

Emergency Operations Center Standard Operating Procedures

August 2011

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Introduction

Emergencies and disasters present numerous challenges for emergency responders and campus officials tasked with managing the response. Among these challenges are coordinating the efforts of numerous responding agencies and campus units, managing the flow of information, planning response and recovery activities for the hours, days, and weeks ahead, and attempting to obtain resources in a resource-deprived area. Because of the complexity of emergency response operations, it is necessary to have a central location from which to manage these activities.

Purpose of EOC

The University of North Texas (UNT) Emergency Operations Center (EOC) supports emergency operations, allowing on-scene emergency responders to focus their efforts on providing for the safety of the affected community. The EOC also provides support to campus units attempting to maintain or resume normal operations. While the specific activities undertaken by the EOC will be dictated by the unique demands of the situation, there are six broad tasks noted to be typical of EOC's¹. These include:

- **Coordination** – matching the capabilities of campus units and external organizations to the demands of the emergency
- **Policy making** – making decisions pertaining to the university-wide response
- **Operations** – managing mission assignments to directly meet the demands of the emergency
- **Information gathering** – determining the nature and extent of emergency conditions
- **Dispersing public information** – informing the campus community and news media
- **Hosting visitors** – managing the convergence of volunteers, concerned community members, and VIPs

Scope of SOP

This Standard Operating Procedure (SOP) describes the organization of the EOC, delineating the roles and responsibilities of EOC Team members, and defining the tasks that must be carried out when the EOC is activated. It is an attachment to the UNT Emergency Management Plan (EMP) and should be viewed in the context of that document.

Implementation

This SOP will be implemented through the provision of mandatory on-going training and periodic exercises to test the ability of EOC Team members to carry out tasks and responsibilities.

¹ Quarantelli, *Problems and Difficulties in the Use of Local EOC's in Natural Disasters*, 1972, 2-3

Concept of Operations

Activation

As noted in the UNT Emergency Management Plan (EMP), most incidents that occur on or near campus can be handled by the department receiving the report. However, when it becomes evident that resolution of a situation will require high level, non-routine coordination, a determination will be made as to whether the EOC should be activated.

Authority

The EOC Leader and the President have the authority to activate the EOC, determine the level of activation, and notify the EOC Team. If circumstances have rendered the primary EOC Leader unavailable, the campus unit requesting activation of the EOC should contact the secondary or tertiary EOC Leader who will make the decision. The President may activate the EOC at any time.

Considerations

The EOC Leader should consider the following criteria when determining EOC activation:

- **Coordination** – Extent to which resolution requires participation from multiple campus units and/or external emergency response agencies
- **Extent of damage** – Areas of campus affected; injuries or death that have occurred or are imminent; and/or major damage to critical infrastructure
- **Cascading effects** – Potential for an incident to expand in scope in the near future
- **Sustained operations** – Necessary for emergency operations to continue 24/7

Levels of Activation

The EOC may be partially or fully activated, depending upon the demands of the situation. For a partial activation (Yellow), only those sections of the EOC determined to be necessary will be staffed. In a full activation (Red), all EOC sections will be staffed.

Notification

When the EOC Leader determines that activation of the EOC is necessary to support emergency operations, s/he will notify members of the EOC Team to report to the EOC. The EOC Leader may send the notification him/herself or direct emergency management staff to send it. See the EOC Team Roster and accompanying notes in Appendix C: EOC Team Roster.

To ensure prompt activation and staffing of the EOC, all members of the EOC Team will provide current contact information to emergency management staff as requested. This information will be made available to all members of the EOC Team.

Location

The primary campus EOC is located in the General Academic Building, room 550A. The backup location is at Discovery Park, room B205. If both of these sites are unavailable or have been rendered unusable, alternate sites may be identified at the discretion of the EOC Leader.

Initial Activities

Upon the decision to activate the EOC, certain initial activities should be performed to prepare the EOC for operations. Unless unavailable, emergency management staff will facilitate the completion of these activities, which include:

- Notify EOC Team members to report to the EOC
- Notify internal groups, including the following:
 - Policy Group
 - Chancellor
 - Relevant faculty and staff
- Notify external agencies and organizations (see Appendix D: External Contact List)
- Contact IT support staff for assistance with setting up equipment if necessary
- Contact Facilities support staff to be on standby
- Set up the EOC space, including the following:
 - Technology (e.g., computers, telephones, televisions, radios, projector, printers, fax machines, etc.)
 - Office supplies (e.g., dry erase boards, pens, writing tablets, tape, staplers, paper clips, file folders, post-it notes, etc.)
 - Maps (e.g., building, street, and topographical)
- Establish a sign-in process at the entrance to the EOC
- Arrange with UNTPD for security of the EOC as necessary

Deactivation

When the emergency situation has progressed to the point that a high level coordination is no longer required between campus units and/or involves external agencies, a determination will be made as to whether the EOC should be deactivated. The President and EOC Leader have the authority to deactivate the EOC. After the EOC has been deactivated, recovery activities may continue as necessary.

Initial Activities

Upon deactivation of the EOC, certain activities should be performed to return the EOC space to its normal status. In most situations, emergency management staff will facilitate the completion of these activities, which include:

- Complete and store all documentation related to the incident
- Notify internal groups and external agencies and organizations
- Breakdown EOC space

Organization

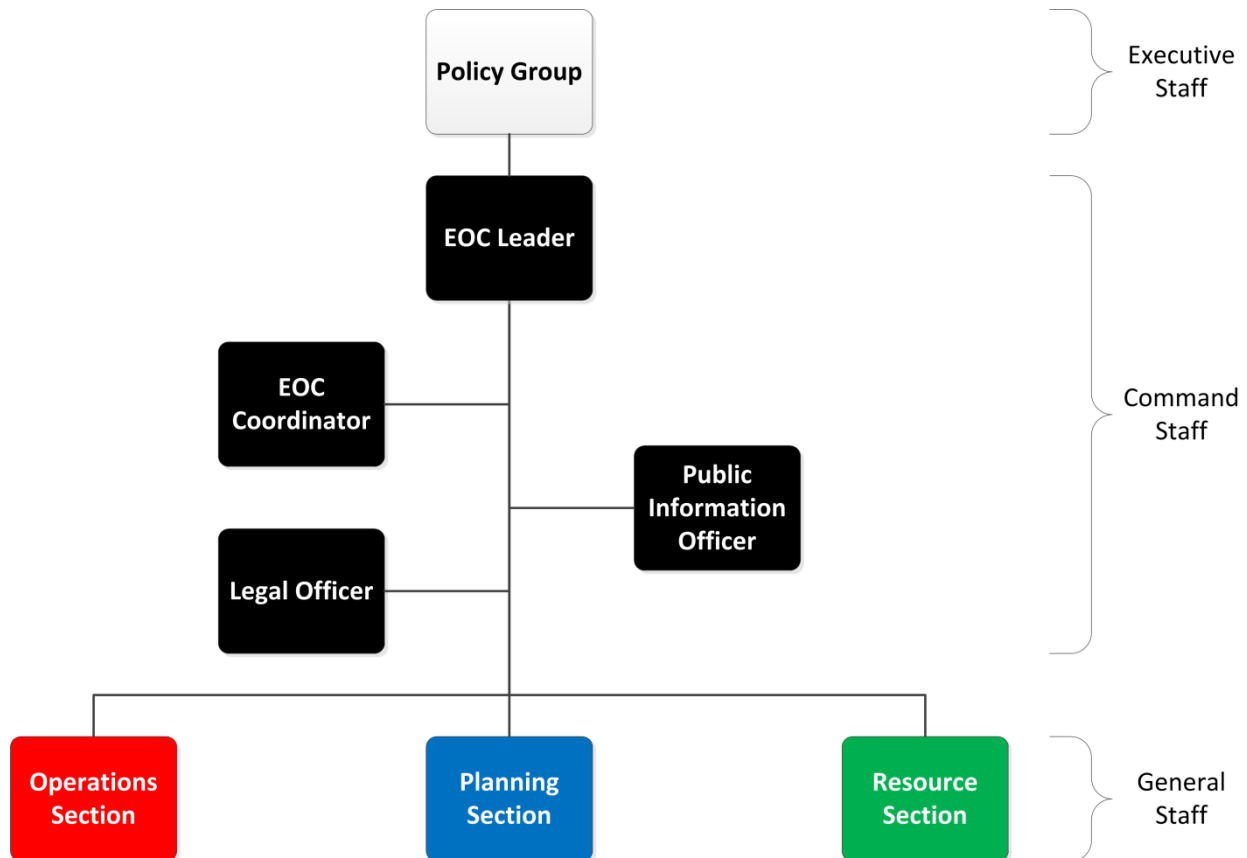
It is widely recognized that the efficiency and effectiveness of EOC operations is greatly improved through the utilization of a formal organizing structure. In keeping with best practices noted both at peer institutions and all levels of government, EOC Team members are organized using the Incident Command System (ICS) as a guide. ICS offers numerous benefits, including:

