for each network
- o. Key resource location board
- p. Reception centre control board
- q. Chart of NEOC layout showing rest area
- r. Location of electronic news media transmitters, reporters and coverage areas
- s. OVERLAYS OF MAPS TO SHOW:
  - Impact zones
  - Site layout
  - Plumes, effects of dangerous gasses
  - Flood lines bases on empirical data
  - Any other special requirements (nuclear weapons - effects etc.)

- Air photos

## **18.0 BRIEFINGS AND CONFERENCES**

Briefings for the DIRECTOR, by the Operations and Public Information groups will be scheduled at six-hour intervals. The DIRECTOR will post a briefing schedule on the bulletin board. NEOC functional Reps must be prepared to participate in these briefings with a three minute summary on the progress of their respective functions. Briefings will include:

- a. Unresolved problems
- b. Major new problems during previous six hours
- c. Assistance needed from other agencies or outside organizations.
- d. Information developed by the agency that must be passed to other agencies or to the public.

Additional briefings may be organized by the DIRECTOR. These may include VIP, news media briefings, and situation reviews for newly arrived agency representatives.

Conferences of key NEOC personnel may be convened at any time by the DIRECTOR to discuss and resolve major issues. These conferences will be held in the Conference Room.

The Operations Officer is responsible for ensuring that any decisions reached at conferences are quickly relayed to all NEOC personnel.

## **19.0 REPORTS**

### **19.1 NEOC REPORTING**

The DIRECTOR is responsible for ensuring that all required reports are forwarded to the next higher NEOC (CDERA) on time. He is also

responsible for preparing and sending any special reports on damages, threats or assistance needed.

## **19.2 AFTER ACTION REPORTS**

An after action report must be completed on deactivation of the NEOC, which signals the official end of the response. This report will be used in a debrief of the operations, which is vital for learning lessons, good or bad, which are meant to continuously improve disaster response.

# **20.0 OTHER TOPICS**

## **20.1 STRESS MANAGEMENT**

Some people will find responding to disasters quite stressful. Others will find it extremely stressful. Often, members of the NEOC work 20-30 hour shifts without adequate rest. In the event of a major disaster, it is recommended that a counselor be made available to conduct a stress debriefing. This debriefing must be incorporated in the plan, to allow for an open discussion of the feelings, frustrations and anxieties experienced by crisis personnel. Failure to do this can result in a form of aftershock, with stress and depression presenting themselves shortly after the crisis.

It is vitally important that everyone, including the DIRECTOR, gets adequate rest and relief. Therefore all agencies and/or committees will be responsible for ensuring that a proper relief system exists within their respective agencies while operating in the NEOC.

## **20.2 MANAGING PUBLIC INFORMATION**

Below are some useful guidelines for managing public information:

- a. Hold the first news conference within 12 hours of the event
- b. Set media guidelines regarding accessibility to information, length of question periods, conference/briefings, site tours, etc.
- c. Ensure good communications with frequent updates on the bulletin board or white board
- d. Ensure a messenger is available to assist the media where possible.

- e. Media pooling is the practice of selecting a small number of media personnel from different media houses to represent print and electronic news personnel on the disaster site. A good practice is to have the media select (from their own ranks) one print journalist, one still photographer, one video camera man and one audio technician. Media pooling is used when access to the disaster site is limited. Otherwise the media will expect full access to the site.
- f. Ensure monitoring of print and electronic coverage for rumour control and awareness. This can either be done by contracting monitoring to an outside company, or by installing in-house electronic equipment and monitoring personnel.
- g. Ensure expert spokespersons are available for credibility
- h. Ensure bilingual capabilities, as appropriate. Certain circumstances may warrant professional translation services.

### **20.3 RUMOUR CONTROL**

One of the necessary items to consider in preparing for an emergency/ disaster is rumour and information. Monitoring of both the news media and incoming public calls will enable awareness of rumours and innuendoes, which could both have negative consequences for public safety and must be corrected promptly.

## **21.0 WELFARE OF NEOC STAFF AND VISITING PERSONNEL**

The Administrative Officer would be given the responsibility for:-

- a. Making arrangements for accommodation and welfare of the NEOC Staff. (Food items, toiletries and restroom, etc.)
- b. Meeting and attending to the welfare of visiting volunteers.

