

CURRENTLY UNDER REVIEW

UNIVERSITY OF MANITOBA

EMERGENCY PLAN

Response Roles & Procedures

December 1999

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Section 1:

Introduction & Plan Premise

The University of Manitoba has within its responsibility the safety of students and staff. Departments such as Environmental Health & Safety, Security Services, the Employee Assistance Program and Student Counselling Services are already involved in meeting emergency needs. However, extraordinary situations can occur which are outside the realm of their capabilities. This plan was created in order to respond quickly and appropriately to the unusual but potentially devastating effects of an emergency.

Research shows that a prepared and practised emergency plan equips a community to respond to an event with a substantial reduction in property damage and casualties. In essence, effective emergency response is no accident. While it builds upon existing structures and routine activities of the organisation, it also requires it to assume responsibilities that never before existed. New functions must be performed and existing relationships must integrate with those that emerge to manage the event. A variety of emergency response roles and functions are described in this plan and the situations in which they are recommended.

The greatest stress of such an event arises from the need for accurate communication in a timely manner. Communication is the most essential function of emergency response. Concurrently, the most problematic aspect of emergency response is that reliable information is usually not forth coming, requiring responders to anticipate and estimate the circumstances under which they are operating. This makes information between involved groups critical and non-routine networks of communication must flow naturally. This plan outlines the structures and means for achieving a coordinated emergency response system, in such a situation. Its focus is upon providing an immediate system for the command, control and coordination of the University's emergency response efforts.

The Emergency Response Steering Committee has undertaken to oversee the plan's development under the leadership and direction of the Vice-President (Administration). For the plan to serve its purpose its contents must be known and understood by those responsible for its implementation.

1. Plan Objectives

The Campus Emergency Plan has several objectives. A large focus of the plan is outlining the role administration will play in managing the emergency itself. As well, the Plan addresses campus wide issues to ensure the entire community is equipped to respond. The Plan objectives include the following:

- 1) **Education & Awareness** - About emergency events that can occur in a University setting and what managing them may entail, including their risks, ramifications and response requirements. At a community level this includes raising awareness about the procedures to be followed in specific situations such as a power outage or blizzard.
- 2) **Emergency Preparedness** – To ensure that a systematic plan exists that can quickly mobilise University resources and effectively coordinate them. This involves the activities and programs by which emergency responders are supported and trained in quickly assuming specialized roles. It also involves evaluating the Plan and actions taken under it to obtain feedback on possible problems.
- 3) **Emergency Management** - Includes identifying the participants, their roles and duties and the way they might operate together. It also includes the responsibilities those individuals and groups can be expected to assume during a disruptive event.
- 4) **Damage Mitigation** - To ensure that any harm incurred is minimised, that event-related needs are properly addressed and that normal operations are quickly restored.

2. Plan Scope

This Plan is intended to guide the University's response to everything from a disruptive or disturbing incident through to a community-wide disaster. It is also intended to function as the umbrella plan for all University locations, as well as all departments. Four stages of emergency management are addressed in this plan. They are:

- 1) **Assessment & Notification** – Is the process by which the event is assessed for its response requirements and the necessary personnel and resources are summoned.
- 2) **Resource Mobilization** – Is the activating of University personnel and resources, including departmental emergency plans, staff notification lists, etc. Situation reports are gathered to further define the event and determine the scale of response required. Briefings with emergency leaders then determine the response priorities and the deployment of resources begins, including establishing an Emergency Control Centre (ECC) or Site Command Post (SCP) if required.
- 3) **Resource Coordination** – Is the deployment of resources to event needs. This involves the activation of roles, area teams and communication networks which can report on and modify their activities as required. This occurs once

the necessary emergency management roles and centres are ready for overseeing this function.

- 4) **Recovery & Restoration** – Involves the restoration of normal operations following a disruptive incident, particularly where critical services are concerned. This also includes the long-term resumption of full operating capacity and evaluating the actions taken under the plan.