- **Unity of effort** – All EOC Team members operate under a common list of objectives
- **Accountability** – Each individual has a specific role in the EOC for which s/he is responsible
- **Eliminates redundancy** – The clearly established division of labor eliminates duplication of effort

During EOC activations, the organizational structure of the EOC will not resemble the day-to-day organization of the university. Employees may report to other employees to whom they do not usually have a reporting relationship. By gathering leaders from across campus and grouping them by function, this arrangement allows for streamlined decision-making in time-sensitive situations. This does not prevent EOC Team members from communicating with and reporting to their own campus units. Rather, the EOC provides a location and a structure for campus units to coordinate their efforts.

The EOC Team organizational structure is portrayed below in Figure 1: EOC Team Organization and is described in more detail in the pages that follow.

Figure 1: EOC Team Organization



Policy Group

Representatives

- President
- Executive Cabinet

Responsibility

Provide strategic direction for university-wide response and recovery activities.

Start-Up Actions

- Sign-in (see Appendix K: Sign-in Sheet)
- Begin an Activity Log

Operational Duties

- Maintain an Activity Log to record all key incidents, decisions, reports, and actions taken (see Appendix G: Activity Log)
- Use Message Forms as appropriate to track messages sent and received from individuals and groups in the EOC (see Appendix H: Message Form)
- Record all messages sent and received in a Message Log (see Appendix I: Message Log)
- Convene as necessary during EOC activations
- Maintain regular dialogue with EOC Leader to get updates and address issues
- Ensure key constituents and stakeholders have been notified and are updated as necessary
- Determine alterations to normal business and academic activities, which may include class cancellation, suspended operations, or total closure of campus
- Approve modification of policies when necessary to facilitate response and recovery activities (e.g., bidding process, paperwork requirements, etc.)
- Ensure applicable policy decisions are communicated to students, employees and other affected individuals and entities
- Establish spending parameters for response and recovery activities
- Provide final decisions when there is competition for limited resources

Closing Down

- Complete and turn in all incident documentation to the Planning Section
- Sign-out (see Appendix K: Sign-in Sheet)

EOC Leader

Representative

1. Vice President for Finance and Administration
2. Vice President for Student Affairs
3. Senior Associate Vice President for Finance

Responsibility

Establish the management framework for EOC operations and perform the management function for EOC Team members.

Start-Up Actions

- Sign-in (see Appendix K: Sign-in Sheet)
- Put on ICS vest²
- Begin an Activity Log
- Conduct initial briefing

Operational Duties

- Maintain an Activity Log to record all key incidents, decisions, reports, and actions taken (see Appendix G: Activity Log)
- Use Message Forms as appropriate to track messages sent and received from individuals and groups in the EOC (see Appendix H: Message Form)
- Record all messages sent and received in a Message Log (see Appendix I: Message Log)
- Maintain liaison with Policy Group
- Establish an operational rhythm, including the following:
 - Event name
 - Operational periods for the EOC
 - Staffing pattern for current and future operational periods
 - Meeting schedule, including planning meetings and periodic briefings to the EOC
 - Broad goals that will guide the EOC throughout the duration of response operations
- Conduct periodic briefings with EOC Team
- Oversee development and implementation of the EOC-AP
- Approve or deny resource requests
- Approve the release of information to the community

Closing Down

- Complete and turn in all incident documentation to the Planning Section
- Return vest
- Sign-out (see Appendix K: Sign-in Sheet)

² EOC Team members wear colored vests while on duty in the EOC to help others identify their role in the organization. Note that the colored block at the top of each position checklist will be the same as the color of vest worn by EOC Team members. Assigned colors are consistent with standard practice.

EOC Coordinator

Representative

- Emergency management staff

Responsibility

Ensure effective and efficient EOC operations in accordance with established procedures.

Start-Up Actions

- Sign-in (see Appendix K: Sign-in Sheet)
- Put on ICS vest
- Begin an Activity Log

Operational Duties

- Maintain an Activity Log to record all key incidents, decisions, reports, and actions taken (see Appendix G: Activity Log)
- Use Message Forms as appropriate to track messages sent and received from individuals and groups in the EOC (see Appendix H: Message Form)
- Record all messages sent and received in a Message Log (see Appendix I: Message Log)
- Maintain operational readiness of EOC
- Coordinate set up and break down of EOC facility
- Notify EOC Team of activation
- Notify internal and external groups of activation
- Provide assistance to EOC Leader and personnel in the EOC as needed to help ensure effective flow of information through the EOC
- Liaise with internal and external stakeholders, including area emergency management entities
- Provide orientation for VIP's and other visitors to the EOC
- Assist with development of EOC-AP as necessary

Closing Down

- Complete and turn in all incident documentation to the Planning Section
- Return vest
- Sign-out (see Appendix K: Sign-in Sheet)

Public Information Officer

Representative

- University Relations, Communications and Marketing

Responsibility

Manage public information processes, formulating and releasing official information about the incident to the campus community, the news media, and other appropriate agencies.

Start-Up Actions

- Sign-in (see Appendix K: Sign-in Sheet)
- Put on ICS vest
- Begin an Activity Log

Operational Duties

- Maintain an Activity Log to record all key incidents, decisions, reports, and actions taken (see Appendix G: Activity Log)
- Use Message Forms as appropriate to track messages sent and received from individuals and groups in the EOC (see Appendix H: Message Form)
- Record all messages sent and received in a Message Log (see Appendix I: Message Log)
- Participate in development of EOC-AP
- Establish liaison with local and state agencies for uniformity of messages to media and public
- Arrange media such access to the incident scene as is consistent with safety and does not disrupt critical operations
- Designate an area for media to gather and receive briefings
- Assemble and prepare information for release to the media and public
- Obtain approval from EOC Leader for release of information to the public
- Monitor print, broadcast, and other forms of media for rumors and inaccuracies

Closing Down

- Complete and turn in all incident documentation to the Planning Section
- Return vest
- Sign-out (see Appendix K: Sign-in Sheet)

Legal Officer

Representative

- Office of General Counsel

Responsibility

Advise EOC Leader on legal implications of response and recovery activities.