With reference to visiting volunteers, assistance can be sought from the JDF to provide transportation to and from the airport/seaport and also within the country.

## **22.0 STANDING DOWN PROCEDURES**

When the NEOC Director is satisfied that the recovery phase of operations is sufficiently advanced and being effectively managed, he should recommend to the Prime Minister that the NEOC be stood down. The recommendation should include a period of time during which NEOC Operations should be phased out.

The Logistics Officer and Director ODPEM will be jointly responsible for ensuring a phased, orderly and systematic stand down of the NEOC. The NEOC Director must indicate in writing his agreement to the Stand Down of the NEOC when the deadline imposed by the Prime Minister has been reached.

The Logistics Officer and Director ODPEM in Standing Down the NEOC must ensure that the following actions are executed:-

- a. The taking of a closing inventory of supplies, materials and equipment
- b. The submission of a draft report

The NEOC Director will highlight the major actions taken during the NEOC operations, major needs outstanding and recommended follow up actions.

Provided the decision had been taken to stand down the NEOC, all relevant Local, Regional and International Officials and Agencies must be informed in writing.

Equipment on loan should be secured, returned, signed/accounted for before Stand Down is complete. When the NEOC is Stood Down normal governmental procedures would resume and will signal the start of any recovery and rehabilitation phase.

## **23.0 EOC JOB DESCRIPTIONS**

### **23.1 PRIME MINISTER**

#### **GENERAL RESPONSIBILITIES**

- a. To formulate policy, and operational guidelines in support of policy, for the conduct of emergency operations. General policy for emergency/disaster operations is set forth in the Jamaica National Disaster Plan, which is approved for implementation by order of the cabinet.

- b. To ensure that information and direction are given to the general public and that contact is maintained with the appropriate levels of government.
- c. The overall management of the nation's survival and recovery efforts, working through the ministries and parish governments. In fulfilling this role the Prime Minister may delegate a senior cabinet minister who will have the assistance of the Director, ODPEM, (acting as his EO) and the specialized assistance of the ODPEM staff.

### **ALERT**

- a. Ensure that the public has been fully informed of the steps to be taken in the emergency/disaster.
- b. Ensure that every effort has been made to enhance the capacity and quality of public shelters.
- c. Ensure that all government departments with operational roles are prepared to respond.
- d. Ensure that all means are used to warn the public and the people are given explicit instructions regarding the actions they should take to increase their chances of survival.

### **RESPONSE**

- a. Maintain public morale by informing the population of actions being taken for their welfare and safety.
- b. Receive assessments of damage suffered by the communities during the emergency, review plans for recovery and post-emergency, review plans for life support and welfare systems, and the restoration of vital facilities and essential services.
- c. Receive estimates of the time and resources required to execute repairs and initiate recovery plans.
- d. Maintain contact with the appropriate departments of government, receive update situation reports, and assistance, if possible.

## **RECOVERY PHASE**

- a. Assist emergency and repair operations by personal announcement to the public to ensure orderly recovery from the emergency/disaster.
- b. Ensure the continuity of authority in all major government departments and agencies, and in all major institutions, business and industry.
- c. Ensure that steps are taken for the conservation, use and equitable distribution of scarce resources.

## **23.2 DISASTER EXECUTIVE**

### **GENERAL RESPONSIBILITIES**

- a. Formulates operating guidelines in support of policy for the conduct of disaster operations.
- b. Approves general policy for disaster operations as set forth in the national disaster plan.
- c. Ensures that information and directions are given to the general public and that contact is maintained with the appropriate levels of government.
- d. Overall management of survival and recovery efforts.

### **ALERT PHASE**

- a. Ensure that the public has been fully informed of the steps to be taken in a disaster emergency.
- b. Ensure that every effort has been made to enhance the capacity and quality of public shelters
- c. Ensure that all government departments with operational roles are prepared to respond.
- d. Ensure that all means are used to warn the public and that people are given explicit instructions regarding the actions they should take to increase their chances of survival.



**RESPONSE PHASE**

- a. Maintain public morale by informing the population of actions being taken for their welfare and safety.
- b. Receive assessments of damage suffered by the communities during the disaster.
- c. Review plans for recovery and post-disaster establishment of medical systems, and the restoration of vital facilities.
- d. Receive estimates of the time required to execute recovery plans and the number of persons and equipment needed over that which is available.
- e. Declare National disaster or State of Emergency if the situation warrants.
- f. Maintain contact with the appropriate departments of government, receive update situation reports, and respond to requests for assistance, if possible.

