



Emergency Management Plan (Summary)

Concordia University
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Emergency Management Plan is an all hazards plan which provides guidelines for the management of the immediate actions and operations required to respond to and recover from significant emergencies or disaster

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Introduction

Disasters or emergencies can happen suddenly, creating a situation in which the normal support services for the University can become overwhelmed. During crises, the University requires special programs to address the needs of emergency response operations and recovery management.

To address such emergencies, Concordia University has established this all-hazard Emergency Management Plan, which provides guidelines for the management of the immediate actions and operations required to respond to an emergency or disaster, including initial recovery activities and responsibilities.

The overall priorities of the University during a disaster are the protection of lives, live assets, valuable research processes, property, the community, and the environment.

The overall objective of the University is to respond to emergency conditions and manage the process of restoring University business, academic and research programs and services.

Purpose of the Plan

This plan provides the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency.

The University has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:

- Save and protect the lives of students, employees, and the general public.
- Manage immediate communications and information regarding emergency response operations and campus safety.
- Provide essential services and operations.
- Provide and analyze information to support decision-making and action plans.
- Manage University resources effectively in the emergency response.

This plan does not supersede or replace the procedures for safety, hazardous materials response or other procedures that are already in place at the University. It supplements those procedures with a temporary emergency management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

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Plan Usage

This plan is established as a supplement to the University's administrative policies and procedures. Under activation and implementation, it serves as an emergency manual setting forth the authority to direct operations, direct staff assignments, procure and allocate resources, and take measures to restore normal services and operations. Users are to follow and complete the checklists contained in this document during emergency response and pre-event trainings and exercises.

This plan is designed to be updated after each activation or exercise. A debriefing session will be conducted to identify "lessons learned" and areas of improvement to the University's emergency plans and processes. The procedural checklists and forms are to be reviewed and revised each time they are reprinted for electronic update and distribution.

Planning Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called Planning Assumptions, and the standard practice is to base planning on the worst for the University, as for all organizations in South Eastern Quebec, the worst conditions are represented by either man-made events such as terrorism or natural disasters such as severe weather.

The Planning Assumptions incorporated into this plan include:

- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, cellular telephones and information systems.
- Regional and local services may not be available.
- Major roads, bridges and local streets may be impassible.
- Buildings and structures, including homes, may be damaged.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- People may become stranded at the University- conditions may be unsafe to travel off campus or people may become stranded abroad while traveling due to local situations or disasters.

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- The University will need to conduct its own rapid assessment, situation analysis, and deployment of on-site resources and the management of emergency operations on campus while emergency conditions exist.
- Communication and exchange of information will be one of the highest priority operations at the EOC.

Concept of Operations

Concordia's all-hazard Emergency Management Plan is considered a management tool, in that it provides an overall organization and general procedures for the management of information, activities, and operations during an emergency. The planning is based on the Incident Command System (ICS), the management structure adopted internationally, and a requirement of the NFPA 1600 standard on Emergency Management.

(ICS) is a systematic tool used for the command, control, and coordination of emergency response. ICS is based upon a flexible, scalable response organization providing a common framework within which responders can work together effectively. University responders may be drawn from multiple departments that do not routinely work together, and ICS is designed to give standard response and operation procedures to reduce the problems and potential for miscommunication during incidents

The benefits of the ICS process are:

- Thirty-year history of successful implementation for emergency response management in the field.
- Ten-year history as the International (Global) Standard for Emergency Management organization.
- Proven Best Practices in Emergency Management
- Standardized functions and processes.
- Flexibility in application – allows for scale-up, scale-down and transition.
- Team-based, bundled and linked processes and cross-functional efficiency within the organization.
- Easy-to-understand for the users.
- Action oriented – focuses on results and output.
- Starts and stops – designed for rapid deployment and smooth de-activation.

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Plan Objectives

The objectives of this plan are to:

Organization

- Provide clear and easy-to-follow checklist based guidelines for the most critical functions and liaisons during an emergency response.
- Organize and format this plan into an easy-to-follow format in which users can quickly determine their role, responsibility and primary tasks.
- Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall response.

