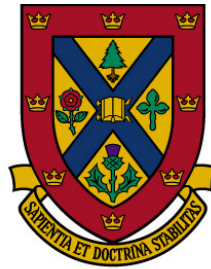


# Emergency Management Plan

Queen's University



Queen's  
UNIVERSITY

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## **CONTROLLED COPY DISTRIBUTION LIST**

### **Internal (Confidential Information Included)**

Master Binder (Controlled by the Department of Environmental Health & Safety)

Office of the Principal  
Office of the VP (Operations & Finance)  
Office of the VP (Academic)  
Office of the VP (Human Resources)  
Office of the VP (Research)  
Office of the VP (Advancement)

AVP, Facilities  
AVP & Dean Student Affairs  
CIO  
AVP Finance & CFO  
Dean's Group (Applied Science, Arts & Science, Education, Graduate Studies,  
Health Sciences, Law, School of Business)

Director, Campus Security  
Director, Risk Management and Audit Services

At least two copies of the plan will be provided to each position listed above.  
Emergency Management Group members should keep a copy of the plan at home  
as well as the office.

### **External (Confidential Information Not Included)**

City of Kingston  
Mayor's Office  
Office of Emergency Management  
Kingston Police Services  
Kingston Fire & Rescue

Frontenac Regional Ambulance  
KFL&A Health Unit  
Kingston General Hospital

A public version of this plan will be available on the Department of  
Environmental Health & Safety website at: [www.safety.queensu.ca/](http://www.safety.queensu.ca/)

**RECORD OF REVISION**

<b>Date</b>	<b>Pages</b>	<b>Web Files</b>	<b>Hard Copy Distribution</b>

Note: The Queen’s University Emergency Response Plan does not go through a formal annual review. Instead, this plan goes through continuous, on-going changes based on the results of actual events, post-exercise drills and activities, and inputs from the sections or groups tasked in this plan.

By posting these changes on the Department of Environmental Health & Safety website, the most up-to-date version of this plan is instantly available to the University community and partner responders.

# Queen's Emergency Management Plan

## 1.0 INTRODUCTION

An emergency can be defined as any unplanned event that could cause significant injuries or deaths to employees, students or visitors; extensively disrupt or destroy infrastructure, service or scheduled activities; cause environmental damage or threaten the institution's financial standing or reputation.

Due to the wide variety of potential emergencies and their possible impact on Queen's, a good deal of personal judgement and situational decision making must be employed by those individuals responsible for emergency management at the University. This plan, therefore, provides a management structure, key responsibilities, emergency assignments and general guidance, rather than specific step-by-step directions.

In support of the University Emergency Management Plan, faculties and departments are responsible for developing their own plans that feed into the overall Emergency Management Plan. These plans should include internal guidelines for individual and departmental emergencies and should include provisions for both prevention of and recovery from emergencies. These plans must be reviewed and updated on a regular basis.

Wherever possible, Queen's shall ensure the response efforts are consistent with those of the wider Kingston community. Consideration should also be given to accessing the emergency response services offered by Municipal, Provincial and Federal government institutions in the local area.

Queen's off-campus interests include Herstmonceux, the Biology Station, the Donald Gordon Centre, Apartment and Housing properties, the Sudbury Nutrino Observatory as well as individuals and groups on field trips, sabbaticals, training courses or providing consultation services. While emergencies occurring at these locations or to these individuals are not likely to extensively disrupt activities on the main or west campus, they will affect Queen's operations. In addition, Queen's has many researchers and staff working at the teaching hospitals located throughout the city, which have their own individual emergency plans.

While each off campus unit or group is responsible for producing a local emergency plan consistent with that of their governing department, individuals and small groups should advise the Emergency Report Centre (ERC) at 613-533-6111 as quickly as is feasible, if they are involved in an emergency. If necessary, the ERC will inform the appropriate Queen's personnel, and the

appropriate parts of this plan will be put into place, including the notification of the media. In addition, the Director of Environmental Health and Safety will liaise with the respective Medical Centre Officials to ensure that their individual response plans are shared with the University and that these plans reflect a coordinated effort of activities on campus consistent with the University's plan.

## **2.0 AIM AND OBJECTIVES**

The aim of this plan is to provide the framework necessary to plan, initiate and execute an effective response to an emergency, so that the negative impact on the University and Queen's community is avoided or minimized. The objectives of this plan are:

- To provide a mechanism that the University can utilize to plan for potential emergency situations.
- To establish a mechanism for the overall control of emergency operations.
- To ensure the safety of faculty, staff, students and the public.
- To provide and analyze information to support decision-making and response action plans during an emergency.
- To ensure the prompt elimination of all sources of potential danger.
- To manage Queen's resources effectively in response to an emergency.
- To evacuate any building or area considered to be a hazard.
- To provide prompt, factual information to internal and external agencies and individuals as required.
- To identify external sources of assistance available, preferably as laid out in a letter of agreement between Queen's and the assisting agency.

The Emergency Management Plan does not supersede or replace existing emergency response procedures in place at the University. The plan supplements those procedures with an emergency management structure, which provides for an immediate focus on management of campus-wide response operations and the early and effective transition to recovery operations.

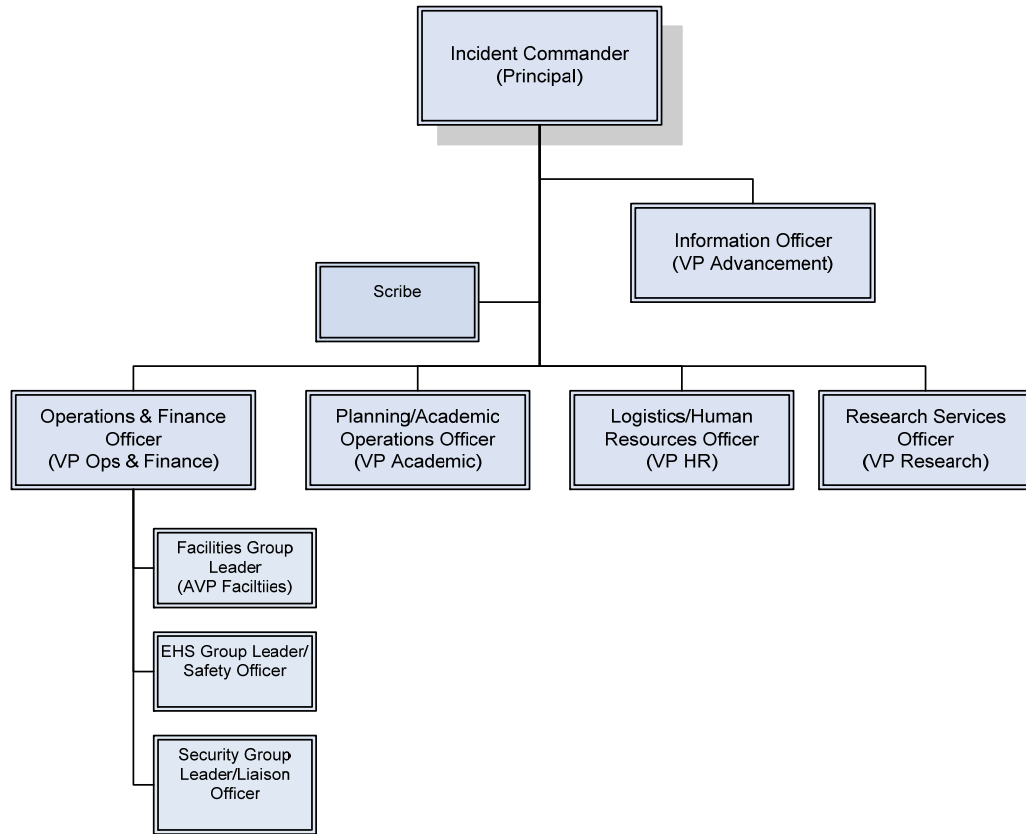
### **3.0 AUTHORITY / CHAIN OF COMMAND - EMERGENCY MANAGEMENT**

This plan provides an organized management structure for the Queen's campus to follow during emergencies. It is designed as a flexible system in which part, or the entire plan may be activated, as appropriate to the situation. It is based on the worst case scenario and provides for the critical functions and roles of the University during a response.

It is considered a management tool that provides the organizational structure and general procedures for the management of information, activities and operations during an emergency. The plan is based on the Incident Command System (ICS), the management structure that has been adopted throughout the Canada and the United States for emergency response. This approach to emergency management is based on five sections, which is supported by groups or teams. These groups or teams contain functional positions for each critical operation of the University during an emergency. The system is scalable to the size or complexity of the emergency situation and provides smooth transitions to restoration of normal services and the implementation of programs for recovery.

The chain of command for emergency management at Queen's University is outlined in Figure 1.0. The positions listed in Figure 1.0 represent the members of the Emergency Management Group (EMG), who are responsible for implementing whatever measures are necessary to protect life and property from the effects of emergency events. This includes the commitment and use of university personnel, equipment and financial resources, as may be required to cope with an emergency situation.

The EMG may function with a subset of the members depending on the availability of individual members or the nature of the emergency. While the EMG may not require the presence of all members, all members of the committee must be notified of the emergency.



**Figure 1.0 - Queen’s University Chain of Command – Emergency Management**

### **3.1 Roles and Responsibilities under the IMS**

#### Incident Commander:

The Incident Commander (IC) is the first and primary organizational component of the IMS structure. The IC is the position with responsibility for the overall management of the response to the incident. The IC is primarily supported by the other command functions listed in Figure 1.0.

A detailed response checklist for the IC is located in Appendix 3.0.

### Information Officer

The Information Officer serves as the conduit for information to internal and external stakeholders, including media and other organizations seeking information pertaining to the incident or event. The Information Officer is responsible for the development and release of accurate and complete emergency information regarding the incident.

A detailed response checklist for the Information Officer is located in Appendix 3.0.

### Operations & Finance Officer

The Operations & Finance Officer is responsible for providing overall direction, management and coordination for operational functions. This includes the establishment of operational priorities and strategies to ensure effective field incident responses and the management of operational resources.

The Operations & Finance Officer is also responsible for ensuring that the financial and cost aspects of an incident are tracked.

The Operations & Finance Officer is initially supported by the EHS Group Leader/Safety Officer and the Security Group Leader/Liaison Officer.

A detailed response checklist for the Operations & Finance Officer is located in Appendix 3.0.

### EHS Group Leader/Safety Officer

The EHS Group Leader/Safety Officer provides input for evaluating and prioritizing response operations relative to hazardous situations, fire risk, health and environmental risks. This position also monitors safety conditions and develops measures for assuring the safety of all assigned personnel.

A detailed response checklist for the EHS Group Leader/Safety Officer is located in Appendix 3.0.

### The Security Group Leader/ Liaison Officer

The Security Group Leader/Liaison Officer is responsible for advising on all security related matter relating to the emergency. This includes access

control, facility closure and evacuations. In addition, the Security Group Leader/Liaison Officer serves as a primary contact for supporting external organizations assisting at the incident. The position advises the IC of issues related to outside assistance, including current or potential inter-organizational operational needs.