Start-Up Actions

- Sign-in (see Appendix K: Sign-in Sheet)
- Put on ICS vest
- Begin an Activity Log

Operational Duties

- Maintain an Activity Log to record all key incidents, decisions, reports, and actions taken (see Appendix G: Activity Log)
- Use Message Forms as appropriate to track messages sent and received from individuals and groups in the EOC (see Appendix H: Message Form)
- Record all messages sent and received in a Message Log (see Appendix I: Message Log)
- Participate in development of EOC-AP
- Advise EOC Leader and others as appropriate on legal matters (e.g., emergency proclamations, legality of evacuation orders, and legal rights, restrictions pertaining to access of campus property, including access by the media, etc.)
- Prepare legal documents as needed
- Review policies, procedures, and other prepared documents as needed

Closing Down

- Complete and turn in all incident documentation to the Planning Section
- Return vest
- Sign-out (see Appendix K: Sign-in Sheet)

Operations Section

Representatives³

- Computing and Information Technology Center
- Risk Management Services
- Student Affairs
- University of North Texas Police Department

Responsibility

Communicate with on-scene responders, external agencies, and campus departments as needed to ascertain needs and coordinate mission assignments in support of response and recovery activities.

Start-Up Actions

- Sign-in (see Appendix K: Sign-in Sheet)
- Put on ICS vest
- Begin an Activity Log

Operational Duties

- Maintain an Activity Log to record all key incidents, decisions, reports, and actions taken (see Appendix G: Activity Log)
- Use Message Forms as appropriate to track messages sent and received from individuals and groups in the EOC (see Appendix H: Message Form)
- Record all messages sent and received in a Message Log (see Appendix I: Message Log)
- Establish communications with UNT Dispatch, on-scene responders, and campus units
- Work with on-scene responders and campus units to perform the following:
 - Assess the current situation
 - Determine needs
 - Coordinate mission assignments (e.g., direct damage assessment teams to inspect buildings and infrastructure and prepare damage estimate)
- Receive and evaluate resource requests
- Monitors and evaluates all operations for hazards and unsafe conditions and develops measures for assuring personnel and work site safety
- Participate in development of EOC-AP

Closing Down

- Complete and turn in all incident documentation to the Planning Section
- Return vest
- Sign-out (see Appendix K: Sign-in Sheet)

³ A "Section Chief" will be identified for each of the Operations, Planning, and Resource Sections during EOC activations. This will be determination will be made by the representatives within each Section. Identification of Section Chiefs enables the EOC Leader to maintain an appropriate span of control in the EOC and enhances accountability in the EOC by providing one individual with whom the EOC Leader can communicate.

Planning Section

Representatives

Activation requires one representative from Academic Affairs, Student Affairs, and Human Resources. Additional participants may be added to the Planning Section on an as-needed basis.

Mandatory Representatives

- Academic Affairs
- Human Resources
- Student Affairs

Optional Representatives

- Athletics
- Compliance
- Emergency Administration and Planning Academic Program
- Research & Economic Development

Responsibility

Establish and maintain a common operating picture throughout the duration of the event by assessing the impact on the community, developing reports, and planning for the hours, days, and weeks ahead.

Start-Up Actions

- Sign-in (see Appendix K: Sign-in Sheet)
- Put on ICS vest
- Begin an Activity Log

Operational Duties

- Maintain an Activity Log to record all key incidents, decisions, reports, and actions taken (see Appendix G: Activity Log)
- Use Message Forms as appropriate to track messages sent and received from individuals and groups in the EOC (see Appendix H: Message Form)
- Record all messages sent and received in a Message Log (see Appendix I: Message Log)
- Prepare situation reports for dissemination to internal and external stakeholders (see Appendix F: Situation Report)
- Update status boards in EOC with all information pertaining to the emergency (e.g. number of injured/dead, activation or deactivation of emergency facilities, resource status, etc.)
- Lead EOC Team through development of EOC-AP
- Review, store, and maintain all documentation relating to the event
- Initiate community recovery efforts (e.g., reallocation of space, provision of counseling services, continuity of operations, etc.)

Closing Down

- Receive and file documentation from all EOC Team members
- Return vest
- Sign-out (see Appendix K: Sign-in Sheet)

Resource Section

Representatives

- Facilities
- Finance
- Student Affairs

Responsibility

Manage resource procurement processes and financial data related to response and recovery activities.

Start-Up Actions

- Sign-in (see Appendix K: Sign-in Sheet)
- Put on ICS vest
- Begin an Activity Log

Operational Duties

- Maintain an Activity Log to record all key incidents, decisions, reports, and actions taken (see Appendix G: Activity Log)
- Use Message Forms as appropriate to track messages sent and received from individuals and groups in the EOC (see Appendix H: Message Form)
- Record all messages sent and received in a Message Log (see Appendix I: Message Log)
- Participate in development of EOC-AP
- Submit approved resource requests to campus units and external agencies and organizations
- Coordinate resource procurement and distribution
- Document use of resources in EOC (e.g., personnel, etc.)
- Coordinate provision of food and drink for EOC
- Track and project expenditures
- Prepare applications and file claims for federal assistance from TDEM and/or FEMA as needed

Closing Down

- Complete and turn in all incident documentation to the Planning Section
- Return vest
- Sign-out (see Appendix K: Sign-in Sheet)

EOC Action Plan

Overview

Sound, timely planning is essential for ensuring effective and efficient incident management at UNT. The EOC Action Plan (EOC-AP) describes the actions the EOC will undertake to support response operations during the specified operational period⁴. Similarly, on-scene responders develop a related document called an Incident Action Plan (IAP) that describes the actions first responders will take to save lives and protect critical infrastructure.

The purpose of the EOC-AP is to serve as a guide for EOC Team members and others supporting response efforts, describing the following information:

- Current situation
- Activities to support response operations
- Resources required to perform activities
- Parties responsible for ensuring completion of activities

The EOC-AP identifies objectives and tasks to describe how the EOC will support response operations. For the purposes of this document, these terms are defined below:

- **Objectives** are the desired end results necessary to ensure the continued well-being of the campus community and to maintain or quickly resume normal operations. All objectives must be SMART (i.e., specific, measurable, achievable, realistic, and timely).
- **Tasks** are the specific activities needed to accomplish objectives.

Example: A major residential hall fire displaces a large number of the live-in population.

- **Objective:** Provide alternative sleeping arrangements for all displaced students requiring shelter by 7 PM on 4/20/11.
 - **Task:** Identify number of affected students requiring shelter
 - **Task:** Identify available beds in campus residence halls

An EOC-AP should be developed and immediately implemented for the initial operational period. If an emergency appears likely to span multiple operational periods, a new EOC-AP should be developed towards the end of the current operational period and implemented at the beginning of the next.

Planning process

In order to ensure the EOC-AP is developed and implemented in a timely fashion, a planning process, centered on a number of planning meetings, will be used during all EOC activations.

⁴ This refers to the period of time scheduled for execution of a given set of operation actions as specified in the EOC-AP. They are used to establish a staffing pattern for personnel working in the EOC. Operational periods can be of various lengths, although they usually last 12 hours.

It is important to note that the EOC-AP is a living document developed based on the best available information at the time of planning meetings. Planning meetings should not be delayed in anticipation of future information. However, new information may influence review and revisions to the EOC-AP during implementation.

The planning process described below represents a template for EOC Team members to follow when developing the EOC-AP. See Figure 2: Planning P below for a graphical depiction of the planning process. See also Appendix E: EOC Action Plan.