**RECOVERY PHASE**

- a. Assist NEOC operations by personal announcements to the public to ensure orderly recovery from the disaster.
- b. Ensure the continuity of authority in all major government departments and agencies, in all major institutions, business and industry.
- c. Ensure that steps are taken for the conservation, use, and distribution of any resources that are made available by Regional and International agencies and/or Governments.

**23.3 DIRECTOR ODPEM (DIRECTOR)****GENERAL RESPONSIBILITIES**

- a. Chief advisor to the Executive Council
- b. Responsible to the Executive Council for all strategic issues affecting both the activities of the incident and supportive functions of the NEOC.

**ALERT PHASE**

- a. Ensure members of the NEOC have been alerted and that the NEOC is properly activated
- b. Determine which staff officers are present and when the others will report
- c. Open telephone log
- d. Begin long range planning
- e. Serve as primary contact between NEOC, Regional and Sectoral agencies (to include CDERA, CDRU, WIGS, Donor groups, etc.)
- f. Check operational readiness of alert and warning systems and improvise means of warning areas not currently covered by the system
- g. Review with the Communications Officer the mechanics of alerting and warning
- h. Determine through the Operations Officer that the Police, Fire, Public Works, Welfare, Shelter, Medical emergency/disaster organizations and other appropriate agencies are alerted and ready to be deployed
- i. Ensure that the Operations Officer has reviewed current operational policy for each of his agency representatives.
- j. Check through the Communications Officer the type of problems being experienced during the alert phase, and confirm that proper liaison is effected between Communications Centre and Operations Room personnel
- k. Review with the Operations Officer the operational status of emergency operating sites established by utility and industrial plants
- l. Determine whether communications exist between these sites and the NEOC
- m. Determine that emergency shutdown procedures have been implemented
- n. Serve as primary contact between NEOC, Parish Chairman and NGO representatives.

- o. Review with the Telecommunications Officer, the mechanics of alerting and warning.
- p. Check the deployment of manpower, vehicles and equipment of the various utility and industrial organizations and their availability for operational assignments.
- q. Review the responses that have been made by utilities and industry and ensure that they have been coordinated with proper services/authorities in the NEOC.
- r. Review with the military and police liaison officers the availability of aid from military sources. Ensure that communications exists to the nearest source of the military assistance.
- s. Ensure that the ODPEM direction and control organization is staffed with trained personnel, that communications are operational, and that appropriate pre-positioned data and aids are available in the NEOC.
- t. As authorized by the Prime Minister, ensure (in cooperation with the Public Information Officer that the public has been fully informed of the steps that should be taken in the event of an emergency/disaster.
- u.
- v. Review with the Parish Disaster Committee Executive their emergency procedures, evacuation, shelter and response plans.
- w. Check the operational readiness of the alert and warning system, and improvise means of warning areas not currently covered by the system. Review with the Emergency Operations Team the mechanics of alerting and warning.
- x. Check with staff heads to determine whether all positions in their groups have been manned. If not, take appropriate action to fill these positions.
- y. Determine through the Operations Group Chief that the police, fire, public works, welfare, medical, shelter emergency organization and other appropriate services/authorities are alerted and ready to be deployed.

- z. Ensure that the Operations Group Chief has reviewed current operational policy for each of his sections. Check through the Communications team the type of problems that are being experienced and confirm that proper liaison is effected between the Communications Centre and Operations Room Personnel.