Communications and Information Management

- Serve as the central point of communications both for receipt and transmission of urgent information and messages.
- Serve as the official point of contact for the University during emergencies when normal channels are interrupted.
- Provide 24-hour full service communication services for voice, data and operational systems.
- Collect and collate all emergency information for notification, public information, documentation and post-incident analysis and debriefings.
- Provide a basis for training staff and organizations in emergency response management.

Decision-Making

- Determine through a clear decision-making process, the level of response and extent of emergency control and coordination that should be activated when incidents occur.

Response Operations

- Utilize efficiently the resources on campus to implement a comprehensive and efficient emergency management response team.
- Continuously be prepared with a pro-active emergency response management action plan, for the possibilities and eventualities of emerging incidents.

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Recovery Operations

- Transition response operations over to normal management processes.
- Support business resumption plans and processes, as needed, during recovery phases.
- Provide documentation and information to support insurance claims

Laws and Authorities

This plan is established under the following laws and authorities for emergency management:

- *Vice President Services Emergency Management Policy VPS-50*
- *Quebec Civil Protection Act, R.S.Q., c. S-2.3*
- *Act respecting Occupational health and safety, R.S.Q., c. S-2.1*
- *Ville De Montréal, Règlement # 94-057 (P5.1)*

Emergency Authority

The Vice President Services is the designated Incident Commander and chairs the Emergency Management Team (EMT) who is mandated by the President to oversee and manage the University's response to emergencies.

The Vice President Services is briefed concerning all Category 1 and 2 emergencies and if necessary, may declare a Category 3 emergency.

Permanent members of the Emergency Management Team include:

- Vice President Services
- Chief Communications Officer
- Associate VP Facilities Management
- Associate VP, Instructional and Information Technology Services
- Associate VP, Enrolment & Student Services
- Chief of Staff, Office of the President
- Associate Vice President Human Resources
- Director, Environmental Health and Safety
- Director of Security
- General Counsel
- Provost
- University Registrar
- Senior Advisor on Emergency Management

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The Vice President Services and Emergency Management Team will:

- Make major policy, strategic or resource decisions when the academic programs are interrupted or normal business cannot be conducted
- Provide leadership and motivation
- Provides the overall strategies for the University while the incident response team is addressing the tactical issues
- Serves as an advisory group to the President
- Ensures focus on top priorities – safety of students and employees
- Coordinates policy issues specific to the preparation, implementation and execution of the emergency management plan
- Ensures adequate staff and resources to meet needs
- Empowers staff to implement response plans
- Provides final decisions where there is competition for limited resources
- Offers directives regarding financial actions when presented with dilemmas
- Approves waiving standard policies to facilitate response and recovery
- Authorizes funding of emergency projects
- Deals with work issues that are not covered in existing policies, practices or bargaining agreements
- Orders any suspension of operations
- Approves academic temporary closures, deadline extensions, etc
- Decides if the University is to alter operating hours or academic schedule
- Decides if University / campus is to close completely
- Determines suspension or postponement of major events
- Notifies, informs and updates key constituents and stakeholders
- Reassures constituents of efforts being done to protect them

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- Ensures applicable policy decisions are communicated to students and employees
- Provides briefings and maintains dialog with President and Board
- Ultimate authority over all public information releases
- Ensures organizational readiness thru development of preparedness plans
- Authorizes overall campus response strategies and plans
- Supports emergency management training and outreach
- Supports and participates in emergency management exercises

In the absence of the Vice President Services, the acting Vice President Services assumes the authority to take all necessary and appropriate actions on behalf of the Vice President Services. In the absence of the acting Vice President Services, authority is hereby delegated to the Director of Security

Plan Activation

This plan is activated whenever emergency conditions exist as defined by Category 1-3 emergencies in which operations cannot be performed and immediate action is required to:

- Save and protect lives.
- Coordinate communications.
- Coordinate resources.
- Prevent damage to the environment, systems and property.
- Provide essential services.
- Temporarily assign University staff to emergency response activities
- Invoke emergency authorization to procure and allocate resources.
- Activate and staff the Incident Command Post (ICP) and Emergency Operations Center (EOC).