Incident Occurs

When an incident occurs or appears likely to occur in the near future, emergency responders and affected campus units will arrive on-scene, assess the situation, and begin conducting response activities as necessary. If the situation is of such an extent that high-level, non-routine coordination appears to be necessary, the EOC Leader may be asked to activate the EOC to coordinate campus emergency response activities.

EOC Activated

Upon arriving at the EOC, EOC Team members should begin working to assess the situation and perform their assigned responsibilities as described earlier in this document. Operations Section staff should establish communication with the on-scene response and be ready to provide the EOC Leader with a briefing when s/he arrives. Planning Section staff should work with the Operations Section to gather information about the event and begin compiling a situation report (see Appendix F: Situation Report). The Planning Section will also assist the EOC Leader in preparing for his/her Initial Briefing.

Initial Briefing

With assistance from the Operations and Planning Sections, the EOC Leader provides a situation update to the EOC Team and establishes the following:

- Event name⁵
- Operational periods for the EOC
- Staffing pattern for current and future operational periods
- Meeting schedule, including planning meetings and periodic briefings
- Broad goals that will guide the EOC throughout the duration of response operations

Planning Meeting

The Planning Section leads a meeting with all Command Staff and one representative from each General Staff section to begin development of the EOC-AP. During this meeting, participants will accomplish the following:

- Present current situation
- Discuss institutional impact
- Establish a list of objectives

⁵ This refers to the unique name given to an event that allows for a common point of reference among responding organizations. The Incident Commander typically establishes an event name, which should be used in the EOC as well. However, if the Incident Commander has not established an event name, the EOC Leader should do so.

Tactics Meetings

The Planning Section meets individually with each member of Command Staff and all General Staff sections to continue development of the EOC-AP. During this meeting, participants will accomplish the following:

- Present current situation
- Discuss current needs
- Present objectives established during planning meeting
- Determine the tasks and resources required to complete each objective
- Identify the EOC Section, campus unit, or external agency responsible for completing each task

Planning Meeting

The Planning Section leads a group meeting with all Command Staff and one representative from each General Staff section to finalize information that will comprise the EOC-AP. During this meeting, participants will accomplish the following:

- Present current situation
- Present and discuss proposed tasks to accomplish previously established objectives
- Agree upon course of action

EOC-AP Development

The Planning Section documents the determined course of action using the EOC-AP template. Since the EOC-AP will serve as a guide for EOC operations, it is important to include as much detail as possible in the document. The document may be created electronically or on paper.

Approval and Distribution

The Planning Section presents the completed EOC-AP to the EOC Leader for final review and approval. Approval requires the EOC Leader's signature, including date and time. Once signed, the document should be duplicated and distributed.

The distribution list will be determined by the EOC Leader at the time of approval, but will generally include the following personnel and agencies:

- Policy Group
- EOC Team members currently on shift
- EOC Team members coming on for the next shift
- Incident Command Post
- Agencies providing direct support to response operations

It will be incumbent upon individual members of the EOC Team to communicate pertinent information to members of their campus unit. However, distribution of the EOC-AP should be limited to those with a need to know. The EOC-AP is for official use only and is NOT to be widely distributed internally or externally.

EOC Briefing

The EOC Leader briefs the EOC Team on the approved EOC-AP, providing an update on the current situation and outlining planned objectives and tasks. The EOC Leader will ensure that resources required for implementation of the EOC-AP are in place or en route.

New Operational Period Begins

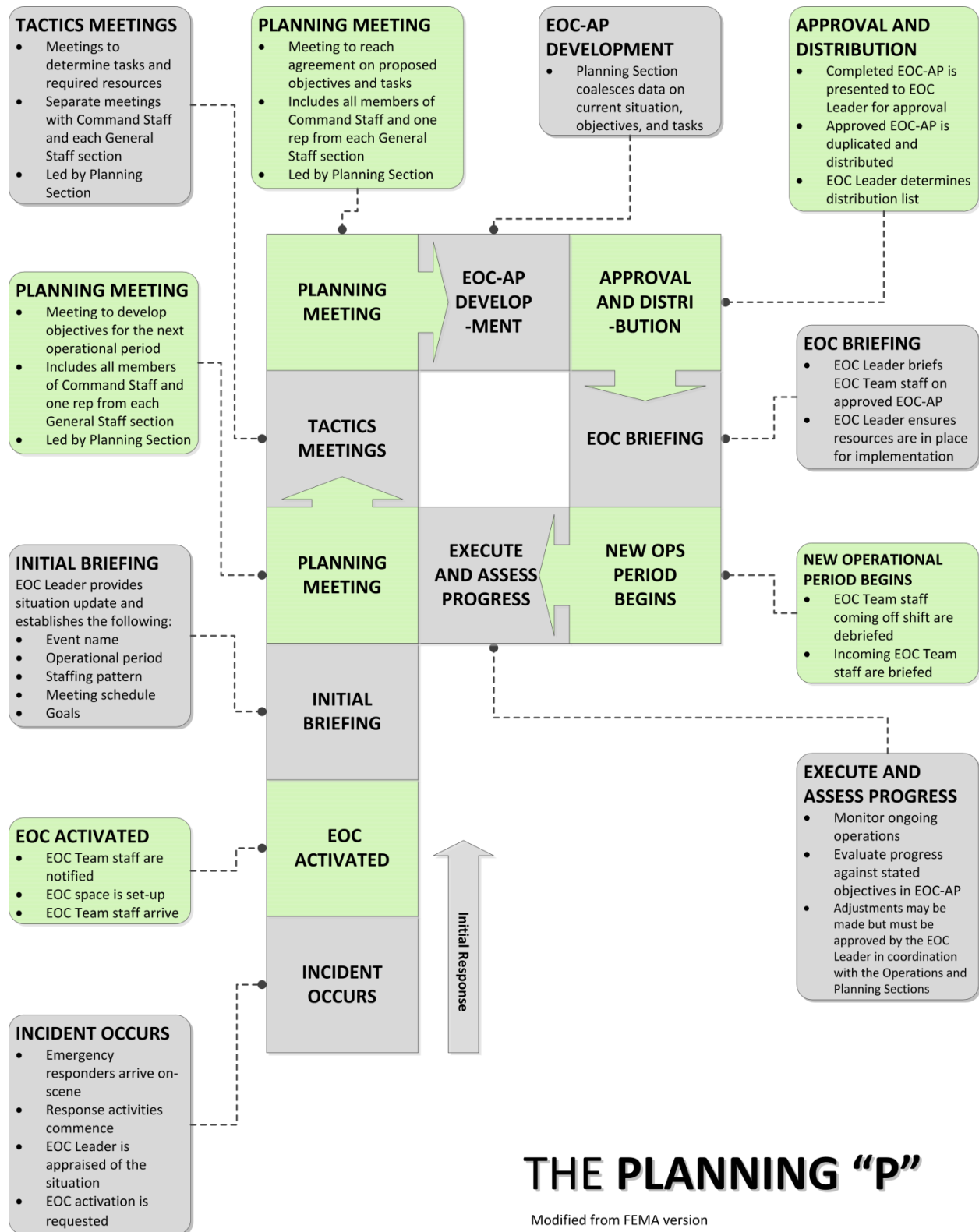
At the conclusion of the operational period, members of the EOC Team members who have been on duty will go to off duty status and will be replaced by incoming members of the EOC Team. Before leaving the EOC, all departing members of the EOC Team will be debriefed and must brief their replacements. The new EOC Leader will give an initial briefing to the new EOC Team members.