The Security Group Leader/Liaison Officer is also responsible for operation of the Emergency Coordination Centre.

A detailed response checklist for the Security Group Leader/Liaison Officer is located in Appendix 3.0.

#### Planning/Academic Operations Officer

The Planning/Academic Operations Officer is responsible for collecting, collating and evaluating and disseminating information pertaining to the incidents impact on the academic function of the University. This includes conducting long-term and contingency planning in an effort to maintain the academic and student services functions of the university.

The Planning/Academic Operations section represents all student services for the University during an emergency response and recovery. This section would also coordinate and provide housing and food services, information to families of students, and medical and counseling to students.

A detailed response checklist for the Planning/Academic Operation Officer is located in Appendix 3.0.

#### Logistics/Human Resources Officer

The Logistics/Human Resources Officer is responsible for providing overall management of human resources and logistical support for operations and planning functions. This may include accessing resources to support the emergency response personnel and operations.

The Logistics/Human Resources Officer would also be responsible for managing emergency human resources operations, including temporary or emergency hires, critical processes for benefits and employee services, and other human resources related activities in support of the emergency response and recovery.

A detailed response checklist for the Logistics/Human Resources Officer is located in Appendix 3.0.

### Research Services Officer

The Research Services Officer is responsible for collecting, collating, evaluating and disseminating information pertaining to the incidents impact on the research function at the University. This includes conducting long-term and contingency planning in an effort to maintain and protect the research functions at the university.

In addition, the Research Services Officer is responsible for ensuring animal care services, including protecting, feeding, rescue and relocation, if necessary, of research animals in all campus facilities.

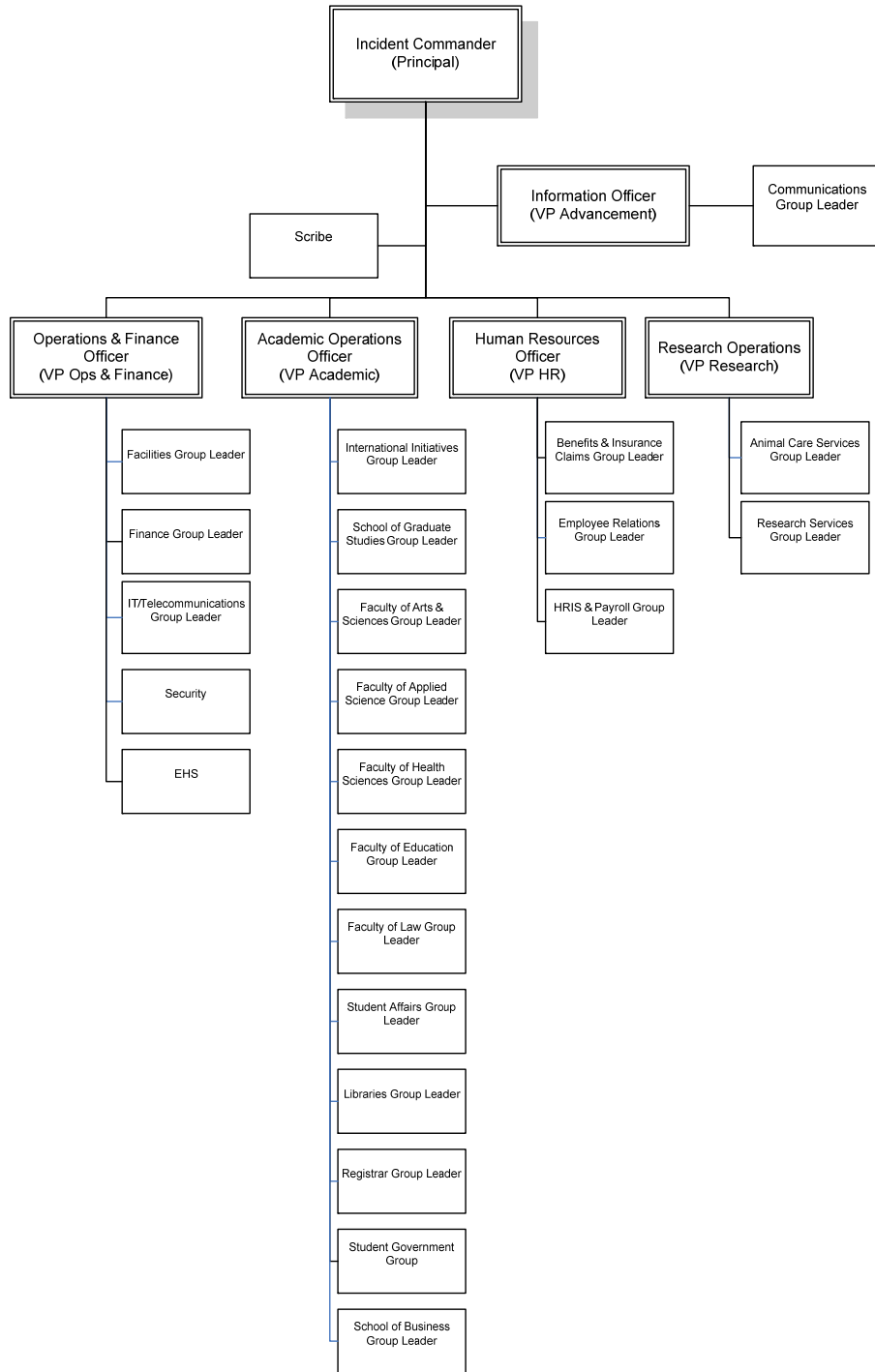
A detailed response checklist for the Research Services Officer is located in Appendix 3.0.

### **3.2 Expansion of the IMS Command and Control System**

Depending on the nature of the emergency and the impact that the incident is having on the University, additional response groups can be activated. Figure 2.0 outlines the additional response groups that would likely be activated under the various functional areas outlined in Figure 1.0.

At the request of the IC or the EMG, other support and advisory personnel may be asked to join the group.

In the event of a major emergency, the direction and coordination of the university's resources and response efforts, including those from other jurisdictions, will be coordinated through the EMG and the Emergency Operations Centre (EOC).



**Figure 2.0 - Expanded IMS command and control structure.**

## **4.0 ACTIVATION OF THE EMERGENCY MANAGEMENT PLAN**

The majority of emergency conditions and situations that occur on campus can be addressed by normal departmental or campus response team (Campus Security, Department of Environmental Health & Safety, Physical Plant Services, etc.) emergency response protocols. However, if the emergency has the potential to have a major impact on the University or considerable outside assistance is required to handle the situation, the Emergency Management Plan can be activated.

The activation process, outlined in Figure 3.0, guides the decision regarding activation of the Emergency Management Plan.

In addition to providing guidance for responding to and overcoming sudden and unexpected emergency situations, the Emergency Management Plan can be used to plan for potential emergencies where advanced warning provides an opportunity to assess the potential impact to the institution (i.e. weather events, SARS, labour disputes, etc.). In this circumstance, the Emergency Management Plan activation process (Figure 3.0) can be used to determine the institutional level at which response planning for the event should occur.

### **4.1 Emergency Level Classifications**

Emergency conditions and situations on campus vary with each incident and situation. As a guide, three levels of emergency have been specified, as follows:

#### **Minor Emergency**

A Minor emergency is defined as a department or building incident that can be resolved with resources existing within the department or by a responding service unit. While there may be some damage and/or interruption, the conditions are localized and activation of the emergency response plan is not necessary.

Examples include, but are not limited to, building service interruption for a short duration, minor hazardous material spills, broken pipes, personal injury, and medical problems.

## **Moderate Emergency**

A moderate emergency is a department or building incident that can be resolved with a response from an on-campus response team (Security, EHS, etc.) and assistance from outside emergency response agencies. A moderate emergency is usually a one-dimensional event that has a limited duration and little impact on the campus community beyond those that are using the space or building in which the event occurred. Although full activation of the plan is not typically warranted, partial activation of EOC in support of response efforts may be considered.

Examples include, but are not limited to, fire, bomb threats, protests, building evacuations, natural gas leaks, multiple building or extended utility failures, chemical spills, limited contagious disease outbreak, serious injury or death of an individual.

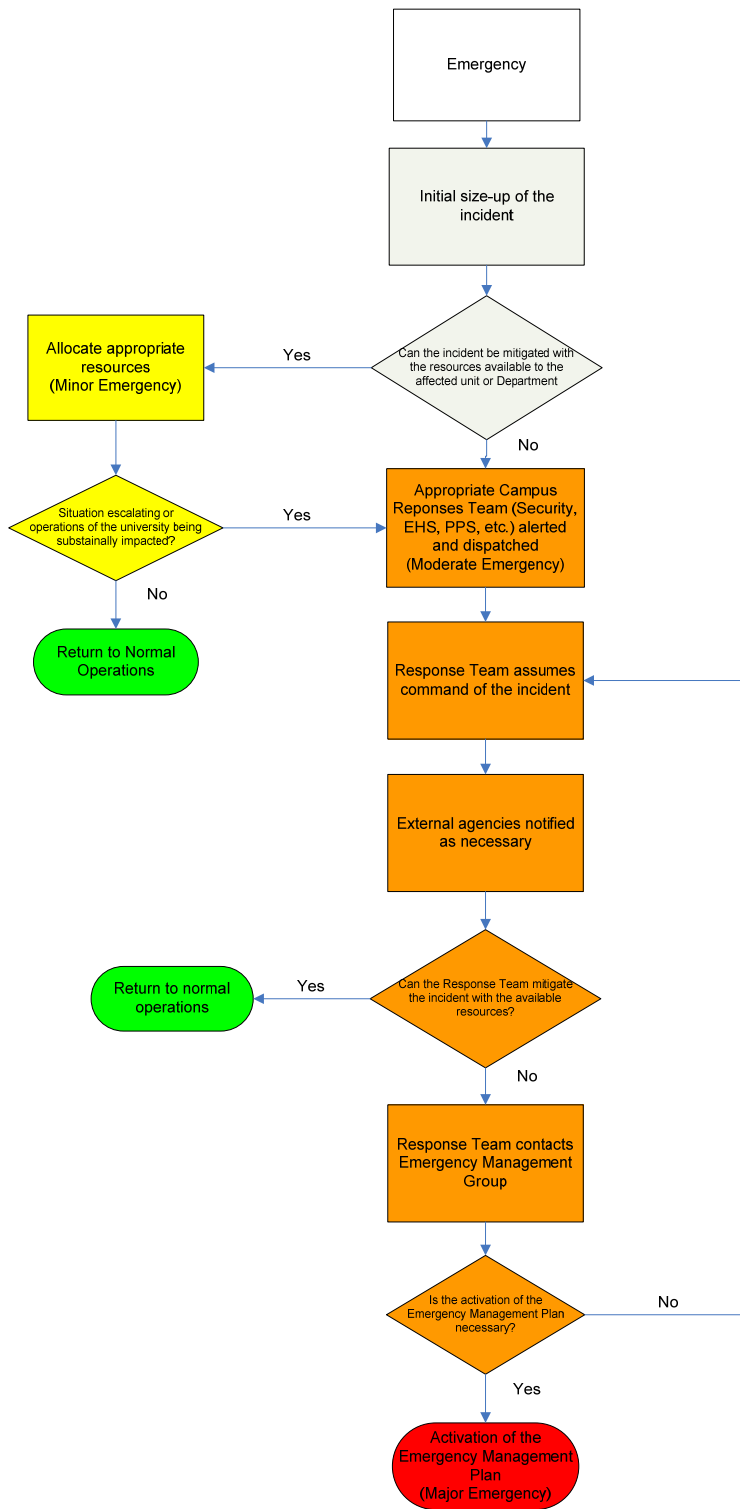
## **Major Emergency**

A major emergency is an event that impacts/disrupts or has the potential to impact/disrupt a sizable portion of the campus and/or the surrounding community. Major emergencies may be single or multi-hazard situations that require a coordinated response both within and outside the University.