## **RESPONSE PHASE**

- a. Direct NEOC operations
- b. Obtain briefings from the Operations Officer
- c. Prepare briefings for the Executive
- d. Monitor information displayed
- e. On receipt of a report about the occurrence of an actual emergency/disaster:
  - Obtain all possible and relevant information
  - Advise the lead agency and all other agencies likely to be affected or involved in the emergency/disaster
- f. On receipt of a report from the officer dispatched to the scene,
- g. Pass the details of the SITREP to all other affected agencies
  - Advise all agencies of the name of the on-scene commander
  - Advise appropriate agencies of any requests for assistance from the on-scene commander
  - Issue necessary warnings, survival information or evacuation instructions to the affected population by all available means
  - Further action determined as the situation develops.
- h. Brief the Prime Minister on the situation that exists throughout the country including a summary of major emergencies that have occurred or are under review by the staff in the Operations Room

- Post on the executive bulletin board any announcements affecting the conduct of the disaster operations
  - Ascertain whether the Operations Officer is receiving pertinent and timely reports from the field and disaster areas
  - Ensure that an analysis of field data is being made and that the information is posted on the situation and action boards and operations map
- i. Review and keep abreast of the operational activities ordered, or being taken, by the various agencies in the Operations Room
  - j. Refer to the Prime Minister all problems that require the exercise of emergency powers or changes and interpretation of policy.
  - k. Check with the Public Information Officer to determine whether information on survival action is being broadcast to the sheltered population.
  - l. Make sure that broadcasts include assurance by government officials that information available at the EOC regarding the disaster situation is made known to the public; that the public be advised to remain in shelters until it is determined safe to return to their communities and homes, and to obey the instructions of the shelter manager.

The media centre will be opened and the on-scene public information team dispatched if appropriate.

Applicable information will continue to be released along with damage assessment figures when available.

## **RECOVERY PHASE**

- a. Ensure NEOC properly deactivated.
- b. Determine when it is safe for the population to leave shelters.
- c. Maintain surveillance over post-shelter deployment.
- d. Closely monitor the establishment of the emergency medical and welfare systems and the clean up activities.
- e. Monitor the implementation of plans for the restoration of vital services.

- f. Ensure the conservation, proper use and distribution of vital supplies and materials made by outside sources and international relief organization and/or Governments.
- g. Determine whether vital communication links have been disrupted and ensure that either communications are restored or that prescribed reports are delivered by alternate means.
- h. Ensure that reports are made to the appropriate government officials.
- i. Ensure that the Public Information Officer informs the media of relevant details of emergency, situations particularly with regard to instructions to restrict entry into specific areas of high risk.
- j. Ensure that reports are made to the appropriate government officials.

## **23.4 PUBLIC INFORMATION AND EDUCATION OFFICER (PIEO)**

### **GENERAL RESPONSIBILITIES**

- a. Advises the Director about the media related activities.
- b. Gathers facts on the crisis and prepares dissemination of safety bulletin, clips to the media and public
- c. Ensures the availability of 'expert' spokesperson as required.
- d. Ensures the monitoring of print and electronic media coverage of the event.

### **ALERT PHASE**

- a. Set up the Public Information area of the NEOC
- b. Check personal telephone
- c. Open log and record date and time of arrival

- d. Check for any messages which relate to your function/responsibilities prior to your arrival
- e. Report to the DIRECTOR and receive briefings
- f. Activate the media centre from which to brief media representatives on a periodic basis and ensure that the following are set up in the media room:
  - Furniture
  - Communications equipment
  - Stationery and supplies
  - Photocopy machine
  - Manual typewriters
  - Battery powered calculators
  - Battery powered radio receivers
- g. Be aware of alternative methods of public information in the event that 'mass' media is not available. (i.e. loud hailers)
- h. Develop measures for authenticating the source of information before broadcast or publication.
- i. Direct broadcast, publication and release of information on:
  - Individual and family protective measures
  - Available public shelters
  - Recommended routes to public shelters and other traffic control arrangements.
  - Ways to improve private shelters or improvise shelters where one exist.
  - Supplies which individuals should take to public or private shelters and how supplies can be obtained.
- j. Set up the media area from which to brief media representatives on a periodic basis and ensure that the appropriate arrangements are made within the media area.
- k. Brief the Command Centre team on procedures:
  - By which decisions and guidance for public information purposes will be issued from the executive authority; and

- For the staff to follow in answering enquiries or issuing public statements and news releases.

- l. Identify official spokesmen for the news media. (In most cases this should be restricted to the Prime Minister, Minister of Science, Technology and Environment, Director of ODPEM, and the Public Information Officer).
- n. Meet with management and staff of the news media (newspaper, radio and television stations) to review Emergency Public Information Plans and Procedures. Develop measures for authenticating the source of information before broadcast or publication.
- o. After securing approval from the executive authority, issue news releases announcing preliminary steps the government is taking for increasing preparedness and readiness.
- p. Activate the Media Centre from which to brief the media representatives on a periodic basis.
- q. Collate and disseminate information from the PDCs on current conditions.