Execute and Assess Progress

Each Command and General Staff section will monitor on-going operations and evaluate against objectives and tasks in the EOC-AP. Adjustments may be made to the EOC-AP as necessary but must be approved by the EOC Leader in coordination with the Operations and Planning Section. The Operations Section will ensure that altered objectives, tasks, or resource needs do not conflict with current priorities. The Planning section will be responsible for the following:

- Making any necessary revisions to the EOC-AP
- Gaining the required signature from the EOC Leader
- Distributing the revised document as appropriate

Figure 2: Planning P



Resource Requests

Overview

The resource request process is used to acquire resources from outside the university or to assign university resources for purposes other than their standard usage. Overall, the General Staff sections perform the following functions in the resource request process:

- **EOC Leader** –approves or denies resource requests
- **Operations Section** – determines the resources needed to meet the demands of response operations
- **Planning Section** – maintains the status of resources supplied through the EOC on status boards and in reports
- **Resource Section** – determines the cost of resources and acquires approved resources

Most resource requests will come from the Incident Commander, a campus unit, or from within the EOC. Any resource request that arrives in the EOC should be directed to the Operations Section. The resource request process is described below and portrayed on the following pages.

When an external agency (e.g., City of Denton Fire Department) responding to an emergency at UNT needs additional resources, a request will generally be submitted to the City of Denton, a neighboring jurisdiction, or UNT based on which entity is best positioned to provide the resource. It should be assumed that UNT will be asked to provide certain resources to supplement response operations occurring on campus. The Operations Section will work with the Incident Commander and various campus units to determine resource availability. **This process is described in Figure 3: External Resource Requests.**

When a campus unit requires additional resources to conduct response operations, a request will be submitted to the EOC. The Operations Section will work with the requesting campus unit and various campus units to determine resource availability. **This process is described in Figure 4: Internal Resource Requests.**

If a requested resource is readily available or UNT has the ability to acquire it through purchase order, existing contracts, or a request to an external agency or organization, the Operations Section will initiate the resource request approval process by beginning a Request Form (see Appendix J: Resource Request Form). Next, the Resource Section will determine the cost and estimated delivery date and time. Finally, the EOC Leader will determine whether to approve the request, working with the Policy Group when necessary. **This process is described in Figure 5: Request Approval.**

If a resource request is approved, the Resource Section will procure the resource, the Planning Section will note the resource status in the appropriate incident documentation, and the Operations Section will update the Incident Commander or requesting campus unit. If a resource request is denied, the Operations Section will work with the Incident Commander or requesting campus unit to identify alternatives. **This process is described in Figure 6: Approval/Denial.**