Major emergencies also include imminent events on campus or within the general community that may develop into a major crisis or disaster.

Examples include, but are not limited to, extended power outages, heating plant failure, natural disasters, severe storms, major explosion or fire, explosion or fire in a location that contains hazardous materials resulting in the evacuation/closure of adjoining buildings or buildings in close proximity to the event, significant contagious disease outbreak and labour disruptions.

It is always possible that a minor or moderate emergency will escalate beyond departmental or University response capabilities. The decision to request or recommend initiation of the Emergency Management Plan is the responsibility of the individual in charge of resolving the minor or moderate emergency.



**Figure 3.0 - Emergency Management Plan Activation Process**

## **4.2 Activation Authority**

The ultimate decision to activate the Emergency Management Plan will be made by the Principal, who may consult with members of the EMG (Figure 1.0) to assist with this determination.

In situations where a minor or moderate emergency escalates, the Principal will typically be advised of the necessity to initiate the plan by the Vice-Principal (Operations & Finance) on the recommendation of the Director of Campus Security, Director of Environmental Health & Safety or the individual in charge of resolving the minor or moderate emergency.

However, dependant on the nature of the emergency and the initial groups responding, it is possible for other members of the EMG to recommend activation of the plan.

## **4.3 Activation of the Plan**

If an emergency occurs during normal business hours, Campus Security will notify all designated members of the EMG, who will report to the EOC as soon as possible. Concurrently, key members of the various response groups that support the command functions of the Emergency Management Group will also report to their designated response areas.

If the emergency occurs after normal business hours, the decision to the initiate the plan will be discussed by conference call by the EMG. The decision to activate the plan will be communicated to Campus Security, who will initiate contact with any members of the Emergency Management Group not involved in the conference call using the contact list in Appendix 2.0.

If the emergency is so large as to unquestionably having a major impact on the campus, members of the Emergency Management Group should, if they have not already been contacted, call Campus Security (613) 533-3111, to confirm activation of the EOC, and confirm the intent to return to campus as soon as possible.

During these periods, contact may not be immediately made with all the Emergency Management Group members. When this occurs, Campus Security will attempt to make contact with the designate listed in the Contact List (Appendix 2.0). In these circumstances, EMG positions will be assumed by the highest ranking official from that area that is available at that time. These individuals will assume responsibility until such time that the senior official of that section can be reached or are able to attend the EOC.

#### **4.4 Termination of the Plan**

The Principal, in consultant with the EMG, has the authority to terminate the plan once they have deemed that the emergency has passed.

### **5.0 COMMUNICATIONS**

In the event of an emergency or potential emergency that could impact members of the Queen's University community, every effort will be made to ensure factual, complete information is available as quickly as possible.

It is Queen's University's goal to communicate with everyone who may be significantly affected – faculty and staff, students, families, alumni, visitors to campus and the public – and to work with response agencies and with the media to ensure effective and forthright communication.

In some circumstances, information may be withheld to protect the privacy of individuals involved, or at the request of police or other experts when disclosure may trigger greater hazards to someone (e.g. in the case of kidnappings or hostage situations) or impair an ongoing investigation.

Communications with senior managers and other campus leaders may be needed to establish an accurate and common understanding of the nature of the major emergency situation and/or to gather and relay relevant information to the EMG and the EOC.

Through the Information Officer, the EMG will coordinate responses to all external requests for information. It may, under certain circumstances, be necessary that the role of spokesperson be delegated to a number of additional personnel. This will occur on a case by case basis.

#### **5.1 Dissemination of Information**

During emergency situations, the Information Officer and the Communications Group will serve as the primary coordinators of public information and assist the EMG in gathering and disseminating key information.

Upon the declaration of a major emergency or the activation of the EOC, the Information Officer will report to the EOC to gather information, reports, and recommendations on the status of the University.

Depending on the nature and extent of the emergency and on the EMG members available, the EMG will designate an official spokesperson and an alternate. The designated spokesperson will speak on behalf of the University during the emergency situation. It may, under certain circumstances, be necessary that the role of spokesperson be delegated to a number of additional personnel. This will occur on a case by case basis.

As the emergency diminishes, the spokesperson's role may be assigned to another individual but at the initial stages of the emergency, at the least, all inquiries and questions should be referred to the spokesperson.

During emergencies, all media and public inquiries will be referred without comment to the official spokesperson or the Communication Group. Only the official spokesperson and the alternate will articulate the University's position upon authorization of the IC and the EMG.

As circumstances warrant, it may be necessary for the Vice Principal (Academic) to convene a meeting of the Deans, to ensure prompt action and/or ensure these leaders are informed and kept up to date on the situation. Furthermore, the Vice Principal (Research) may initiate similar communication with members of the Research Community. The Deans may, in turn, be asked to cascade information or communications to their faculty as required.

## **5.2 Venues and Vehicles for Communications**

In the event of an emergency, the communications vehicles that will be used to transmit information are as follows:

- Queen's University home page ([www.queensu.ca](http://www.queensu.ca))
- Queen's University News Centre Site ([www.queensu.ca/newscentre](http://www.queensu.ca/newscentre))
- Queen's University Status Line (613-533-3333)
- Mass e-mail messaging
- Queen's University news releases to print and broadcast media (internal & external)
- On-site/Off-site media briefings
- Telephone call-out (activation of established telephone tree)
- Queen's University Digital Network

Press conferences will take place in the Marketing & Communications Offices (Flemming Annex), unless prohibited by the emergency situation. Media waiting stations will be created in the Flemming Annex or in an appropriate location near the incident scene, if necessary.

### **5.3 Information for the campus community and others affected**

In the event a crisis has affected a significant number of people, a Reception and Inquiry Centre will be established to provide for the registration, shelter and protection of evacuees.

Inquiries on the whereabouts of those affected will also be coordinated at the Reception & Information Centre. Special telephone enquiry lines will be activated and staffed by Queen's personnel to take enquiries. The phone numbers will be publicized broadly.

## **6.0 EMERGENCY OPERATION CENTRE**

In accordance with standard emergency management planning, Queen's University has established an Emergency Operations Center (EOC) in Campus Security on the 2nd floor of Fleming Hall (Jemmett Wing). Should the Emergency Report Centre be inaccessible for any reason, the alternative location for the EOC will be Duncan McArthur Hall on the West Campus. The EOC will serve as the center for emergency management and response operations.

The Campus Security Conference Room (Room 211) will serve as the primary EOC. If necessary, the EOC can be expanded into adjacent conference and classrooms as required.

The EOC will contain, or have access to, the equipment and supplies outlined in Appendix 4.0

### **6.1 EOC Activation**

When a major emergency is declared, the IC will determine if the EOC is to be activated. If activated, the IC will determine which positions (outlined in Figure 1.0) will be staffed for the emergency response. This information will be communicated to Campus Security, who will be responsible for notification as per section 4.0 "Activation of the Plan". All positions should be prepared to report to and operate from the EOC during a full-scale activation, even though all may not be needed.

Whenever the EOC is activated, the City of Kingston's Department of Emergency Management will be notified to facilitate coordination and the process for requesting resources. The EOC Activation List (Appendix 4.2) provides a checklist for use in the setup and activation of the EOC. It is to be used by Campus Security during EOC activation and provided to the Incident Commander when completed. Not all steps will be necessary in a partial activation.

The EOC Master Log (Appendix 4.4) will be maintained by the scribe to provide a record of all major events, decisions and messages.

## **6.2 EOC Access**

Access to the EOC is only for authorized Queen's University personnel. All others must obtain approval for admission from the Incident Commander. All personnel working in the EOC are to sign in and out on the EOC Roster (Appendix 4.3), which will be located on a table at the entrance to the EOC area.

## **7.0 POST INCIDENT**

Following the cessation of a major emergency incident, a post incident review will be initiated. The review shall include but not be restricted to:

- Consolidation of all relevant documentation generated during the emergency response.
- Survey of the EMG, IC, on-campus response teams, affected departments and the campus community.
- Survey of the external stakeholders that responded to the emergency

The objectives of the Post Incident Review include:

- Address or assign responsibility for any items relating to the emergency incident that remain outstanding.
- Prepare a post incident report identifying areas where the University Emergency Management Plan must be modified as a result of the emergency experience, and make recommendations for any modifications that may be required.

A template for the Post Incident Report is outlined in Appendix 5.0

## **8.0 TRAINING, DRILLS AND EXERCISES**

The success of this plan necessitates that the University maintains a constant state or readiness to assure the efficient and orderly transition from routine activities to those associated with emergency situations. This is accomplished through a carefully planned and continuous program of training, drills and exercises.

### **8.1 Training Objectives**

- Develop the capabilities for protecting the University community from the effects of an emergency.
- Ensure that personnel at the University respond effectively to the actual occurrence of an emergency.
- Validate plans and checklists developed to assist emergency response.

### **8.2 Drill and Exercise Procedure**

The Department of Environmental Health & Safety and Campus Security will work together to develop an appropriate drill and exercise plan (Appendix 6.0) on an annual basis to assure that the Emergency Management Plan meets the needs of the university community.

The Director of Environmental Health & Safety will serve as the Training Director for the emergency management operations. The Director of Campus Security will evaluate the results of specific drills and exercises and suggest specific changes and updates to the University's Emergency Management Plan.

The Director of Environmental Health & Safety, in conjunction with the Director of Campus Security, will update the plan as needed to reflect changes in organization and technology, submitting updates to the Principal and Vice-Principals for approval.

Drills and exercises should be conducted as necessary to adequately test the plan. They should be as realistic as possible. Written evaluations should be prepared after every drill and exercise, with recommendations made for correcting and identifying deficiencies.