## **RESPONSE PHASE**

- a. Monitor radio broadcasts
- b. Schedule periodic press conferences for the media and general public to keep them informed of the situation. This will include, but need not be limited to:
  - Information, advice or instructions related to living in shelters for the duration of the disaster (sanitation, food preparation and conservation)
  - Weather conditions
  - Estimate of length of time before emergence from shelters can take place
  - How the communities are faring.



- c. Prepare first news release to the public to include:
  - What happened (cause and effect)
  - A request for people to stay away from the emergency/disaster area or worst affected areas.
  - Any other relevant information
- d. Monitor display boards and situation maps and consult the Director of ODPEM to keep informed of local situations above which the public should be provided information and advice.
- e. Conduct periodic briefings for the media to keep them informed of the situation.

## **RECOVERY PHASE**

- a. Continue to issue information as required to assist the population in recovering from the effects of the disaster with particular emphasis on:
  - The kinds of relief available
  - The AGENCIES responsible for providing the relief and where it may be obtained.
  - Continuing public safety information

## **23.5 OPERATIONS AND LOGISTICS OFFICER**

Operations Group Chief (Deputy Director, ODPEM/Head, Preparedness and Emergency Operations Branch).

### **GENERAL RESPONSIBILITIES**

- a. Operations advisor to the DIRECTOR
- b. Acts as primary message controller to ensure smooth information flow within the NEOC
- c. Takes action to provide and coordinate assistance and relief requested by the villages and communities through the appropriate agency representative or volunteer agency in the operations room
- d. Responsible for the operational and tactical plans for the deployment of resources to the emergency/disaster scene. (coordination of emergency/disaster operations).

### **ALERT PHASE**

- a. Review the operational status of the NEOC
- b. Obtain a communications status report
- c. Review the operational status of each agency
- d. Review the status of the emergency/disaster operations plans and procedures and ensure they are current
- e. Confirm that agency representatives have been notified and/or have arrived at the NEOC
- f. Check that personnel assigned to the operations room are trained in:
  - Internal operating procedures
  - Policy guiding emergency/disaster operations
  - Report forms
  - Distribution and message routing
  - Displays
  - Internal and external communications
- g. Ensure that the following tasks are completed:
  - Set up furniture
  - Set up communications equipment
  - Set up charts and display materials
  - Install phones, fax, computers, radios and scanners
  - Distribute stationery supplies to each desk

- Inspect generator, antennas, food and water stocks, and fuel supply
  - Set up chalkboards/whiteboards
  - Set up photocopier machine
  - Set up manual typewriters
  - Take out battery powered calculators
  - Take out battery powered radio receivers
  - Take out box of message and report forms
  - Take out stationery and supplies (see list)
  - Take out emergency/disaster plans and agreements
  - Secure the NEOC
- h. Set up the alternative NEOC as above if considered necessary
- i. Identify and authorize essential pre-event activities.
- j. Establish direct communications with incident/site managers.
- k. Begin compilation of needs assessment.
- l. In collaboration with the NEOC Director and DIRECTOR establish an alternate NEOC if necessary and ensure setup is completed as above

## **RESPONSE PHASE**

- a. Ensure that rapid, well coordinated and effective responses are made to the emergency/disaster situations referred to the operations group
- b. Ensure that response actions are treated on the basis of their seriousness
- c. Note whether action is deferred to later time periods, where possible, in favour of activity that must be taken immediately
- d. Anticipate problems and take remedial action before large problem situations develop
- e. Ensure that coordinated activity is taking place within the operations room and with the executive group and communications centre

- f. Refer to the DIRECTOR those decisions requiring the exercise of extraordinary emergency powers, departure from the operational policy guidelines, and interpretations of policy
- g. Prioritize and route messages entering, leaving or circulating within the NEOC
- h. Ensure messages are properly logged in the NEOC journal
- i. Brief the DIRECTOR periodically on the status of the situation and immediately on vital emergency/disaster operations and major problems
- j. Brief all new arrivals
- k. Exercise direction over the NEOC when the DIRECTOR is resting
- l. Ensure that logistics information is displayed.
- m. Coordinate transportation of emergency disaster supplies from all air and sea ports of entry, to main distribution centres and areas in need.
- n. Establish centres for the storage and distribution of emergency/disaster supports.