3. Response Levels

Any event, which disrupts normal operations and requires prompt action outside of the University's daily routine, would call into play the procedures of this plan. Low level incidents because of their potential to escalate are included. These events also require a degree of communication between University Response Groups that makes the plan's tools for coordination useful.

Events with various characteristics will require greater levels of response activity and coordination. In turn, this will require a greater level of organisation for overseeing that response. Events are divided into Tiers on the basis of their characteristics to quickly determine the leadership, organizational structure and Response Groups necessary. The three Tiers are Tier 1 (Incident), Tier 2 (Emergency) and Tier 3 (Disaster). They are defined as follows:

- 1) **Incident** - A moderately disruptive event, routinely responded to in institutions such as ours and internally manageable, with a possible need to summon outside assistance.
- 2) **Emergency** - A disruptive and major event, capable of being managed by internal responders with the assistance of outside agencies. Such an event requires multi-agency and departmental coordination, possibly through the Emergency Control Centre.
- 3) **Disaster** - An internally unmanageable event, which requires considerable assistance from external agencies and an integrated response system from a variety of sources. Response efforts are coordinated through an Emergency Control Centre and Site Command Posts.

A full explanation of the command structures associated with each Tier is developed in Emergency Plan Command, Pg. 17. A full explanation of the main characteristics of each event category is tabled in Emergency Response Categories, Pg. 18.

4. Emergency Response Organization

The Campus Emergency Plan is the product of the input of many individuals and groups, both internal and external to the campus community. There are however, several sources from which the plan originated and through which it is being constantly refined.

4.1 The Emergency Response Policy adopted in 1993 by the Board of Governors, outlines the University's role in an emergency. This role involves the development of a plan to manage emergency situations on campus. It places responsibility for the plan and its operation with the VP (Administration), or his/her alternate. A representative of the VP (Administration) may sit on the Emergency Response Steering Committee, for input and feedback on this role.

4.2 Emergency Response Steering Committee exists to aid in the Emergency Response Policy's implementation and to ensure on-going emergency preparedness at the University. These individuals have a key role to play in providing either emergency response or support. They have also been a primary source of information by which the Plan was developed. Most committee members would likely comprise the Emergency Coordinating Committee should the plan be activated.

4.3 Emergency Management Advisor is responsible for overseeing the plan's creation and maintenance, for assisting and guiding the design of departmental plans and for maintaining working relationships with External Emergency Response Agencies. During an emergency the Emergency Management Advisor plays an advisory role to response leadership, both internal and external to the University.

4.4 City of Winnipeg Emergency Response Services is an essential source of assistance to the University community. When called upon, these agencies, through their site officials have by law, authority over the site. They are ultimately the managers of any incident, which warrants their involvement. However, they would be unable to effectively respond alone and do require the coordinated assistance of the University. Formal arrangements are being made to develop these relationships through Statements of Understanding and possibly a Mutual Aid Agreement. Emergency Response Services include Fire, Ambulance, Search and Rescue and Police Services as well as an array of other volunteer support services. These volunteer services facilitated through the City, include the Red Cross, St. John Ambulance, the Salvation Army and Amateur Radio Emergency Services, amongst others.

5. The Nature of the University Plan

While emergency response activities are largely situation driven, the University Plan is able to provide *an immediate system for the command, control and coordination* of those efforts. It also provides a general orientation to the specific roles and responsibilities responders would have to assume in an emergency.

5.1 A Functional Approach to emergency response was chosen because department specific planning is too inflexible and complex to be applied immediately to a campus-wide event. The plan is based on the functions available on campus for managing any situation. It also details the capabilities and resources of each University Response Group. It then proceeds step by step through the procedures of activating those functional Groups, from the time notice of an event is given to the recovery and restoration phase.