## APPENDIX 1.0

### Emergency Management Personnel

#### Emergency Management Group

<b>Position</b>	<b>Primary Staff Assigned</b>	<b>Alternate</b>	<b>Reports To</b>
Incident Commander	Principal Tom Williams	VP (Operations & Finance) or most senior university official responding	
Operations & Finance Officer	Acting VP (Ops & Finance) Bill Bryck	AVP (Facilities) Ann Browne	Incident Commander
Planning/Academic Operations Officer	VP (Academic) Patrick Deane	AVP (Academic & International) John Dixon	Incident Commander
Logistic/Human Resources Officer	VP (Human Resources) Rod Morrison	Director, Organizational Development Julie Mekarski	Incident Commander
Research Services Officer	VP (Research) Kerry Rowe	AVP (Research) Susan Marlin	Incident Commander
Information Officer	Acting VP(Advancement) Sean Conway	Executive Director, Marketing Helena Debnam	Incident Commander
Safety Officer/EHS Group Leader	Director EHS Dan Langham	Radiation & Laser Safety Officer John Bullock	Operations & Finance Officer
Liaison Officer/Security Group Leader	Director Campus Security David Patterson	Operations Coordinator Joel Keenleyside	Operations & Finance Officer
Facilities Group Leader	AVP Facilities Ann Browne	Director, Operations TBA	Operations & Finance Officer
Scribe	TBA		Incident Commander

## Operations & Finance Section

<b>Position</b>	<b>Primary Staff Assigned</b>	<b>Alternate</b>	<b>Reports To</b>
<b>Operations &amp; Finance Officer</b>	Acting VP (Operations & Finance) Bill Bryck	Ann Browne	Incident Commander
EHS Group Leader	Director EHS Dan Langham	John Bullock	Operations & Finance Officer
Security Group Leader	Director Campus Security David Patterson	Joel Keenleyside David Wright	Operations & Finance Officer
Facilities Group Leader	AVP Facilities Ann Browne	TBA	Operations & Finance Officer
IT/Telecommunications Leader	Chief Information Officer Sean Reynolds	Dave Hallett	Operations & Finance Officer
Finance Group Leader	AVP Finance & CFO Dan Hogg	David Dick	Operations & Finance Officer

## Planning/Academic Operation Section

<b>Position</b>	<b>Primary Staff Assigned</b>	<b>Alternate</b>	<b>Reports To</b>
<b>Planning/Academic Operations Officer</b>	VP (Academic) Patrick Deane	John Dixon	Incident Commander
International Initiatives Group Leader	AVP (Academic & International) John Dixon	Wayne Myles	Planning/Academic Operations Officer
School of Graduate Studies Group Leader	Dean of Graduate Studies Janice Deakin	Brenda Brouwer	Planning/Academic Operations Officer
Faculty of Arts and Science Group Leader	Dean of Arts & Sciences Alistair MacLean	Jamey Carson	Planning/Academic Operations Officer
Faculty of Applied Science Group Leader	Dean of Applied Science Kim Woodhouse	Lynann Clapman	Planning/Academic Operations Officer
Faculty of Health Sciences Group Leader	Dean of Health Sciences David Walker	Lewis Tomalty	Planning/Academic Operations Officer
School of Business Group Leader	Dean of the School of Business David Saunders	Steve Millan	Planning/Academic Operations Officer
Faculty of Education Group Leader	Dean of Education Rosa Bruno-Jofré	Stephen Elliott	Planning/Academic Operations Officer
Faculty of Law Group Leader	Dean of Law Bill Flanagan	Gillian Ready	Planning/Academic Operations Officer
Student Affairs Group Leader	AVP & Dean Student Affairs Jason Laker	Roxy Denniston- Stewart	Planning/Academic Operations Officer
Registrar Group Leader	University Registrar Jo-Anne Brady	Rick Palmer	Planning/Academic Operations Officer
Libraries Group Leader	University Librarian Paul Wiens	Martha Whitehead	Planning/Academic Operations Officer
Student Government Group Leader	Rector Leora Jackson	Talia Radcliffe	Planning/Academic Operations Office

## Logistics/Human Resources Section

<b>Position</b>	<b>Primary Staff Assigned</b>	<b>Alternate</b>	<b>Reports To</b>
<b>Logistics/Human Resources Officer</b>	VP (Human Resources) Rod Morrison	Julie Mekarski	Incident Commander
Benefits & Insurance Claims Group Leader	Manager, Pensions and Insurance Bob Weisnagel	Laurie Gee	Logistics/Human Resources Officer
HRIS & Payroll Group Leader	Director, HRIS Don Cowin	Laurie Gee	Logistics/Human Resources Officer
Employee Relations Group Leader	Director, Employee Relations Lorna Baxter	Julie Mekarski	Logistics/Human Resources Officer

## Research Services Section

<b>Position</b>	<b>Primary Staff Assigned</b>	<b>Alternate</b>	<b>Reports To</b>
<b>Research Services Officer</b>	VP (Research) Kerry Rowe	Susan Marlin	Incident Commander
Animal Care Services Group Leader	University Veterinarian Andrew Winterborne	Joan Tremblay	Research Services Officer

## Information Section

<b>Position</b>	<b>Primary Staff Assigned</b>	<b>Alternate</b>	<b>Reports To</b>
<b>Information Officer</b>	Acting VP (Advancement) Sean Conwayl	Helena Debnam	Incident Commander
Communications Leader	Executive Director, Marketing & Communications Helena Debnam	Director, Communications Ellie Sadinsky	Information Officer

## APPENDIX 2.0

### Emergency Management Personnel Contact Information

#### Emergency Management Group

Name	Position	Department	e-mail	Day Phone	Home Phone	Cell Phone
Tom Williams	Incident Commander	Office of the Principal				
Bill Bryck	Operations & Finance Officer	Office of the VP (Operations & Finance)				
Patrick Deane	Planning/Academic Operations Officer	Office of the VP (Academic)				
Rod Morrison	Logistic/Human Resources Officer	Office of the VP (Human Resources)				
Kerry Rowe	Research Services Officer	Office of the VP (Research)				
Sean Conway	Information Officer	Office of the VP(Advancement)				
Dan Langham	Safety Officer/EHS Group Leader	Environmental Health & Safety				
David Patterson	Liaison Officer/Security Group Leader	Campus Security				
Ann Browne	Facilities Group Leader	Physical Plant Services				
	Scribe					

**Operations & Finance Section**

Name	Position	Department	e-mail	Day Phone	Home Phone	Cell Phone
Bill Bryck	Operations & Finance Officer	Office of the VP (Operations & Finance)				
Dan Langham	Safety Officer/EHS Group Leader	Environmental Health & Safety				
David Patterson	Liaison Officer/Security Group Leader	Campus Security				
Ann Browne	Facilities Group Leader	Physical Plant Services				
Sean Reynolds	IT/Telecommunications Leader	Information Technology Services				
Dan Hogg	Finance Group Leader	Financial Services				
Diane Kelly	Legal Counsel	Office of the VP (Operations & Finance)				
Donna Janiec	Operations & Finance Section Support	Risk Management & Audit Services				
Charlotte Liu	Operations & Finance Section Support	Office of the VP (Operations & Finance)				

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**Planning/Academic Operation Section**

<b>Name</b>	<b>Position</b>	<b>Department</b>	<b>e-mail</b>	<b>Day Phone</b>	<b>Home Phone</b>	<b>Cell Phone</b>
Patrick Deane	Planning/Academic Operations Officer	Office of the VP (Academic)				
John Dixon	Alternate	Office of the VP (Academic)				
Janice Deakin	School of Graduate Studies Group Leader	School of Graduate Studies				
Alistair MacLean	Faculty of Arts and Science Group Leader	Arts and Science				
Kim Woodhouse	Faculty of Applied Science Group Leader	Faculty of Applied Science				
David Walker	Faculty of Health Sciences Group Leader	Health Sciences				
David Saunders	School of Business Group Leader	Business				
Rosa Bruno-Jofré	Faculty of Education Group Leader	Education				
Bill Flanagan	Faculty of Law Group Leader	Law				
Jason Laker	Student Affairs Group Leader	Student Affairs				
Jo-Anne Brady	Registrar Group Leader	OUR				
Paul Wiens	Libraries Group Leader	University Libraries				
Leora Jackson	Student Government Group Leader	Rector				

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**Logistics/Human Resources Section**

<b>Name</b>	<b>Position</b>	<b>Department</b>	<b>e-mail</b>	<b>Day Phone</b>	<b>Home Phone</b>	<b>Cell Phone</b>
Rod Morrison	Logistic/Human Resources Officer	Office of the VP (Human Resources)				
Julie Merarski	Alternate - Logistic/Human Resources Officer	Human Resources				
Bob Weisnagel	Benefits & Insurance Claims Group Leader	Human Resources				
Don Cowin	HRIS & Payroll Group Leader	Human Resources				
Lorna Baxter	Employee Relations Group Leader	Human Resources				
Laurie Gee	Alternate - HRIS & Payroll Group Leader or Employee Relations Group Leader	Human Resources				

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**Research Services Section**

<b>Name</b>	<b>Position</b>	<b>Department</b>	<b>e-mail</b>	<b>Day Phone</b>	<b>Home Phone</b>	<b>Cell Phone</b>
Kerry Rowe	Research Services Officer	Office of the VP (Research)				
Susan Marlin	Alternate – Research Services Officer	Office of the VP (Research)				

**Information Section**

<b>Name</b>	<b>Position</b>	<b>Department</b>	<b>e-mail</b>	<b>Day Phone</b>	<b>Home Phone</b>	<b>Cell Phone</b>
Sean Conway	Information Officer	Office of the VP(Advancement)				
Helena Debnam	Alternate – Information Officer	Office of the VP(Advancement)				
Ellie Sadinsky Jeffrey	Alternate – Information Officer for Helena	Office of the VP(Advancement)				

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## APPENDIX 3.1

<b>Assignment: INCIDENT COMMANDER</b>	
<b>Position</b>	<b>PRINCIPAL</b>
<b>Section</b>	<b>MANAGEMENT/COMMAND</b>

<b>FOR IMMEDIATE ACTION</b>	
<input type="checkbox"/>	Consult with the Emergency Management Group to consider the activation of the Emergency Management Plan or closure of the University.
<input type="checkbox"/>	Communicate decision regarding the activation of the Emergency Response Plan to Campus Security.
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Authorize Activation of the Emergency Operations Centre (EOC)
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111.)
<input type="checkbox"/>	Confirm/Assign personnel to staff Emergency Management Group functions:
<input type="checkbox"/>	Operations and Finance Section
<input type="checkbox"/>	Planning/Academic Operations
<input type="checkbox"/>	Logistics/Human Resources
<input type="checkbox"/>	Research Services
<input type="checkbox"/>	Information Section
<input type="checkbox"/>	Appoint a scribe to keep a written log of phone messages, actions taken, etc.
<input type="checkbox"/>	Conduct an initial briefing with Emergency Management Group and issue directives to EMG as required. (See EOC Briefing Agenda – Appendix 4.6)
<input type="checkbox"/>	Establish a communication protocol with Information Officer.
<input type="checkbox"/>	Conduct an initial situation assessment to determine:
<input type="checkbox"/>	Type of emergency.
<input type="checkbox"/>	Location of emergency.