## **RECOVERY PHASE**

- a. Continue to coordinate the emergency repairs and restoration activities as directed by the Prime Minister and Director, ODPEM, until emergency phase ends (this will normally be within five days).
- b. Prepare and consolidate After-Action Reports.
- c. Assist the PDC to promptly assume responsibilities for repairs, welfare assistance and recovery.
- d. Ensure NEOC deactivation tasks are carried out
- e. Deactivate the NEOC.

## **23.6 ASSISTANT OPERATIONS OFFICER - EMERGENCY COORDINATOR**

### **GENERAL RESPONSIBILITIES**

- a. Acts as assistant to the Operations Officer
- b. Acts under the instructions of the Operations Officer
- c. Acts as primary message controller to ensure a smooth information flow within the NEOC.
- d. Takes action to provide and coordinate assistance and relief requested by the parishes through the appropriate agency representative or volunteer agency in the operations room.
- e. Serves as primary contact between ODPEM and Regional Coordinators.
- f. Receives and record initial disaster reports, and regional and local situation reports.
- g. Keeps Operations Group Chief and Director, ODPEM, apprised of the situation.
- h. Exercises direction over shift No. 2 when the NEOC is operating on a 24-hour basis.

### **ALERT PHASE**

- a. Report operational status to the Operations Officer
- b. Test standby power unit.
- c. Ensure all radios, telephones, fax machines etc. are activated.
- d. Ensure a ready supply of logs, forms, maps, etc. are in the operations and communications area.
- e. Report operational status to the Operational Officer.

### **RESPONSE PHASE**

- a. Receive and record initial disaster reports, and Sectoral and local situation reports
- b. Ensure that maps, displays, logs and registers are correctly maintained
- c. Keep the Operations Officer and DIRECTOR appraised of the situation
- d. Receive and record initial disaster reports, and divisional and local situation reports.
- e. Ensure that maps, displays, logs and registers are correctly maintained.
- f. Keep the operations officer and director appraised of the situation.
- g. Exercise direction over night shifts when the NEOC is operating on a 24-hour basis.

## **RECOVERY PHASE**

- a. Deactivate the NEOC as follows:
- b. Store furniture
- c. Clean and store displays
- d. Inventorize and store supplies
- e. Replenish supplies
- f. Arrange the necessary transportation required for distributing the emergency /disaster supplies from the central warehouse into the Parish or villages affected.
- g. Procure the necessary essential emergency/disaster materials/food supplies and services that may be required.
- h. Answer the immediate needs of the emergency/disaster.

## **23.7 TELECOMMUNICATIONS OFFICER**

### **GENERAL RESPONSIBILITIES**

- a. Supervises operations of the communications centre
- b. Establishes and maintains radio communications (National, Regional and International)
- c. Acts as message controller.
- d. Supervises operations of the communications center.
  - Receive and disseminate warnings to regions, parishes and communities as directed by the Operations Group Chief or Coordinator of Emergency Operations.
  - Establish radio communications and arrange for additional communications and arrange for additional communications within capability, as directed by the Operations Group Chief.
  - Coordinate establishment of Emergency communications in the disaster area.
  - Prepare communications portion of After-Action Reports.

## **ALERT PHASE**

- a. Test standby power unit
- b. Ensure a ready supply of logs, forms, maps, etc. are in the operations and communications area
- c. Check personal telephone
- d. Open personal log and record date and time of arrival
- e. Check for any messages which relate to your function or responsibilities, delivered prior to your arrival
- f. Open IN/OUT message register
- g. Switch on all radios, fax machines, telephones etc.
- h. Conduct a complete operational check of all available radio networks
- i. Assign radio operators to location as required
- j. Establish radio communications with site

- k. Open radio logs
- l. Report communications status to Operations Officer

### **RESPONSE PHASE**

- a. Establish communications in the disaster area
- b. Arrange for additional communications, with capability as directed by the Operations Officer
- c. Ensure communications and backup equipment are fully operational
- d. Maintain communications status board