5.2 A Systems Approach includes set roles and groups and details on how they operate. This was also felt to be more appropriate than a focus on goals or outcomes, related to specific events. By focusing on the processes involved, designated roles and organisational structures, can with plan guidance, interact together to develop case by case agendas. Then by following the functions based approach of the plan, various individuals and Response Groups can step in as needed to manage the situation.

5.3 A Coordinated Approach is necessary to respond to a large-scale event. This document serves as the umbrella plan by which internal and external responses might be orchestrated. External Emergency Response Agencies would also be informed via the procedures of this plan about the particular requirements and circumstances, which exist in our university setting.

5.4 A Prioritized Approach is necessary to ensure the most productive and efficient use of critical resources during a disruptive event. To prioritise response, emergency leaders will require quick and accurate information about the situation, as well as an awareness of available resources. Priorities are established through the operation of the plan and departmental resources would be called upon to work towards those goals. This is achieved through the use of teams, an open structure of communication and Response Group and departmental representatives.

It is important that the agenda developed from this plan be supported and complied with. Some university functions may undergo reduced support while resources are utilized elsewhere in an emergency. Others may be asked to continue servicing the campus, despite a major disruption. Our success depends upon the good will and cohesion of the University community to secure a quick return to normal operations.

6. Situation Assessment for the University of Manitoba

The University of Manitoba is home to a community of approximately 6,000 employees and 21,000 students. This community is largely situated on two campuses, of which the Fort Garry Campus is the largest. There are about 100 buildings and facilities on a site exceeding 275 hectares in area. The University is made up of over 33 faculties, schools and administrative units. The Fort Garry Campus is set apart from the City of Winnipeg, by the boundaries of the Red River and Pembina Highway. Because this large area is distinct from the City, civic services are assisted to campus locations under the guidance of Security Services.

6.1 The Fort Garry Campus is geographically situated within a cosmopolitan area, which provides a full array of External Emergency Response Services. During an incident or emergency these services would likely be available. However, disasters do occur and the University must consider the possibility that civic and provincial response could be limited or non-existent.

6.2 Mutual Understanding Agreements with External Emergency Response Agencies are being developed by the University's Emergency Management Advisor, who may also act as a liaison when using their services. By offering expertise and contact information from within the University this person can help ensure that responders are properly advised and assisted to manage the situation. By defining roles and responsibilities prior to an event an integrated response effort can be more effectively achieved with minimal delays.

6.3 The Bannatyne Campus includes 9 buildings within Central Winnipeg. Because of its location, emergency response efforts on that campus operate somewhat differently. It is likely that most events will be internally managed incidents of a Tier 1 nature, which would be assisted by University Response Groups from the Fort Garry Campus. For Tier 2 Emergencies or Tier 3 (Disaster)s any necessary Fort Garry Campus resources would be activated in response.

6.4 Hazards of the Bannatyne Campus are its proximity to existing urban risks such as high-density traffic and a surrounding community with older more flammable buildings and higher crime. A main concern is the presence of hazardous materials within the area's laboratories and departments. It is critical that University personnel advise External Emergency Responders of the location and nature of these materials. The Environmental Health and Safety Office personnel at the Bannatyne Campus may be able to perform this role, but backup contacts are necessary, through Security Services. There is a greater likelihood that the City's Emergency Response Services would manage an event situated on the Bannatyne Campus. Civic Services are responsible for the wider city community in which the Campus is situated and would also be better able to quickly respond to the event due to their close proximity.

6.5 Satellite Emergency Response Procedures are being considered for locations outside the Fort Garry Campus to ensure that emergency support is available to all operating centres of the University. Efforts are underway for documenting a Bannatyne Campus Emergency Plan. Its focus would be upon ensuring the necessary channels for coordinating response efforts at that location and possible sites for an Emergency Control Centre. Wherever applicable the procedures of this plan apply to the Bannatyne and Downtown Campuses, as well as to Glenlea, Star Lake and the Taiga and Delta Field Stations. A review of contacts and procedures for the University's remote sites will be undertaken in the future. Such plans are necessary to coordinate a localized response to unusual events occurring at these sites.