	<input type="checkbox"/> Initial damage to campus and infrastructure.
	<input type="checkbox"/> Size of area involved.
	<input type="checkbox"/> Human resources immediately available and number of additional people required.
	<input type="checkbox"/> Field Command Post location(s): Evaluate need for and use of field command posts; assign as appropriate.
	<input type="checkbox"/> Staging Area locations.
	<input type="checkbox"/> Immediate assistance required (medical, fire, facility services, environmental safety).
	<input type="checkbox"/> Number and type of injuries/casualties.
	<input type="checkbox"/> Resources needed for night operation.
<input type="checkbox"/>	Develop and implement control plans (see Emergency Management Action Plan – Appendix 4.7) which may include:
	<input type="checkbox"/> Perimeter control provisions/interior patrol provisions.
	<input type="checkbox"/> Building/area evacuation procedures.
	<input type="checkbox"/> Liaison with other emergency agencies.
	<input type="checkbox"/> Traffic control plans.
	<input type="checkbox"/> Mobilization of on-duty personnel.
	<input type="checkbox"/> Mutual aid contingencies.
<input type="checkbox"/>	Direct EMG members to prepare detailed assessment of damages, injuries, casualties, etc.
<input type="checkbox"/>	Request personnel and equipment as needed for control of the incident.
<input type="checkbox"/>	Establish contact with local emergency operations centers, if established.
<input type="checkbox"/>	Determine the impact of the incident beyond the immediate campus.
<input type="checkbox"/>	Maintain an Activity Log (Appendix 4.5) of all messages, activities and reports generated while serving in this position in the EOC. At deactivation of the EOC, deliver all logs to the Scribe.

## CONTINUING OPERATIONS

<input type="checkbox"/>	Obtain periodic updates from the Field Command Post(s) and brief the EMG members. Keep them all informed about changes and conditions.
<input type="checkbox"/>	Review and approve periodic emergency communications and updates to the media.
<input type="checkbox"/>	Request from EMG members ongoing status reports regarding their activities and resources.
<input type="checkbox"/>	Remind section heads concerning documentation of their activity for recovery records.
<input type="checkbox"/>	Conduct Periodic EOC Briefings (See EOC Briefing Agenda – Appendix 4.6)
<input type="checkbox"/>	Periodically revise the Emergency Management Action Plans based on the changing nature or mitigation of the emergency (see Emergency Management Action Plan – Appendix 4.7)
<input type="checkbox"/>	Evaluate the continuing need for and use of field command post.
<input type="checkbox"/>	Advise EMG members to begin recovery efforts and business continuity plans when appropriate (may be concurrent with response efforts).
<input type="checkbox"/>	Will the campus become a reception point for outside victims?
<input type="checkbox"/>	Request recommended sites, as needed, for casualty collection point and/or coroner operations.
<input type="checkbox"/>	Develop plans for replacing human and physical resources.
<input type="checkbox"/>	<b>Monitor Stress:</b>
<input type="checkbox"/>	Observe staff for signs of stress or inappropriate behavior and request stress debriefing sessions, if appropriate. Refer anyone exhibiting symptoms to EMS.
<input type="checkbox"/>	Provide periodic rest periods for staff and relief when indicated.
<input type="checkbox"/>	Transfer command if the emergency exceeds 12 hours, or if stress indicates a transfer.
<input type="checkbox"/>	Estimate duration of the response, if possible.

## END OF EMERGENCY INCIDENT

<input type="checkbox"/>	De-escalate and de-mobilize, when appropriate
<input type="checkbox"/>	<b>Emergency Over:</b> Confer with EMG members on the appropriate time to announce an end to emergency.
<input type="checkbox"/>	Establish a time for debriefing before closing the EOC
<input type="checkbox"/>	<b>Recovery Expectations:</b>
<input type="checkbox"/>	When will the normal operations resume?

## APPENDIX 3.2

Assignment: INFORMATION OFFICER	
<b>Position</b>	<b>VP (Advancement)</b>
<b>Section</b>	<b>EMERGENCY MANAGEMENT GROUP</b>

FOR IMMEDIATE ACTION	
<input type="checkbox"/>	Respond to the initial emergency contact initiated by Campus Security.
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111)
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Once at the EOC, get briefed and then organize and activate the Communications Section, if necessary.
<input type="checkbox"/>	Establish an Activity Log (Appendix 4.5) for recording activities.
<input type="checkbox"/>	Authorize establishment of the Media Center.
<input type="checkbox"/>	In coordination with the Incident Commander and the EMG, develop an Action Plan (Appendix 4.7).

PRIMARY RESPONSIBILITIES	
<input type="checkbox"/>	Manage the Information Section of the EOC, including the following Response Teams: <ul style="list-style-type: none"> <li>• Communications Group</li> </ul>
<input type="checkbox"/>	Release emergency instructions/information to faculty, staff and students about the emergency and what steps individuals should take.
<input type="checkbox"/>	Release emergency instructions/information to the electronic and print media.
<input type="checkbox"/>	Produce news releases as required.

<input type="checkbox"/>	Evaluate situational information and determine communication priorities.
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<b>CONTINUING OPERATIONS</b>	
<input type="checkbox"/>	Ensure that all information is clear, concise, confirmed and approved by appropriate authority before release to the media or public. Do not release unconfirmed information or speculate on the extent of the emergency.
<input type="checkbox"/>	Gather information on the emergency situation and response actions.
<input type="checkbox"/>	Assign a Public Information Representative, if appropriate, to:
<input type="checkbox"/>	Establish Media Control Point near incident site.
<input type="checkbox"/>	Keep EOC staff informed of the media situation at the incident site.
<input type="checkbox"/>	Establish and release "media only" telephone number(s).
<input type="checkbox"/>	Monitor published and broadcast Emergency Public Information (EPI) for accuracy. Correct serious misinformation whenever possible.
<input type="checkbox"/>	Maintain Emergency Public Information (EPI) status boards and maps. Post hard copy of news releases.
<input type="checkbox"/>	Attend periodic EOC briefings and policy meetings.
<input type="checkbox"/>	Consider additional methods for distributing emergency instructions as required.
<input type="checkbox"/>	Schedule media briefings/press conferences and tours as conditions permit.
<input type="checkbox"/>	Remind section heads concerning documentation of their activity for recovery records.
<input type="checkbox"/>	Plan for ongoing operations if damage is severe or field activities appear to be extensive. Coordinate with Logistics/Human Resources Officer and the Incident Commander to plan for extended operations, especially during non-business hours.
<input type="checkbox"/>	<b>Monitor Stress:</b>

	<input type="checkbox"/> Observe communications staff for signs of stress or inappropriate behavior and request stress debriefing sessions, if appropriate.
	<input type="checkbox"/> Provide periodic rest periods for staff and relief when indicated.
	<input type="checkbox"/> Transfer command of Communications section if the emergency exceeds 12 hours, or if stress indicates a transfer.

<b>END OF EMERGENCY INCIDENT</b>	
<input type="checkbox"/>	De-escalate and de-mobilize communications activities, when appropriate
<input type="checkbox"/>	Confer with EMG members on the appropriate time to announce an end to emergency.

### APPENDIX 3.3

<b>Assignment: OPERATIONS &amp; FINANCE OFFICER</b>	
<b>Position</b>	<b>VP (Operations &amp; Finance)</b>
<b>Section</b>	<b>EMERGENCY MANAGEMENT GROUP</b>

<b>FOR IMMEDIATE ACTION</b>	
<input type="checkbox"/>	Respond to the initial emergency contact initiated by Campus Security.
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111)
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Once at the EOC, get briefed and then organize and activate the Operations & Finance Section.
<input type="checkbox"/>	Establish an Activity Log (Appendix 4.5) for recording activities.
<input type="checkbox"/>	Evaluate operational needs and response based on: <ul style="list-style-type: none"> <li>○ The type of emergency.</li> <li>○ Location of emergency and types of facilities involved.</li> <li>○ Size of area involved (limited area or campus wide).</li> <li>○ Number and type of injuries/casualties.</li> <li>○ Access routes for emergency vehicles.</li> <li>○ Assistance required (e.g., medical, fire, facility services, environmental health and safety).</li> </ul>
<input type="checkbox"/>	In coordination with the Incident Commander and the EMG, develop an Action Plan (Appendix 4.7).

<b>PRIMARY RESPONSIBILITIES</b>	
<input type="checkbox"/>	Assume operational command of the response.
<input type="checkbox"/>	Manage the Operations Section of the EOC, including the following Response Teams:

	<ul style="list-style-type: none"> <li>• Security Group</li> <li>• EHS Group</li> <li>• Facilities Group</li> <li>• Finance Group</li> <li>• IT/Telecommunications</li> </ul>
<input type="checkbox"/>	Keep the Incident Commander informed of response team activities.
<input type="checkbox"/>	Evaluate operational information and determines priorities.
<input type="checkbox"/>	Deploy teams to address problems.
<input type="checkbox"/>	Determine if public agency mutual aid is required for any operations on campus. Upon concurrence with the Incident Commander, determine if outside assistance will be responding; establish procedures and staffing for the incoming assistance.

<b>SUPPORT RESPONSIBILITIES</b>	
<input type="checkbox"/>	Recommend Mutual Aid needs and resources.
<input type="checkbox"/>	Provide information to Situation Status.

<b>CONTINUING OPERATIONS</b>	
<input type="checkbox"/>	Obtain periodic updates from the Operation & Finance response teams and brief the EMG members. Keep them all informed about changes and conditions.
<input type="checkbox"/>	Remind response team leaders concerning documentation of their activity for recovery records.
<input type="checkbox"/>	Coordinate with Facilities Group to identify priorities for further inspections, repairs, service restoration, and facility restoration.
<input type="checkbox"/>	Forward situation status information to Incident Commander and others in the EOC. Keep the Incident Commander informed of events and actions.
<input type="checkbox"/>	Consider site food/water and other personnel support for response teams as necessary. Request arrangements for a secure site away from public access.
<input type="checkbox"/>	Plan for ongoing operations if damage is severe or field activities appear to be extensive. Coordinate with Logistics/Human Resources Officer and the Incident Commander to plan for extended operations, especially during non-business hours.

<input type="checkbox"/>	Will the campus become a reception point for outside victims?
<input type="checkbox"/>	Request recommended sites, as needed, for casualty collection point and/or coroner operations.
<input type="checkbox"/>	Develop plans for replacing human and physical resources.
<input type="checkbox"/>	<b>Monitor Stress:</b>
	<input type="checkbox"/> Observe Operations & Finance staff for signs of stress or inappropriate behavior and request stress debriefing sessions, if appropriate.
	<input type="checkbox"/> Provide periodic rest periods for staff and relief when indicated.
	<input type="checkbox"/> Transfer command of Operations & Finance section if the emergency exceeds 12 hours, or if stress indicates a transfer.
<input type="checkbox"/>	Estimate duration of the response, if possible.

<b>END OF EMERGENCY INCIDENT</b>	
<input type="checkbox"/>	De-escalate and de-mobilize Operations & Finance activities, when appropriate
<input type="checkbox"/>	Confer with EMG members on the appropriate time to announce an end to emergency.
<input type="checkbox"/>	<b>Recovery Expectations:</b>
	<input type="checkbox"/> Coordinate and direct the cleanup, salvage, and repair efforts for all facilities.
	<input type="checkbox"/> When will the University resume normal operations?