During incidents and emergency conditions in which the immediate activation of the Emergency Management plan is needed, the following Positions or their delegates may activate this plan.

- The Vice President Services
- Senior Advisor on Emergency Management
- Director of Security
- Director of Environmental, Health and Safety
- Associate Vice President for Facilities Management

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Categories of Emergency

Emergency conditions vary with each incident and activation. As a guide, three categories of emergency are specified, as follows:

Category 1 – an emergency incident which requires the response and coordination of several University departments and in some cases, municipal emergency services. While there may be some damage and/or interruption to University operations, the conditions are localized and the incident can be effectively managed from an on-site Incident Command Post (ICP) within approximately 1 hour.

Category 2 – an emergency incident that is severe, causing damage and/or interruption to University operations such as class cancellations and department and/or building closures and lasting for several hours. A partial activation of the Emergency Operations Center (EOC) is needed to support the on-site ICP and manage extended operations and community notifications.

Category 3 – declared by the Incident Commander; a Category 3 is an emergency incident that threatens to cause, or has caused, death or injuries to staff, students, faculty or the public; or that has, or threatens, to shut down business, disrupt operations for an extended period, or cause physical or environmental damage. A Category 3 emergency requires the full activation of the EOC which includes all members of the Emergency Management Team (EMT).

Incident Command Post (ICP)

The **Incident Command Post (ICP)** is a temporary facilities or location and signifies the physical location of the tactical-level or on-scene incident response. Typically, the ICP is located at or in the immediate vicinity of the incident site and is the focus for the conduct of direct, on-scene control of tactical operations. Incident planning is also conducted at the ICP; The ICP may perform local Emergency Operations Center-like functions in the context of smaller or less complex incident scenarios.

During incidents and emergency conditions in which an on-site, multi-departmental response and coordination is necessary, an Incident Command Post (ICP) will be deployed to; Ensure the coordination of resources by utilizing Incident Command System (ICS) principals and emergency equipment. The ICP will ensure that emergency management procedures are utilized appropriately and that appropriate notification and dissemination of incident related information is systematic and coordinated.

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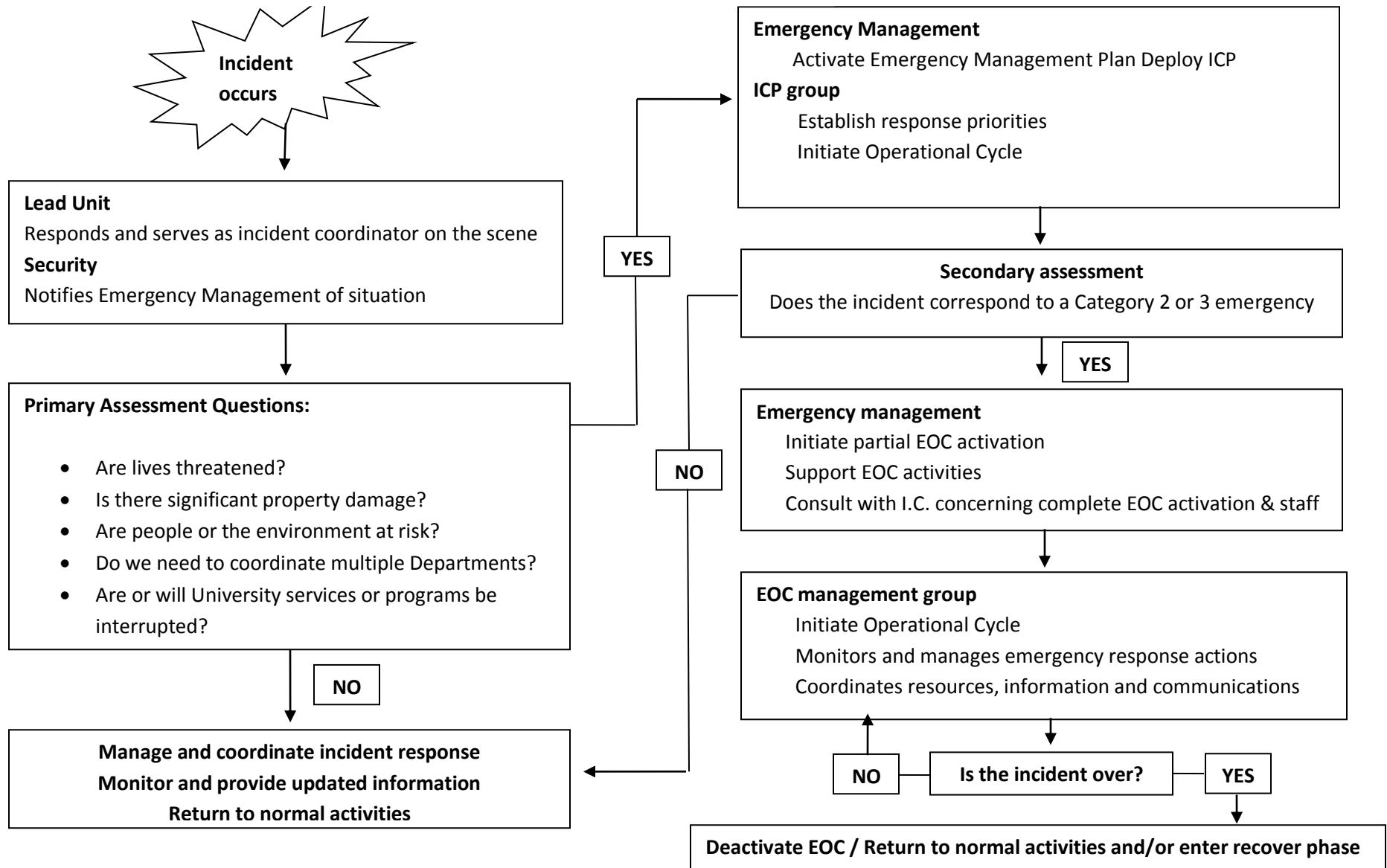
Emergency Operations Center (EOC)