Figure 3: External Resource Requests

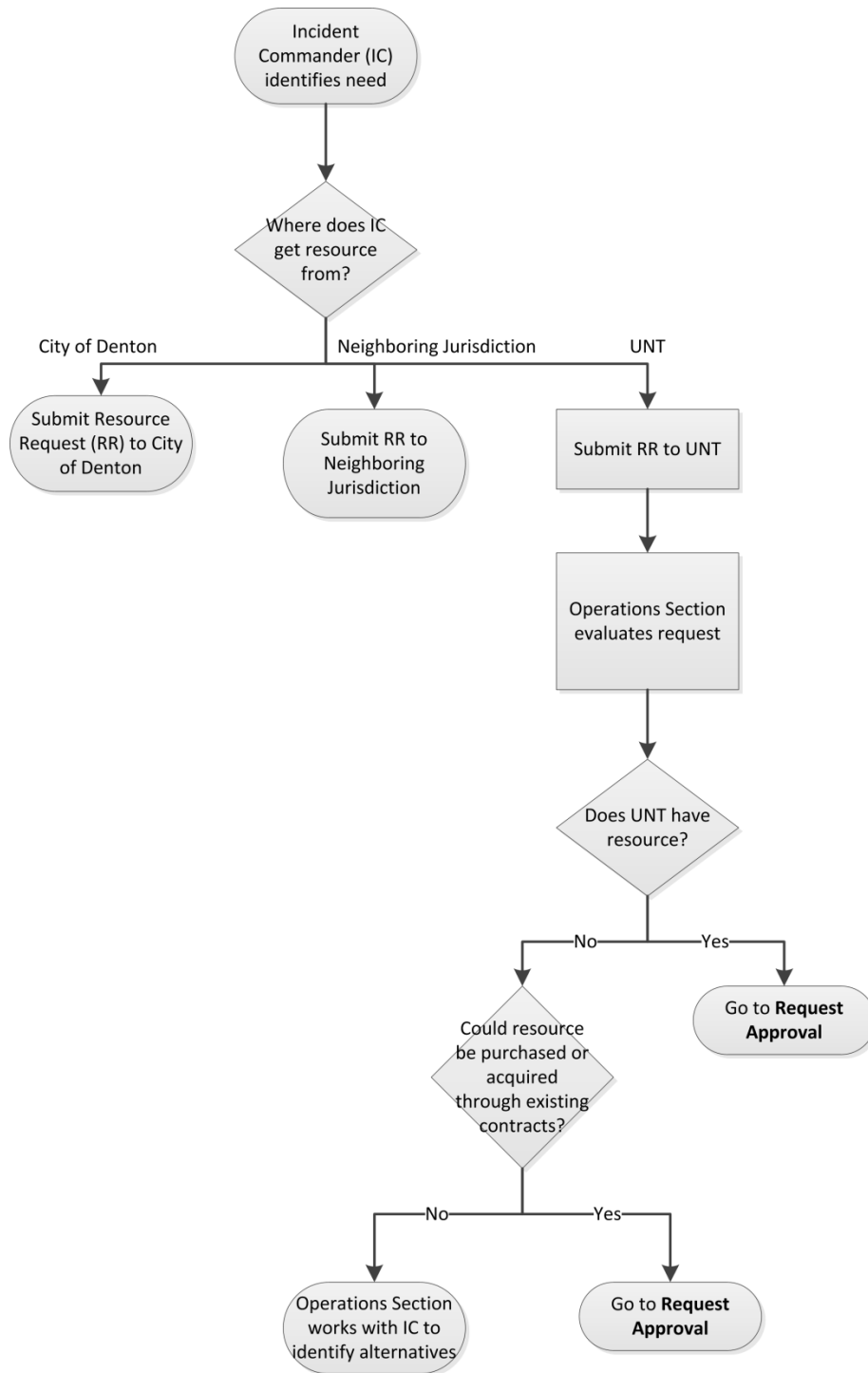


Figure 4: Internal Resource Requests

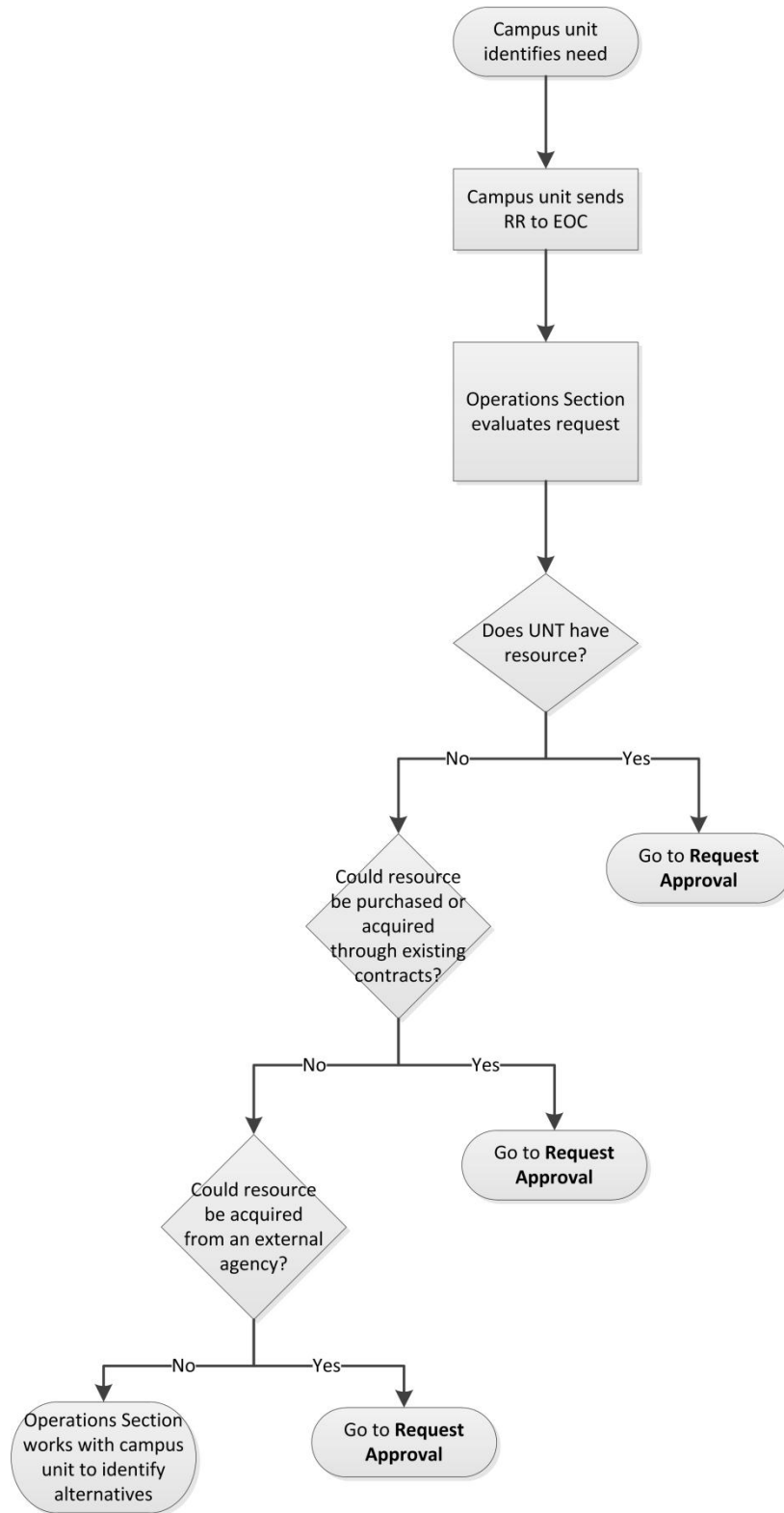


Figure 5: Request Approval

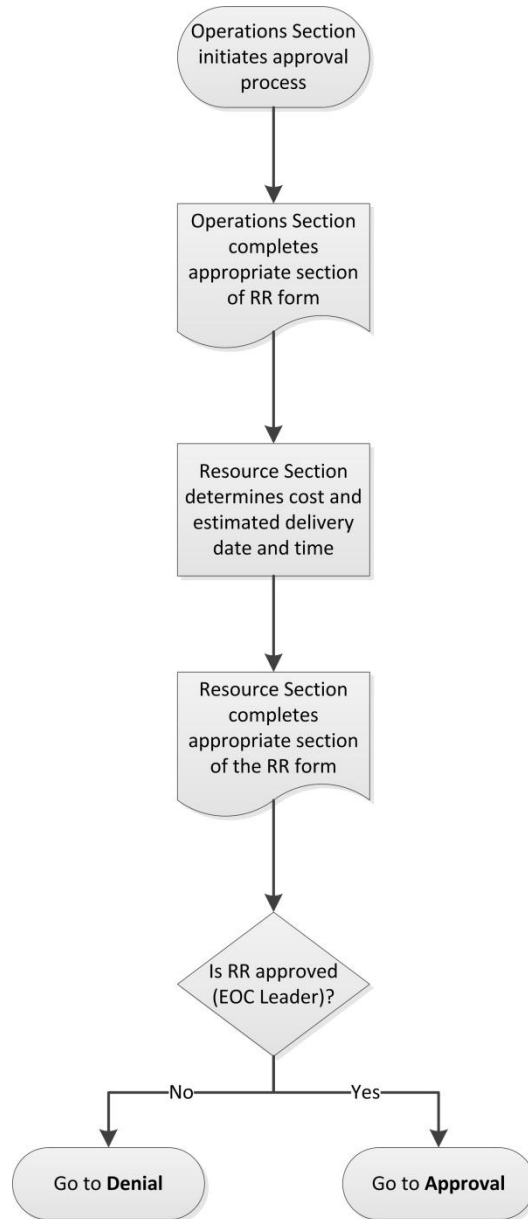
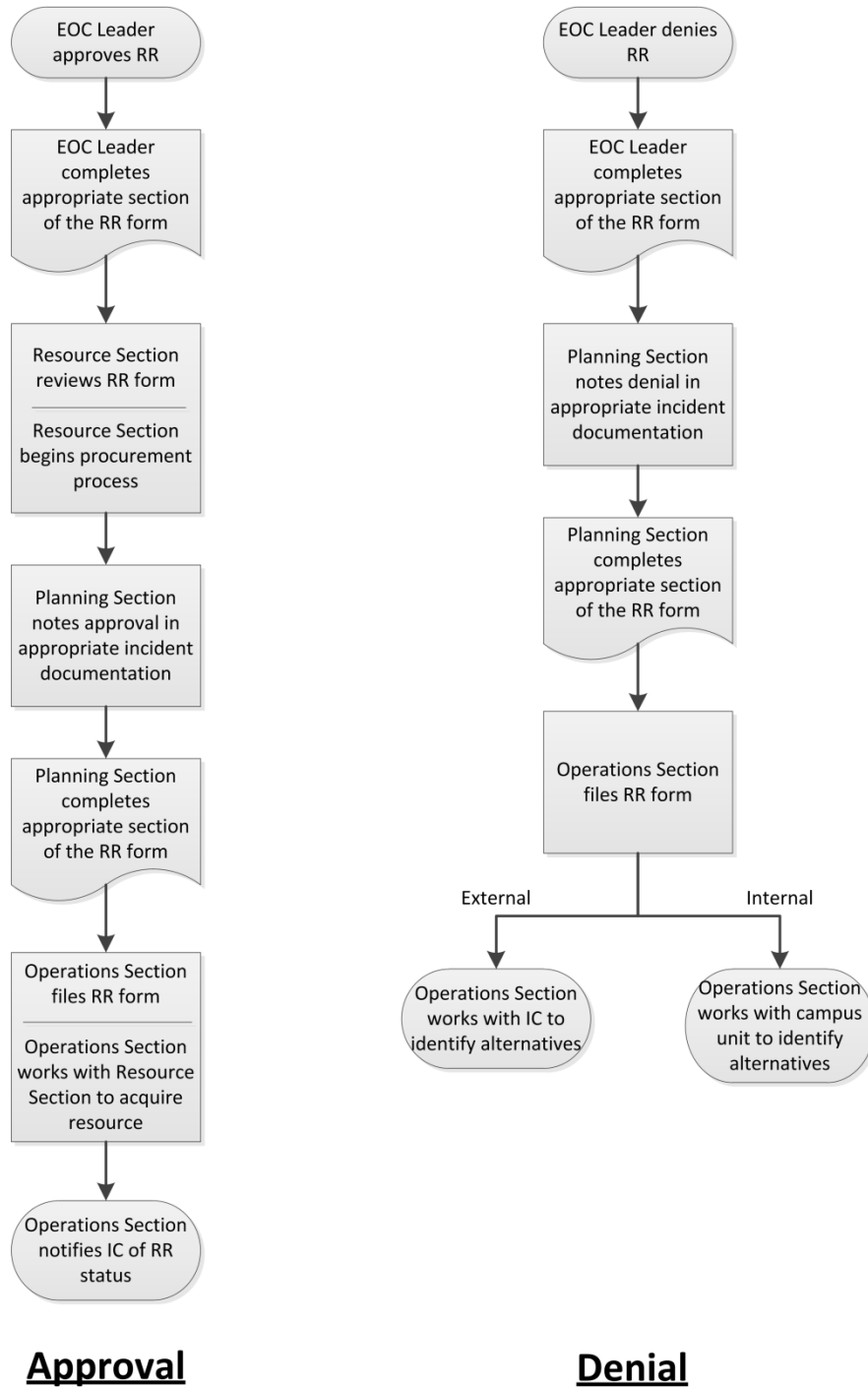