### **ADDITIONAL CONSIDERATIONS**

- **Continued Operations and Resources:**
  - Estimate the duration of the response and develop plans for replacing human and physical resources.
- **Extended Operations**
  - Some incidents could extend for several hours or days.
- **Security and Access Control**
  - Perimeter security needs and resources for night operation.
  - Will the campus become a reception point for outside victims?

## APPENDIX 3.4

<b>Assignment: PLANNING/ACADEMIC OPERATIONS OFFICER</b>	
<b>Position</b>	<b>VP (Academic)</b>
<b>Section</b>	<b>EMERGENCY MANAGEMENT GROUP</b>

<b>FOR IMMEDIATE ACTION</b>	
<input type="checkbox"/>	Respond to the initial emergency contact initiated by Campus Security.
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111)
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Once at the EOC, get briefed and then organize and activate the Planning/Academic Operations Section.
<input type="checkbox"/>	Establish an Activity Log (Appendix 4.5) for recording activities.
<input type="checkbox"/>	Evaluate impact on academic and student activities based on: <ul style="list-style-type: none"> <li>○ The type of emergency.</li> <li>○ Location of emergency and types of facilities involved.</li> <li>○ Size of area involved (limited area or campus wide).</li> <li>○ Number and type of injuries/casualties.</li> <li>○ Number and type of academic operations effected.</li> </ul>
<input type="checkbox"/>	In coordination with the Incident Commander and the EMG, develop an Action Plan (Appendix 4.7).

<b>PRIMARY RESPONSIBILITIES</b>	
<input type="checkbox"/>	<p>Manage the Planning/Academic Operations Section of the EOC, including the following Response Teams:</p> <ul style="list-style-type: none"> <li>• International Initiatives Group</li> <li>• School of Graduate Studies Group</li> <li>• Faculty of Arts &amp; Sciences Group</li> <li>• Faculty of Applied Science Group</li> <li>• Faculty of Health Sciences Group</li> <li>• School of Business Group</li> <li>• Faculty of Education Group</li> <li>• Faculty of Law Group</li> <li>• Student Affairs Group</li> <li>• Registrar Group</li> <li>• Libraries Group</li> <li>• Student Government Group</li> </ul>
<input type="checkbox"/>	Keep the Incident Commander informed of response team activities.
<input type="checkbox"/>	Evaluate situational information and determines priorities.
<input type="checkbox"/>	Deploy teams to address problems.
<input type="checkbox"/>	Determine if public agency mutual aid is required for any academic/student affairs operations on campus. Upon concurrence with the Incident Commander, determine if outside assistance will be responding; establish procedures and staffing for the incoming assistance.

<b>SUPPORT RESPONSIBILITIES</b>	
<input type="checkbox"/>	Recommend Mutual Aid needs and resources.
<input type="checkbox"/>	Provide information to Situation Status.

<b>CONTINUING OPERATIONS</b>	
<input type="checkbox"/>	Obtain periodic updates from the Planning/Academic Operations response teams and brief the EMG members. Keep them all informed about changes and conditions.
<input type="checkbox"/>	Remind section heads concerning documentation of their activity for recovery records.

<input type="checkbox"/>	Coordinate with the Operations & Finance Group to identify priorities for further inspections, repairs, service restoration, and restoration for academic facilities.
<input type="checkbox"/>	Forward situation status information to Incident Commander and others in the EOC. Keep the Incident Commander informed of events and actions.
<input type="checkbox"/>	Consider site food/water and other personnel support for response teams as necessary. Request arrangements for a secure site away from public access.
<input type="checkbox"/>	Plan for ongoing operations if damage is severe or field activities appear to be extensive. Coordinate with Logistics/Human Resources Officer and the Incident Commander to plan for extended operations, especially during non-business hours.
<input type="checkbox"/>	Develop plans for replacing human and physical resources.
<input type="checkbox"/>	<b>Monitor Stress:</b>
	<input type="checkbox"/> Observe planning/academic operations staff for signs of stress or inappropriate behavior and request stress debriefing sessions, if appropriate.
	<input type="checkbox"/> Provide periodic rest periods for staff and relief when indicated.
	<input type="checkbox"/> Transfer command of Planning/Academic Operations Section if the emergency exceeds 12 hours, or if stress indicates a transfer.

<b>END OF EMERGENCY INCIDENT</b>	
<input type="checkbox"/>	De-escalate and de-mobilize planning/academic operations response activities, when appropriate
<input type="checkbox"/>	Confer with EMG members on the appropriate time to announce an end to emergency.
<input type="checkbox"/>	<b>Recovery Expectations:</b>
	<input type="checkbox"/> When will the academic process resume?

## APPENDIX 3.5

<b>Assignment: LOGISTICS/HUMAN RESOURCES OFFICER</b>	
<b>Position</b>	<b>VP (Human Resources)</b>
<b>Section</b>	<b>EMERGENCY MANAGEMENT GROUP</b>

<b>FOR IMMEDIATE ACTION</b>	
<input type="checkbox"/>	Respond to the initial emergency contact initiated by Campus Security.
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111)
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Once at the EOC, get briefed and then organize and activate the Logistics/Human Resources Section, if necessary.
<input type="checkbox"/>	Establish an Activity Log (Appendix 4.5) for recording activities.
<input type="checkbox"/>	Evaluate impact on the University's human resources based on: <ul style="list-style-type: none"> <li>○ The type of emergency.</li> <li>○ Location of emergency and types of facilities involved.</li> <li>○ Size of area involved (limited area or campus wide).</li> <li>○ Number and type of injuries/casualties.</li> </ul>
<input type="checkbox"/>	Coordinate with the EMG members to determine the status of all Queen's faculty and staff.
<input type="checkbox"/>	In Conjunction with the Information Officer, advise on the development of official communications with faculty, staff and bargaining units regarding the impact of the emergency on the their workplace and employment status.
<input type="checkbox"/>	Determine the status of HR related systems, records and premises and advise the Operations & Finance Officer on the need to protect or recover these resources.
<input type="checkbox"/>	In coordination with the Incident Commander and the EMG, develop an Action Plan (Appendix 4.7).

<b>PRIMARY RESPONSIBILITIES</b>	
<input type="checkbox"/>	Manage the Logistics/Human Resources Section of the EOC, including the following Response Teams: <ul style="list-style-type: none"> <li>• HRIS &amp; Payroll Group</li> <li>• Employee Relations Group</li> <li>• Benefits &amp; Insurance Claims Group</li> </ul>
<input type="checkbox"/>	Keep the Incident Commander informed of response team activities.
<input type="checkbox"/>	Evaluate situational information and determines priorities.
<input type="checkbox"/>	Deploy teams to address problems.

<b>CONTINUING OPERATIONS</b>	
<input type="checkbox"/>	Obtain periodic updates from the Logistics/Human Resources response teams and brief the EMG members. Keep them all informed about changes and conditions.
<input type="checkbox"/>	Remind team leaders concerning documentation of their activity for recovery records.
<input type="checkbox"/>	Advise the EMG on all HR issues, including determining policies for overtime hours, extended workdays and special duty assignments.
<input type="checkbox"/>	Forward situation status information to Incident Commander and others in the EOC. Keep the Incident Commander informed of events and actions.
<input type="checkbox"/>	Plan for ongoing operations if damage is severe or field activities appear to be extensive. Coordinate with the Incident Commander and EMG members to plan for extended operations, especially during non-business hours.
<input type="checkbox"/>	Establishment of a pool of available human resources that can be redeployed where needed.
<input type="checkbox"/>	Establishment of a process to register, issues ID and maintain records on any volunteers that are used.
<input type="checkbox"/>	Arrange for the recruitment and orientation of any temporary employees.
<input type="checkbox"/>	Develop plans for replacing human and physical resources.

<input type="checkbox"/>	Execute critical processes for employee benefits and payroll, as necessary.
<input type="checkbox"/>	<b>Monitor Stress:</b>
<input type="checkbox"/>	Observe logistics/human resources staff for signs of stress or inappropriate behavior and request stress debriefing sessions, if appropriate.
<input type="checkbox"/>	Provide periodic rest periods for staff and relief when indicated.
<input type="checkbox"/>	Transfer command of logistics/human resources section if the emergency exceeds 12 hours, or if stress indicates a transfer.

<b>END OF EMERGENCY INCIDENT</b>	
<input type="checkbox"/>	De-escalate and de-mobilize logistics/human resources response activities, when appropriate
<input type="checkbox"/>	Confer with EMG members on the appropriate time to announce an end to emergency.
<input type="checkbox"/>	<b>Recovery Expectations:</b>
<input type="checkbox"/>	When will the human resources process resume?

## APPENDIX 3.6

Assignment: RESEARCH SERVICES OFFICER	
<b>Position</b>	<b>VP (Research)</b>
<b>Section</b>	<b>EMERGENCY MANAGEMENT GROUP</b>

FOR IMMEDIATE ACTION	
<input type="checkbox"/>	Respond to the initial emergency contact initiated by Campus Security.
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111)
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Once at the EOC, get briefed and then organize and activate the Research Services Section.
<input type="checkbox"/>	Establish an Activity Log (Appendix 4.5) for recording activities.
<input type="checkbox"/>	Evaluate impact on research activities and facilities based on: <ul style="list-style-type: none"> <li>○ The type of emergency.</li> <li>○ Location of emergency and types of facilities involved.</li> <li>○ Size of area involved (limited area or campus wide).</li> <li>○ Number and type of injuries/casualties.</li> <li>○ Number and type of research operations effected.</li> </ul>
<input type="checkbox"/>	In coordination with the Incident Commander and the EMG, develop an Action Plan (Appendix 4.7).

<b>PRIMARY RESPONSIBILITIES</b>	
<input type="checkbox"/>	Manage the Research Services Section of the EOC, including the following Response Teams: <ul style="list-style-type: none"> <li>• Animal Care Group</li> </ul>
<input type="checkbox"/>	Keep the Incident Commander informed of response team activities.
<input type="checkbox"/>	Evaluate situational information and determines priorities.
<input type="checkbox"/>	Deploy teams to address problems.

<b>CONTINUING OPERATIONS</b>	
<input type="checkbox"/>	Obtain periodic updates from the Research Service response teams and brief the EMG members. Keep them all informed about changes and conditions.
<input type="checkbox"/>	Remind team leaders concerning documentation of their activity for recovery records.
<input type="checkbox"/>	Coordinate with the Operations & Finance Group to identify priorities for further inspections, repairs, service restoration, and restoration for research facilities.
<input type="checkbox"/>	Forward situation status information to Incident Commander and others in the EOC. Keep the Incident Commander informed of events and actions.
<input type="checkbox"/>	Consider site food/water and other personnel support for response teams as necessary. Request arrangements for a secure site away from public access.
<input type="checkbox"/>	Plan for ongoing operations if damage is severe or field activities appear to be extensive. Coordinate with Logistics/Human Resources Officer and the Incident Commander to plan for extended operations, especially during non-business hours.
<input type="checkbox"/>	Develop plans for replacing human and physical resources.
<input type="checkbox"/>	<b>Monitor Stress:</b>
<input type="checkbox"/>	Observe research services staff for signs of stress or inappropriate behavior and request stress debriefing sessions, if appropriate. Refer anyone exhibiting symptoms to EMS.
<input type="checkbox"/>	Provide periodic rest periods for staff and relief when indicated.