The **emergency operations center** (EOC) is a central command and control facility responsible for carrying out the principles of emergency management functions at a strategic level during an emergency situation, and ensuring the continuity of operation of the University.

An **EOC** is responsible for the strategic overview, or "big picture", of the emergency and does not normally directly control field assets located at the **incident command post** (ICP) , instead making operational decisions and leaving tactical decisions to the ICP. The common functions of all **EOC's** is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization,

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Emergency Management Plan Activation (Figure 1)



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Emergency Management Organizational Structure

The management of emergencies requires the establishment of a strategic organization comprised of the most critical functions of the University. The University's emergency management organizational structure is consistent with the international emergency management standards of the Incident Command System (ICS). The different response departments, units and Positions follow the standard ICS Positions and Sections;

- Incident Commander
- Deputy Incident Commander
- Safety
- Liaison (Internal / External)
- Communications
- Operations
- Planning
- Logistics
- Finance

Incident Commander (IC) has the overall authority to oversee and manage Category 1-3 emergencies on behalf of the University. The Incident Commander is briefed concerning all Category 1 and 2 emergencies and if necessary, may declare a Category 3 emergency, activating the Emergency Management Team (EMT). The IC and EMT provide executive leadership to the University during emergencies. Ensures executive coordination with the President and Board of Governors and provides direction and coordination with the Faculty Senate, Deans and Directors of Research and University Programs and the EOC Management Group

The Incident Commander is the Vice President Services and chair of the EMT.

The Incident commander and EMT will;

- Oversee the University-wide response to the emergency.
- Make strategic and critical management decisions concerning the emergency.
- Ensure necessary resources and funds are dedicated to the emergency.
- Oversee media and internal communications.
- Supervise communications with relatives and friends of the employees involved.

Deputy Incident Commander (DIC)

Recommends and coordinate the deployment of appropriate emergency management structure and Positions during a Category 1-3 emergency. , Ensure that the emergency management plan and procedures are utilized appropriately. Ensure the coordination of resources by utilizing Incident Command System (ICS) principals. Ensure appropriate incident notification and disseminate incident related information and updates is a

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systematic and coordinated fashion. Provide guidance during the incident management process. This Position is always activated during a Category 1-3 emergency. The Senior Advisor on Emergency Management fulfills this Position.