Figure 6: Approval/Denial



Appendices

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Appendix B: Acronyms

EADP	Emergency Administration and Planning
EMP	Emergency Management Plan
EOC	Emergency Operations Center
EOC-AP	Emergency Operations Center Action Plan
FEMA	Federal Emergency Management Agency
IAP	Incident Action Plan
ICS	Incident Command System
OGC	Office of General Counsel
TDEM	Texas Division of Emergency Management
UNT	University of North Texas
UNTPD	University of North Texas Police Department
URCM	University Relations, Communications and Marketing

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Appendix C: EOC Team Roster

Name	Campus Unit	Office phone	Cell phone	Home phone
EOC Leader*				
1.	Finance & Admin			
2.	Student Affairs			
3.	Finance			
EOC Coordinator*				
1.	Emergency Mgmt			
2.	Emergency Mgmt			
Public Information Officer*				
1.	URCM			
2.	URCM			
3.	URCM			
Legal Officer*				
1.	OGC			
2.	OGC			
3.	OGC			
Operations Section**				
1.	UNTPD			
2.	UNTPD			
3.	UNTPD			
1.	Student Affairs			
2.	Student Affairs			
3.	Student Affairs			
1.	RMS			
2.	RMS			
3.	RMS			
1.	CITC			
2.	CITC			
3.	CITC			
Planning Section***				
1.	Academic Affairs			
2.	Academic Affairs			
3.	Academic Affairs			
1.	Student Affairs			
2.	Student Affairs			
3.	Student Affairs			
1.	Human Resources			
2.	Human Resources			
3.	Human Resources			
1.	Athletics			

2.	Compliance			
3.	EADP Program			
4.	Research & Econ. Devt.			
Resource Section**				
1.	Finance			
2.	Finance			
3.	Finance			
1.	Student Affairs			
2.	Student Affairs			
3.	Student Affairs			
1.	Facilities			
2.	Facilities			
3.	Facilities			

Notes

* Position requires one person. Attempt to contact the first person on the list. If unable to reach him/her, contact the next person on the list.

** Requires one person from each campus unit. Attempt to contact the first person on the list. If unable to reach him/her, contact the next person on the list.

*** Requires one person from Academic Affairs, Student Affairs, and Human Resources. If unable to reach him/her, contact the next person on the list. Additional participants may be added to the Planning Section on an as-needed basis.

Appendix D: External Contact List

Agency/organization	Primary contact	Phone number
American Red Cross – Denton Chapter		
City of Denton Emergency Management		
City of Denton Fire Department		
City of Denton Police Department		
Denton County Emergency Services		
Denton County Health Department		
Denton County Mental Health Mental Retardation		
Denton Regional Medical Center		
TDEM Regional Liaison Officer Sub 1C-A		
Texas Health Presbyterian Hospital		

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Appendix E: EOC Action Plan

Description

The EOC-AP describes the current situation and the goals, objectives, and tasks the EOC will undertake during the *specified* operational period to support response operations. For additional information, see the EOC Action Plan section of this document.

Instructions

1. Provide the name of the event.
 2. Provide the operational period that the EOC-AP will cover.
 3. Provide the name and signature of the individual that prepared the EOC-AP.
 4. Provide the name and signature of the EOC Leader that approved the EOC-AP.
 5. Provide the date the EOC-AP was approved by the EOC Leader.
 6. Provide the time the EOC-AP was approved by the EOC Leader.
 7. Describe the situation as it is currently known, including:
 - Status of response operations
 - Threats to life, safety, security
 - Obstacles to response efforts due to environmental, social, or other factors
 - If the situation is improving, worsening, or staying the same
 8. Describe forecasted weather conditions for the operational period the EOC-AP will cover.
 9. List 3-5 high level goals that will guide response operations throughout the duration of the event.
 10. List an appropriate number of objectives that will guide response operations throughout the operational period covered by the EOC-AP. As discussed previously, all objectives should be SMART (i.e., specific, measurable, achievable, realistic, and timely).
 11. Provide the first objective identified in block 10.
 12. Describe all tasks required to complete the objective provided in block 11.
 13. Provide the agencies, campus units, or individuals responsible for ensuring completion of the tasks described in block 12.
 14. List the resources required to complete the tasks described in block 12.
- * *Repeat steps 11-14 for each objective listed in block 10.*

EOC Action Plan		
1. Event name:	2. Operational period: _/_/_ _:_ AM/PM to _/_/_ _:_ AM/PM	
3. Prepared by (Planning Section):	4. Approved by (EOC Leader):	
5. Date approved: _/_/_	6. Time approved: _:_ AM/PM	
7. Current situation:		
8. Operational period weather forecast:		
9. General goals:		
10. Operational period objectives:		
11. Objective:		
12. Task(s):	13. Lead(s):	14. Resources required(s):

Appendix F: Situation Report

Description

The Situation Report (sitrep) serves as a status update for campus units and external agencies involved in the response to an incident. Sitreps are prepared by the Planning Section in coordination with the Operations Section and approved by the EOC Leader.

Sitreps are to be prepared and disseminated regularly throughout the life of an incident at intervals to be determined by the EOC Leader. At a minimum, one sitrep should be prepared at the beginning of the operational period. The distribution list will be determined by the EOC Leader at the time of approval, but will generally include the following personnel and agencies:

- Policy Group
- EOC Team members currently on shift
- Campus units providing direct support to response operations
- External agencies providing direct support to response operations

Sitreps may be created electronically or on paper.

Instructions

1. Provide the name of the event.
2. Provide the date and time that the sitrep was approved.
3. Provide the name and signature of the individual who prepared the sitrep.
4. Provide the name and signature of the EOC Leader who approved the sitrep.
5. Summarize what occurred (e.g., who, what, when, where, and why)
6. Provide figures as they are currently known.
7. Summarize the extent of the damage as it is currently known.
8. Describe any response actions taken to date (e.g., activated EOC, evacuated a building, etc.). Include all actions taken by campus departments and first responders.
9. Describe the situation as it is currently known, including:
 - Status of response operations
 - Threats to life, safety, security
 - Obstacles to response efforts due to environmental, social, or other factors
 - If the situation is improving, worsening, or staying the same?
10. List the objectives noted in the EOC-AP for the current operations period. In the initial sitrep when there is no EOC-AP for the current operations period, an initial list of objectives will be determined by the EOC Leader in coordination with the Operations Section.
11. Broadly summarize actions planned for the next operational period (e.g., coordinate utilization of damage assessment teams to survey damaged buildings).
12. Detail any anticipated resource gaps that will be encountered in the near future.
13. Describe forecasted weather conditions for the current and next operational periods.
14. Use this space to include other pertinent information that has not been previously addressed or to expand on information entered in previous blocks (list the block number).