<input type="checkbox"/>	Transfer command of the research services section if the emergency exceeds 12 hours, or if stress indicates a transfer.
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<b>END OF EMERGENCY INCIDENT</b>	
<input type="checkbox"/>	De-escalate and de-mobilize Research Services response activities, when appropriate
<input type="checkbox"/>	Confer with EMG members on the appropriate time to announce an end to emergency.
<input type="checkbox"/>	<b>Recovery Expectations:</b>
	<input type="checkbox"/> When will the research process resume?

## APPENDIX 3.7

Assignment: FACILITIES GROUP	
<b>Position</b>	<b>AVP Facilities</b>
<b>Section</b>	<b>EMERGENCY MANAGEMENT GROUP</b>

FOR IMMEDIATE ACTION	
<input type="checkbox"/>	Respond to the initial emergency contact initiated by Campus Security.
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111)
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Once at the EOC, get briefed and then organize and activate the Facilities Group.
<input type="checkbox"/>	Establish an Activity Log (Appendix 4.5) for recording activities.
<input type="checkbox"/>	Evaluate impact on facilities and utilities based on: <ul style="list-style-type: none"> <li>○ The type of emergency.</li> <li>○ Location of emergency and types of facilities involved.</li> <li>○ Size of area involved (limited area or campus wide).</li> <li>○ Number and type of injuries/casualties.</li> </ul>
<input type="checkbox"/>	Determine the number of facilities personnel available to respond.
<input type="checkbox"/>	Keep the Operations Coordinator briefed.
<input type="checkbox"/>	Develop an Action Plan for facility & Utility operations. The plan should have contingencies for:
<input type="checkbox"/>	Shutting off gas, power and broken water lines.
<input type="checkbox"/>	Restoring utilities to emergency operations.
<input type="checkbox"/>	Providing protective equipment and clothing.
<input type="checkbox"/>	Clearing streets and areas for emergency vehicles and equipment.
<input type="checkbox"/>	Inspection of buildings.

<input type="checkbox"/>	Installing lighting for night operations.
<input type="checkbox"/>	Emergency construction to sustain the emergency operation.
<input type="checkbox"/>	Implementing construction and engineering mutual aid.

<b>PRIMARY RESPONSIBILITIES</b>	
<input type="checkbox"/>	Inspect and document damage to facilities.
<input type="checkbox"/>	Inspect utility systems and turn off utilities, when necessary.
<input type="checkbox"/>	Assist with closing off areas and streets, debris clearance for emergency equipment, and building inspection.

<b>CONTINUING OPERATIONS</b>	
<input type="checkbox"/>	Review initial reports on facility damage and recommend action required to the EOC.
<input type="checkbox"/>	Determine:
<input type="checkbox"/>	Any damage/hazards and general conditions on campus to the EOC.
<input type="checkbox"/>	Roads that are impassable.
<input type="checkbox"/>	Alternate routes that are available.
<input type="checkbox"/>	Buildings that are safe for usage.
<input type="checkbox"/>	Buildings that are unsafe for usage.
<input type="checkbox"/>	Parking lots, fields that can be used as holding areas for supplies, people, etc.
<input type="checkbox"/>	Determine resources required for emergency repair and debris clearance:
<input type="checkbox"/>	City of Kingston
<input type="checkbox"/>	Local contractors
<input type="checkbox"/>	Local school system
<input type="checkbox"/>	Other universities or colleges in the area

<input type="checkbox"/>	Review initial reports on utility outages and problems and recommend to the command center necessary action required to restore service.
<input type="checkbox"/>	Report to the EOC any dangerous areas or hazards:
<input type="checkbox"/>	Transformer leaks.
<input type="checkbox"/>	Broken high voltage electrical lines.
<input type="checkbox"/>	Electrical substation damage.
<input type="checkbox"/>	Ruptured gas lines.
<input type="checkbox"/>	Ruptured water lines.
<input type="checkbox"/>	Ruptured sewage lines.
<input type="checkbox"/>	Post danger signs and barricade as necessary.
<input type="checkbox"/>	Establish contact with Utilities Kingston – Report damage to:
<input type="checkbox"/>	Electric.
<input type="checkbox"/>	Gas.
<input type="checkbox"/>	Water and sanitation.
<input type="checkbox"/>	Schedule all utility repairs as directed by the EOC.
<input type="checkbox"/>	Arrange for contractor assistance, if necessary.
<input type="checkbox"/>	Act as point of contact for information flow between the EOC and utility companies on problems and report progress.
<input type="checkbox"/>	If campus closure is ordered, implement building shutdown procedures as required.
<input type="checkbox"/>	Provide Finance Group with estimated damage/loss costs to facilities, roads, and other property.
<input type="checkbox"/>	Develop requisition lists for various equipment and materials needed for repair, temporary facilities, and rebuilding/replacement.
<input type="checkbox"/>	Determine fuel requirements for vehicles and equipment.
<input type="checkbox"/>	Report injuries to the EOC.

**ADDITIONAL ITEMS:**

- **Outside Agency Issues**
  - Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.
- **Extended Operations**

- Some incidents could extend for several hours or days. Building & Utility must determine continued availability of these resources and arrange for long-term operations.

## APPENDIX 3.8

Assignment: Liaison/Security Officer	
<b>Position</b>	<b>DIRECTOR, CAMPUS SECURITY</b>
<b>Section</b>	<b>EMERGENCY MANAGEMENT GROUP</b>

FOR IMMEDIATE ACTION	
<input type="checkbox"/>	Once a Major Emergency has been declared, initiate call out of the Emergency Management Group.
<input type="checkbox"/>	Initiate immediate emergency messaging to warn the University Community. Consider the following:
<input type="checkbox"/>	Determine who needs to be warned.
<input type="checkbox"/>	Clarify the message that will be given out. If the message deals with evacuation from an area, be specific where you want people to go.
<input type="checkbox"/>	Determine the method for giving the warning: call out, website, status line, mass e-mail, etc.
<input type="checkbox"/>	Establish the EOC, if the Incident Commander has authorized activation.
<input type="checkbox"/>	If situation warrants evacuation of primary EOC location, activate secondary EOC location.
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111)
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Once at the EOC, get briefed and then organize and activate the Liaison/Security Team
<input type="checkbox"/>	Establish an Activity Log (Appendix 4.5) for recording activities.
<input type="checkbox"/>	Evaluate impact on public safety based on: <ul style="list-style-type: none"> <li>○ The type of emergency.</li> <li>○ Location of emergency and types of facilities involved.</li> <li>○ Size of area involved (limited area or campus wide).</li> <li>○ Number and type of injuries/casualties.</li> </ul>

<input type="checkbox"/>	Arrange for police, ambulance, fire department or other assistance, as required. Act as a liaison between these agencies and the EOC.
<input type="checkbox"/>	Determine the number of security personnel available to respond.
<input type="checkbox"/>	Contact the Operations & Finance Officer with the list of team members and obtain assignments.
<input type="checkbox"/>	Develop an Action Plan for your assignment(s).

<b>PRIMARY RESPONSIBILITIES</b>	
<input type="checkbox"/>	Provide a rapid warning to the campus community of hazards or dangers.
<input type="checkbox"/>	Evacuate people from potential or existing danger.
<input type="checkbox"/>	Close off areas and controlling access (limited or no access).
<input type="checkbox"/>	Traffic control.
<input type="checkbox"/>	Protect property.

<b>CONTINUED OPERATIONS</b>	
<input type="checkbox"/>	Coordinate EOC operations throughout the emergency. This includes maintaining accurate records of equipment and supplies procured, loaned or expended in the EOC.
<input type="checkbox"/>	Obtain periodic updates from the security personnel and brief the Operations & Finance Officer and the EMG members. Keep them all informed about changes and conditions.
<input type="checkbox"/>	Remind security personnel concerning documentation of their activity for recovery records.
<input type="checkbox"/>	Coordinate with the facilities group to identify priorities for further inspections, repairs, service restoration, and restoration for facilities.
<input type="checkbox"/>	Forward situation status information to Operations & Finance Officer and others in the EOC.

<b>SEARCH &amp; CLOSURE</b>	
<input type="checkbox"/>	Make sure the plan identifies all building(s) to be searched and closed.
<input type="checkbox"/>	Obtain safety instructions for damaged buildings:

	<input type="checkbox"/> How to recognize hazards.
	<input type="checkbox"/> Conditions that would prevent entering a damaged building.
	<input type="checkbox"/> Protective clothing, etc.
<input type="checkbox"/>	Establish a procedure for clearing injured persons from the building.
<input type="checkbox"/>	Provide each team with materials to post "Building Closed" signs.
<input type="checkbox"/>	Check each building ensuring complete evacuation. Make a note of unsafe conditions and areas.
<input type="checkbox"/>	If assigned to evacuate a building or area, the plan should include:
	<input type="checkbox"/> Assembly areas and safe exit routes.
	<input type="checkbox"/> Traffic control devices, barricades, and signs.
	<input type="checkbox"/> Accommodations for relocating the physically impaired.
	<input type="checkbox"/> Determine if special transportation is needed.
<input type="checkbox"/>	Assign staff to the reception area.

## ACCESS CONTROL

During an emergency, particularly following a major disaster or technological incident, it may be necessary to control the movement of persons and vehicles into and out of an area. Access control may be necessary at a vital facility, an area around an incident, or the entire campus.

- **CONCEPT OF OPERATION**

During an emergency the access control function is the responsibility of Campus Security with the assistance of Parking Services. Performance of this function shall be based on advise from the facilities group and the Safety Officer/EHS Group and will involve two distinct levels:

- **Level 1:** During the first few hours of the emergency, Campus Security along with Parking Services staff and university resources will be used to quickly limit the access to high hazard areas or specific emergency operations.
- **Level 2:** Once the immediate threat of the emergency has been stabilized, the access control operations will shift toward control and protection of specific areas, such as building(s), casualty collection sites, resource staging areas, etc., or the campus in general.

- **TYPE OF CONTROL**

Determine the type of control of persons and vehicles into and out of the effected area(s):

- **NO ACCESS:** All people will be prohibited from entering the closed area. Authorized personnel, i.e., campus, municipal, provincial, or federal personnel performing emergency work will be permitted entry. Media representatives may be allowed access on a controlled basis.
- **LIMITED ACCESS:** Allows persons into closed area according to criteria established by the Incident Commander. Persons entering must abide by the policies established in order to gain entry.

An emergency could justify the need to close all or part of the campus for a short period of time or up to several days or weeks, depending on the emergency and its severity.