### **RECOVERY PHASE**

- a. Disconnect and store communications equipment
- b. Prepare communications portion of after action reports

## **23.8 ADMINISTRATION AND SUPPORT OFFICER**

### **GENERAL RESPONSIBILITIES**

- a. Funding and purchasing required for emergency/disaster operations

### **ALERT PHASE**

- a. Check personal telephone



- b. Open personal log and record date and time of arrival
- c. Check for any messages which relate to your function or responsibilities delivered prior to your arrival
- d. Obtain brief from Operations Officer on all available information on the emergency/disaster including resources committed and held in reserve
- e. Begin compilation of needs assessment
- f. Brief Operations Officer on logistics status and provide a Situation Report on the mechanisms in place to collect data on emergency/disaster relief requirements

## **RESPONSE PHASE**

- a. Ensure logistics related information displayed
- b. Obtain critical emergency/disaster relief requirements
- c. Determine damage to property and repair or reconstruction requirements
- d. Prioritize and arrange for immediate repair of buildings and infrastructure to ensure speedy rehabilitation of the population to normal activity in the shortest possible time
- e. Coordinate transportation of emergency/disaster supplies from air and sea ports of entry to the main distribution centre
- f. Establish a centre for the storage and distribution of emergency/disaster supplies
- g. Arrange the necessary transportation required for distributing the emergency/disaster supplies from the central warehouse into the Parish or villages affected
- h. Procure the necessary essential emergency/disaster materials/food supplies and services that may be required
- i. Answer the immediate needs of the emergency/disaster.
- j. Provides administrative support for the NEOC including the following as required:

- Billeting
  - Transportation
  - Food
  - Supplies and material, to include fuel for auxiliary power generator
  - Personnel augmentation from outside sources
  - Printing and reproduction
  - Maintenance and upkeep of disaster directory and work schedules
  - Additional facilities as required
- k. Fiscal functions:
- Maintain financial records for emergency/disaster operations
  - Perform emergency funding and emergency purchasing actions
  - Prepare financial portion of after action report.
- l. Performs duties of Executive Assistant to the NEOC Director.
- m. Responsible for NEOC staff welfare and personnel management issues.

## **23.9 Receptionist/Telephone Operator (Designated Secretary/Stenographer)**

### **GENERAL RESPONSIBILITIES**

- a. Receives all visitors, determines their business and informs appropriate member of the NEOC staff
- b. Maintains visitors register
- c. Handles incoming telephone calls and informs the called individual through the intercom system (if available) or other ring-down means
- d. Keeps a record of incoming calls not completed and routes information to called individual through messenger

## **23.10 RADIO OPERATOR**

### **GENERAL RESPONSIBILITIES**

- a. Operates assigned radio frequencies
- b. Maintains accurate IN/OUT message logs under the direction of the Communications Officer
- c. Monitor and document alternate HF frequencies

## **23.11 PLOTTER**

Coordinator of Preparedness or other designated individual with map-reading skills).

### **GENERAL RESPONSIBILITIES**

- a. Maintains maps, charts and status boards, and posts situations as required to keep current
- b. Becomes familiar with identifying codes and symbols of agencies in the Operations Room
- c. Ensures that sufficient map symbols are available and marked properly
- d. Ensures that actions are entered on the status board and action board, and that these boards are kept current.

## **23.12 JOURNAL CLERK(Designated Secretary)**

### **GENERAL RESPONSIBILITIES**

- a. Maintains the NEOC Operations Journal
- b. Records incoming and outgoing messages in the Journal

- c. Files one copy of each message or report in the Journal

## **23.13 RUNNER/MESSENGER**

### **GENERAL RESPONSIBILITIES**

- a. Maintains prompt flow of information within the NEOC as directed by the Operations Officer or DIRECTOR
- b. Picks up and distributes messages within the NEOC
- c. Reproduces the required number of copies of messages on duplicating equipment

## **23.14 SENIOR STAFF CLERK**

### **GENERAL RESPONSIBILITIES**

- a. Ensures sufficient clerical support staff for operations, services and committees at all times
- b. Correlates and reproduces records pertaining to the emergency/disaster

## **23.15 OTHER CLERKS**

### **GENERAL RESPONSIBILITIES**

- a. Dictates, types, and files information as directed by the Senior Clerk
- b. Assists operations/services and/or committees in the NEOC with clerical needs

- c. Operates photocopier and other office equipment as required.