Safety: The Safety function is assured by Environmental Health and Safety staff. In the EOC, the Director of Environmental Health and Safety, or his delegate, acts as Chief Safety Officer, directing staff in the field to monitor and identify any safety issues during the emergency response and the recovery phase. If any safety issues should arise, the Chief Safety Officers will address the concerns and alerts the Incident Commander and EOC Management Group. The safety function is always activated during a Category 1-3 emergency. During a Category 1 emergency the function is assured by the Fire and Public Safety Officer who, during a Category 2-3 emergency, monitors safety in the field reports to the Director of EH&S (Chief Safety Officer) in the EOC.

Internal Liaison(s): Acts as the point of contact for Deans, Department Heads, and Student Representatives. If necessary, the Internal Liaison function will communicate with external agencies or groups that have a shared interest in the incident, or can provide information and/or resources, but are not directly involved in the operational response. The concerns and needs of various individuals and groups can be relayed to the Incident Commander and EOC management group through the Internal Liaison Officer. This Position is activated and assigned at the discretion of the Incident Commander.

External Liaison(s): The external liaison function is activated to ensure coordination between the University and external, emergency response agencies. The appointment of the external liaison function is made, when possible, according to the natural synergy between lead, external response agency and internal department; security and police, fire prevention and the fire department, facilities Operations and municipal public works. This function is activated at the discretion of the Lead department representative at the Incident Command post.

Communications; Coordinate and oversee internal and external information releases to University community and the general public. The communications team is represented on site by media relations personnel who will establish a point of contact with the different media sources. In the EOC, the Internal and Web communications team oversee information released to the internal community as well as on the University's website. This Unit is always activated upon deployment of the EOC.

Operations Section: Provide overall coordination between the EOC management group and the operational / on-site positions, functions and teams. Communicates and monitors operational priorities and strategies. Coordinate to ensure effective field incident response and the management of operational resources. Is the official communications channel for information and operational requests between the ICP and

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the EOC management group The Operations Section Chief Position is always activated upon deployment of the EOC.

- The Director of Security or designee is the Operations Section Chief If the incident or event is a security or civil disturbance incident.
- The Director of EH&S or designee is the Operations Section Chief if the incident is a fire, hazardous materials, sanitation, biological, or public health emergency
- The Associate Vice President of Facilities Management or designee is the Operations Section Chief if the Incident is primarily a utility, roads, or building services emergency.

If the nature of the incident or lead organization is unclear, the Incident Commander will name the most appropriate Position to act as Operations Section Chief.

Planning Section: This Section provides overall management and analysis of incident information and impact and damage assessment the University systems, properties, facilities and capability to occupy buildings and ensure operations. Provides analysis and consultation regarding contingency planning and possible recovery scenarios. Although planning is generally undertaken by the EOC management group a planning section may be activated, at the discretion of the Incident Commander, whenever there are significant and overwhelming information management requirements for the EOC Management Group.

Logistics Section: Logistics is charged with the ordering and acquisition of personnel, supplies, materials and equipment to support the incident response objectives. This may include identifying and procuring facilities, transportation, supplies, equipment, nourishment, lodging, etc. This Section is activated at the discretion of the Incident Commander and/or during long-term or extended emergency operations and recovery.

Finance Section: The Finance Section is responsible for documenting any damages or losses incurred during an emergency. The Finance Section Chief will inform and coordinate with the University's insurance broker. When necessary, the Finance Section may also document all costs associated with the incident; i.e. damages and overtime hours for response personnel. This Section is activated at the discretion of the Incident Commander and/or whenever there are significant damages or loss and associated expenses.

In most cases, University departments, units and personnel are assigned to the different ICS positions, functions and sections that correspond to their everyday responsibilities and jobs. Some departments and units may have representation in several different positions and sections depending on the complexity and scope of the incident.

An example of the ICS positions and sections are illustrated in Figure 2 on the following page.

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Emergency Management Structure (Figure 2)