<b>First:</b>	
<input type="checkbox"/>	Determine what places on campus will need to be closed off.
<input type="checkbox"/>	Determine what type of area or facility will be controlled.
<input type="checkbox"/>	Determine how large is the area to be controlled.
<input type="checkbox"/>	Determine if the closure will involve vehicles and/or pedestrians.
<input type="checkbox"/>	Determine if people need to be evacuated out of the controlled area first.
<input type="checkbox"/>	Coordinate with Emergency Management Group.
<b>IF the area is a vital facility, THEN:</b>	
<input type="checkbox"/>	Determine how many people will be needed.
<input type="checkbox"/>	Determine if the location requires protection and access control.
<input type="checkbox"/>	Determine who may get access and what types of controls will allow entry.
<b>IF the area is an incident or emergency operations scene, THEN:</b>	
<input type="checkbox"/>	Determine the size of the area to be controlled and how many people will be needed.
<input type="checkbox"/>	Determine if both vehicles and pedestrians are to be controlled.
<input type="checkbox"/>	Determine equipment needs: radios, flares, reflective vests, lights, etc.
<input type="checkbox"/>	Assign a person to provide breaks and replace equipment.
<input type="checkbox"/>	Check access control needs for all pedestrian walkways through the area.
<input type="checkbox"/>	Contact facilities for staff, barricades, and signs.
<input type="checkbox"/>	Arrange for transportation to move staff and equipment.

<input type="checkbox"/>	Coordinate with communications for handling media requests to enter the area.
<input type="checkbox"/>	Determine who and what may enter the area and advise control point staff.
<input type="checkbox"/>	Determine where the media will check in and assemble.
<input type="checkbox"/>	Advise the EOC when the control measures are in place.
<input type="checkbox"/>	Confirm with the EOC the policy and procedure for unauthorized entry.
<input type="checkbox"/>	At street control points, make provisions for emergency vehicles to enter and exit.
<b>IF the entire campus is to be closed, THEN:</b>	
<input type="checkbox"/>	Follow the campus closure procedures.

**ADDITIONAL CONSIDERATIONS**

- Weather conditions.
- Night operations.
- Wind direction change during hazardous material operations.
- Develop contingency plans for reducing or expanding the perimeter.
- Using outside security personnel or volunteers.
- What special equipment may be needed?
- Personnel to direct and staff control points.
- Signs to control or restrict traffic.
- Radios to communicate to personnel within and outside the secured area.
- Establish additional control points.
- Additional street markers indicating closure of the area.
- Markers on the surface streets leading to the secured area.
- Officer patrols within and outside the secured area.
- Establish a pass system for entry and exit for the secured area.
- Direct the placement of barricades and traffic control devices.
- Initiate the entry system.

**VOLUNTEERS**

After the initial stages of the incident, people may begin to arrive volunteering their help. Listed below are some of the uses of volunteers:

- Traffic direction and information posts.
- Assist with loading and distributing signs and barricades.

## APPENDIX 3.9

<b>Assignment: SAFETY OFFICER/EHS SECTION LEADER</b>	
<b>Position</b>	<b>DIRECTOR ENVIRONMENTAL HEALTH &amp; SAFETY</b>
<b>Section</b>	<b>EMERGENCY MANAGEMENT GROUP</b>

<b>FOR IMMEDIATE ACTION</b>	
<input type="checkbox"/>	Respond to the initial emergency contact initiated by Campus Security.
<input type="checkbox"/>	Report to the Emergency Operations Center (EOC). (If unable to report to EOC, call the ERC at 613-533-6111)
<input type="checkbox"/>	<b>Do not go to incident site.</b>
<input type="checkbox"/>	Determine the number of personnel available to respond.
<input type="checkbox"/>	Keep the Operations and Finance Officer and EMG briefed.
<input type="checkbox"/>	Develop an Action Plan for Environmental Health & Safety operations. The plan should have contingencies for:
<input type="checkbox"/>	Safety instruction for emergency workers.
<input type="checkbox"/>	Providing protective equipment and clothing.
<input type="checkbox"/>	Providing critical information to fire fighters concerning hazardous materials contained inside buildings.
<input type="checkbox"/>	Analyzing building HazMat conditions for rescue work, repair operations, and building inspection.
<input type="checkbox"/>	Prompt and appropriate means of neutralizing any health & safety hazards.
<input type="checkbox"/>	Implementing the Health & Safety mutual aid.
<input type="checkbox"/>	Activate HAZMAT Team, if necessary
<input type="checkbox"/>	Assess need for referral of staff to the University's EAP provider.
<input type="checkbox"/>	Proper notification of all environmental health and safety related external agencies (Ministry of Labour, Ministry of Environment, Canadian Nuclear Safety Commission).
<input type="checkbox"/>	Keep a log of your activities.

<b>PRIMARY RESPONSIBILITIES</b>	
<input type="checkbox"/>	Identify, control, and contain chemical, biological, and radiological hazards that impact the emergency response.
<input type="checkbox"/>	Provide emergency workers with appropriate safety instructions and protective clothing to safely carry out their mission.
<input type="checkbox"/>	Provide and implement a sanitation plan for emergency operations.

<b>SUPPORT RESPONSIBILITIES</b>	
<input type="checkbox"/>	Assist the Facilities Group with identifying chemical, biological, and radiological hazards.
<input type="checkbox"/>	Coordinate all investigations and communications with external environmental health and safety authorities.

**ADDITIONAL ITEMS:**

- **Outside Agency Issues**
  - Responding agencies have protocols that are specific to their agency and communication must be established and maintained to ensure that efforts do not conflict.

## **APPENDIX 4.1**

### **EOC Equipment List**

The required equipment and supplies to outfit the Emergency Operation Centre are compiled and stored by Campus Security. These items are stored in the Campus Security storeroom. Equipment and supplies will be set-up in the primary EOC by a member of Campus Security when the EOC is activated.

#### **Communications**

- Mobile Radio Units
- Telephones & Jacks
- Fax machine
- AM/FM Radio
- TV with VCR/DVD
- Kingston Phone Books (3)
- Queen's Phone Director (3)

#### **Equipment**

- Computer terminals with network access
- Wireless connection
- Data Projector
- Screens
- Laser Printer – connected to computer terminals in the EOC room
- Copier
- Paper shredder
- White Board(s)
- Bulletin Board(s)
- First Aid Kit

#### **Resource Material**

- Large Campus Map(s)
- Kingston City Map
- Building Plans
- Campus Utility Maps

#### **Office Supplies**

- Flip Charts (2)
- Miscellaneous Office supplies (i.e., staplers, staples, staple pullers, envelopes of various sizes, paper clips, push pins, masking/scotch tape, pencils, pens assorted colours, markers assorted colours, assorted rubber bands, binders, writing pads, note pads, etc.)









**APPENDIX 4.6**

Queen's University EOC Briefing Agenda	
<b>Emergency Event:</b>	<b>Incident Commander:</b>
<b>Date</b> (yyyy/mm/dd): <b>Time:</b>	<b>Operational Period</b> (24 hr clock): From: _____ To: _____
<b>Briefing Facilitator:</b>	<b>Attendees:</b>

**Agenda Items:**

- |   | Description                         |  | Person |
|---|-------------------------------------|--|--------|
| 1 | Update on Current Situation         |  |        |
| 2 | Update on Actions                   |  |        |
| 3 | New Developments in Emergency Event |  |        |
| 4 | Crisis Communications and Media     |  |        |
| 5 | Actions and Assignments             |  |        |
| 6 | Next Briefing Meeting               |  |        |

Current Situation	Stage of Emergency:	
	Key Objectives:	
Actions/Tasks Update	Position/Person in Charge	Status


**New Developments in Emergency Event:**


**Crisis Communications and Media:**

University Spokesperson:

Key messages:

Media Involved:

<b>Follow Up Actions and Assignments</b>	<b>Position/Person in Charge</b>	<b>Completion Time</b>

**Next Briefing Meeting Time:**

<b>Prepared By:</b>	<b>Approved By (Incident Commander):</b>
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## APPENDIX 4.7

### Queen's University Emergency Management Action Plan

<b>Emergency Event:</b>	<b>Time:</b>	<b>Date:</b>
<b>Action Plan Operational Period:</b>		<b>Prepared by:</b>
<b>Incident Commander:</b>	<b>University On Scene Incident Commander (if applicable):</b>	
<b>Phase of Emergency Event:</b> Assessment   Response   Recovery   Restoration   Resumption   Rehabilitation		
<b>EOC Key Objectives:</b>		
<b>Priorities (for this operational period) Matters of Strategic Importance:</b>		
1.		
2.		
3.		
4.		



## **Appendix 5.0**

### **Post Incident Reports**

#### **1. Requirements and Regulations**

The completion of a Post Incident Report is part of the required Queen's University emergency management reporting process.

#### **2. Functions of Post Incident Reports**

A Post Incident Report serves the following important functions:

- Source for documentation of response or drill activities.
- Identification of problems/successes during emergency or training operations.
- Analysis of the effectiveness of ICS components.
- Describes and defines a plan of action for implementing improvements.

#### **3. Responsibility for Post Incident Report**

The university office in command (or designee) of the emergency or exercise will be responsible for completing the Post Incident Report. Other members of the Emergency Management Group may also be required to complete reports respective to their assignment.

#### **4. Contents of Post Incident Report**

##### **a. Post Incident Report Outline**

- Introduction and Background.
- Type/location of event/drill/exercise.
- Chronological summary of event/drill/exercise.
- Response from outside emergency services (as appropriate)
- Interacting Systems, Agencies and Programs: Include mutual aid systems (Police, fire/rescue, medical, etc.); cooperating agencies (utilities, Red Cross, university departments, etc.); telecommunications and media interactions.
- Improvements, Conclusions, Recommendations: As applicable, include a description of actions taken, assignments, associated costs or budget, timetable

for completion or correction, and follow-up responsibility.

- Training needs.
- Recovery Activities (as applicable).
- References: Maps, charts, training materials, etc.

b. Post Incident Report Supporting Documents

Many types of documentation might be included. Some recommended types include the following:

- Action plans written during operational activities or training exercises.
- EOC Forms.
- Unit activity logs and journals.
- Written messages.
- Function and position checklists.
- Public information and media reports.
- Other forms or documents used during an emergency or training exercise.

## APPENDIX 6.0

### Emergency Management Plan – 2008 -2009 Planning, Training & Testing Schedule

Activity	Description	Group	Target
Training	Basic Emergency Management Training (1 Day)	EMG + Delegates, Group Leaders	Complete
Planning	Discussion with Section Leaders to establish response group structures	Section Leaders/EHS	Complete
Planning	Revision of the Plan based on above (if Necessary)	EHS	Complete
Drill	Primary/Alternate EOC Activation	EHS/Security	Complete
Planning	Revision of the Plan based on training (if Necessary)	EHS	Complete
Planning	Agreement on the revised EMP	Senior Administration	December 2008
Planning	Emergency Planning in Sections	Section Leaders/Group Leaders	December 2008 – March 2009
Functional Exercise	EMG callout & Inclement Weather procedures	EMG	December 2008
Training	Basic Emergency Management Training (1 Day)	Section Response Teams	February 2009
Functional Exercise	Table Top Scenario (Test knowledge and functioning of EMP)	EMG, Group Leaders	April 2009