## **23.16 POLICE/PWD/FIRE/UTILITIES/ REPRESENTATIVES**

### **GENERAL RESPONSIBILITIES**

- a. Operational planning, decisions and coordination within services or committees represented. (e.g. Fire, Damage Assessment Committee, Shelter Committee, etc.)
- b. Operational support to the disaster with continued service to unaffected areas of the country
- c. Police to provide security for the NEOC, evacuated areas and homes of response personnel

### **ALERT PHASE**

- a. Report to the NEOC
- b. Check personal telephone/desk
- c. Open personal log and record date and time of arrival
- d. Check for any messages which relate to your function or responsibilities delivered prior to your arrival
- e. Check the operational status of the service represented
- f. Establish communications with the service represented
- g. Report operational and communications status to Operations Officer
- h. Obtain brief from Operations Officer on all available information on the emergency/disaster including resources committed and held in reserve
- i. Begin long range planning

**RESPONSE PHASE**

- a. Brief Operations Officer on Departmental status and provide a Situation Report on the emergency/disaster. Highlight problem areas or unusual resource requirement
- b. Answer the immediate needs of the emergency/disaster

**RECOVERY PHASE**

- a. Hand over to normal Government/Commercial agencies.

**23.17 HEALTH REPRESENTATIVE****GENERAL RESPONSIBILITIES**

- a. Operational planning, decisions and coordination within services or committees represented. (e.g. fire, Damage Assessment Committee, Shelter Committee, etc.)
- b. Operational support to the disaster with continued service to unaffected areas of the country

**ALERT PHASE**

- a. Check personal telephone/desk
- b. Open personal log and record date and time of arrival
- c. Check for any messages which relate to your function or responsibilities delivered prior to your arrival
- d. Obtain brief from Operations Officer on all available information on the emergency/disaster including resources committed and held in reserve

- e. Check operational status of the Ministry of Health and all other medical services
- f. Report operational status to the Operations Officer
- g. Establish communications with other health and medical officials
- h. Check with hospital to determine any unusual problems or needs
- i. Alert Health clinics in the immediate area of the emergency/disaster or hazard and offer assistance in relocating patients or residents
- j. Begin long range planning

## **RESPONSE PHASE**

- a. Brief Operations Officer on departmental status and provide a situation report on the emergency/disaster. Highlight problem areas or unusual resource requirement.
- b. Answer the immediate needs of the emergency/disaster

## **RECOVERY PHASE**

- a. Hand over to normal Government/Commercial agencies.

## **24.0. PREPOSITIONED DATA AND ANALYTICAL AIDS**

The following documents and aids are pre-positioned in the Operations Room to assist the DIRECTOR and NEOC staff:

- a. National and local emergency/disaster operations and preparedness plans:
  - Hurricane/tropical storm
  - Earthquake
  - Flooding

- Oil spill
  - Chemical spill/explosion
  - Explosion
  - Ships fire
  - Major fire
  - Marine accident
  - Aviation accident
  - Civil disturbance
  - Volcanic eruption
  - Others
- b. Maps of the islands/countries, Parish and major towns and communities showing physical features, land use and population densities.
  - c. Data on Parish and major communities including their population, resources, and any mutual aid agreements that may exist.
  - d. Roster of key local government and private officials including their organizations, business and home addresses, and telephone numbers.
  - e. NEOC SOP's
  - f. Emergency/disaster communications plan and SOP's
  - g. Mutual aid agreements (Local, Regional and International)
  - h. National emergency legislation
  - i. Agency emergency/disaster response plans (police, fire etc.)
  - j. Agency organization charts
  - k. National evacuation plan.
  - l. Emergency/disaster plans for neighboring Communities/Towns/Parish
  - m. Current list of locations and descriptions of dangerous goods within the Town/Parish/Islands
  - n. Relevant documentation of dangerous goods
  - o. Resource inventories



- p. Reference library (inventory of documents)
- q. Distribution lists
- r. Other

#### **24.1 FILES**

Below are some files that are normally maintained in the NEOC:

- a. Status reports
- b. Estimate of situation
- c. News releases
- d. Police incident reports
- e. Message file
- f. Journal file
- g. Other.