Situation Report		
1. Event name:	2. Date approved: _/_/_-	3. Time approved: _: _ AM/PM
4. Prepared by (Planning Section):		5. Approved by (EOC Leader):
6. Event summary:		
7. Number of fatalities and/or injuries:		
8. Damage to buildings, roads, or infrastructure:		
9. Actions taken:		
10. Current situation status:		
11. Current objectives:		
12. Planned actions for next operational period.		
13. Anticipated resource gaps:		
14. Forecasted weather conditions:		
15. Additional remarks:		

Appendix G: Activity Log

Description

The Activity Log is used to record key incidents, decisions, reports, and actions taken by EOC Team members during EOC activations. The purpose of this log is to assist with recreating the event for after action reviews after response operations have concluded.

Each Position/Section must complete an Activity Log for any time spent working in the EOC. Activity Logs must be submitted to the Planning Section at the conclusion of each operations period and at the conclusion of response operations.

Instructions

1. Provide the name of the event.
2. Provide the current operational period for which the Activity Log is being completed.
3. Provide the name of the individual completing the Activity Log.
4. Provide the name of the Position/Section for which the Activity Log is being completed.
5. Provide the time the activity occurred.
6. Summarize any key incident, decision, report, or action taken by the individual's position or section (e.g., directed damage assessment team to assess damage to a campus building, sent Situation Report to Policy Group, submitted Resource Request form, etc.).

Appendix H: Message Form

Description

The Message Form is used to communicate information between individuals within the EOC when email or face-to-face conversations are not possible or will not suffice. Messages sent using Message Forms should not replace other forms of communication, but should be used to supplement them. A Message Form is the paper equivalent of sending an email.

Instructions

1. Provide the name of the event.
2. Provide the name of the individual sending the message.
3. Provide the Position/Section of the individual sending the message.
4. Provide the name of the intended recipient of the message.
5. Provide the Position/Section of the intended recipient of the message.
6. Provide the date the message was sent.
7. Provide the time the message was sent.
8. Provide a brief summary of the content of the message.
9. Enter the text of the message. Indicate if any response is required.

Message Form	
1. Event name:	
2. From (name):	3. Position/Section:
4. To (name):	5. Position/Section:
6. Date:	7. Time:
8. Subject:	
9. Message text:	

Appendix I: Message Log

Description

The Message Log allows individuals in the EOC to keep a record of messages sent and received within the EOC. As an analogy, if a Message Form is the equivalent of an email, the Message Log is the email inbox.

Each individual should complete their own personal Message Log. Message Logs must be submitted to the Planning Section at the conclusion of each operational period and at the conclusion of response operations.

Instructions

1. Provide the name of the event.
2. Provide the current operational period for which the Activity Log is being completed.
3. Provide the name of the individual completing the Message Log.
4. Provide the Position/Section of the individual completing the Message Log.
5. Provide the date the message was sent.
6. Provide the time the message was sent.
7. Provide the name of the individual the message was received from.
8. Provide the name of the individual the message was sent to.
9. Provide a brief summary of the content of the message.

Message Log				
1. Event name:			2. Operational period: _/_/_ _:_ AM/PM to _/_/_ _:_ AM/PM	
3. Name:			4. Position/Section:	
5. Date	6. Time	7. Received from	8. Sent to	9. Message subject

Appendix J: Resource Request Form

Description

The Resource Request Form allows a request to be tracked from the moment the request is received through approval of the request. Importantly, they also help ensure timely reimbursement of expenses. As such, Resource Request Forms must be used for all requests received by and processed by the EOC.

A Resource Request Form must be completed for situations in which the EOC will request resources from an external agency or organization as well. If such a request is approved by the EOC Leader, the Resource Section will complete an ICS 213RR⁶ if necessary and submit it to the appropriate agency.

Instructions

1. Provide the name of the event.
2. Provide the name of the individual who completed blocks 1-11 of the Resource Request Form.
3. Provide the date the Resource Request Form was begun.
4. Provide the time the Resource Request Form was begun.
5. Provide the name of the agency, organization, or campus unit making the request. If the request originated in the EOC, enter "EOC".
6. Indicate the urgency of the resource request. Urgent requests typically involve issues of life, safety, and/or critical infrastructure.
7. Enter the amount of the resource being requested.
8. Describe the resource being requested being as specific as possible. For example, if the request is for a tractor, indicate the type of tractor needed as well as the number of personnel required to operate it, amount of fuel needed, and any transportation required.
9. Provide the requested delivery date and time.
10. Provide the requested delivery or reporting location.
11. Provide any relevant information not included in the blocks above. For instance, this space may be used to provide additional information about the priority, quantity, or item description.
12. Enter all estimated costs associated with the resource request.
13. Provide the estimated delivery date and time.
14. Provide any relevant information not included in the blocks above. For instance, this space may be used to provide additional information about cost.
15. Check the box labeled "approved" or "denied".
16. Provide a signature in the space provided either authorizing the resource request or denying it.
17. Provide the date of the signature.
18. Provide the time of the signature.
19. If the resource request was denied, provide a brief explanation as well as any pertinent information about how response operations may proceed despite the denied request.
20. Check the box once all documentation has been updated (e.g., status boards, reports, etc.).

⁶ The ICS 213RR is a form required by governmental agencies for all resource requests. ICS 213RR's may be submitted to the appropriate agency on paper via fax or electronically via the internet.

Resource Request Form		
1. Event name:		
Operations Section		
2. Request prepared by:	3. Date: _/_/___	4. Time: __:__ AM/PM
5. Request origin:		6. Priority: <input type="checkbox"/> Urgent <input type="checkbox"/> Low (Check one)
7. Quantity:	8. Detailed item description:	
9. Requested delivery date/time: _/_/___ __:__ AM/PM		10. Requested delivery/reporting location:
11. Additional notes:		
Resource Section		
12. Cost:		13. Estimated delivery date/time: _/_/___ __:__ AM/PM
14. Additional notes:		
EOC Leader		
15. Approval: <input type="checkbox"/> Approved <input type="checkbox"/> Denied (Check one)		
16. Signature:	17. Date: _/_/___	18. Time: __:__ AM/PM
19. If denied, provide brief explanation:		
Planning Section		
20. Resource status noted in appropriate incident documentation? <input type="checkbox"/> (Check box)		

Appendix K: Sign-in Sheet

Description

The Sign-in Sheet is used to keep a record of all persons in the meeting space (e.g., EOC, President's board room, etc.) at any time. The purpose of this log is to assist with recreating the event for after action reviews after response operations have concluded. A sign-in sheet should be used both in the EOC and in meeting space for the Policy Group as well.

Each individual must sign in and out immediately upon entering and exiting the meeting space. The Resource Section will be responsible for ensuring that all persons have signed in and out. At the conclusion of response operations, the Planning Section will collect and maintain the sign-in sheet and along with all other incident documentation.

Instructions

1. Provide the name of the event.
2. Provide the location of the meeting space.
3. Provide the name of the individual entering the meeting space in the box below.
4. Provide the name of the individual's campus unit or agency.
5. Provide the date and time the individual entered the meeting space.
6. Provide the date and time the individual exited the meeting space.

Sign-in Sheet			
1. Event name:		2. Location:	
3. Name	4. Unit/Agency	5. Date/Time IN	6. Date/Time OUT