7. Hazards Assessment for the University of Manitoba

Advance planning is required for specific emergencies of existing or high risk. An assessment of risks is arrived at by the following equation and is used to determine the necessity of preparations:

$$\begin{array}{ccc} \text{PROBABILITY} & & \text{GRAVITY} & & \text{RISK} \\ \text{OF} & & \text{OF} & = & \\ \text{OCCURRENCE} & & \text{CONSEQUENCES} & & \text{ASSESSMENT} \end{array}$$

Preparedness Canada and the Manitoba Emergency Management Organization conduct ongoing risk assessments for our region and institutions such as ours. As well, the Council for the Advancement & Support of Education also releases material on university specific risks. The University is situated in a position where the following emergencies have a potential to occur.

a) UTILITY

- Electrical disruption/blackouts
- Computer systems failure
- Communication systems failure
- Fire/alarm monitoring system failure
- Loss of heat, cooling or ventilation
- Pipeline burst and flooding
- Disruption of water supply
- Faulty sprinkler activation

b) NATURAL

- Snow and ice storms
- Severe thunderstorm
- Hail storm
- River flood or dike breach
- Tornado or windstorm
- Brush or landscape fire
- Heatwave with drought

c) CIVIL DISORDER

- Bomb threats
- Labor dispute
- Racial incidents
- Demonstrators/protesters
- Animal rights break-ins
- Crowd hysteria
- Looting/riot
- Acts of sabotage
- Explosives detonated

d) VIOLENCE (Individual/Group)

- Known parties, public and private
- Suicide, public and private
- Suicide and murder
- Workplace violence
- Unknown parties, random or repeated
- Sniper/shooter
- Hostage taking

- e) **VIOLENCE (Interpersonal)**
- Sexual harassment/misconduct
 - Peer harassment/coercion/hazing
 - Substance abuse
 - Sexual assault/acquaintance rape
 - Cults/extreme fundamentalism
- f) **DISRUPTION OF ACADEMIC
OR ADMINISTRATIVE FUNCTIONS**
- Scandal/criminal prosecution/license revoked
 - Abrupt loss of executive/senior leadership
 - Loss of operations or facilities
 - Loss/closure of academic unit/program
- g) **INDUSTRIAL**
- Smoke permeation
 - Building fire
 - Explosion
 - Entrapment
 - Structural collapse
 - Chemical spill
 - Gas or fuel leak
 - Toxic material release
- h) **TRANSPORTATION**
- Single, multiple or bus vehicle crash
 - Truck or rail accident
 - Accident with chemical contamination
 - Aircraft crash
 - Road collapse, route loss
- i) **HEALTH THREATS**
- Risk creating improper procedures
 - Outbreak of disease/contagion
 - Water or food contamination
 - Viral release or exposure
 - Lab animal escape or release

8. Prioritizing Emergency Response Functions

The Campus Emergency Plan was developed around four main priorities. These priorities in order of importance are: People, Property, Processes, and Productivity. These four functional priorities guide the implementation of the Plan, particularly if a conflict occurs between Response Groups.

PEOPLE

1. Communicate/Summon services
2. Evacuate/Safety
3. Incident suppression
 - Utilities management
 - Hazardous materials
4. Locate/rescue/remove people
5. Medical services
6. Basic needs of participants
7. Psychological services

PROPERTY

1. Assessment & control of damage
2. Security & traffic control
3. Recovery of resources from damaged sources/sites
4. Restoration of essential utilities by Physical Plant

PROCESSES

1. Communication networks
2. Alarm monitoring networks
3. Restore key student services (i.e., Housing, food)
4. Libraries & computer records recovery
5. Payroll & administration recovery
6. Recovery process documentation

PRODUCTIVITY

1. Restore long term student services (i.e., Housing, food)
2. Restore full functioning of Physical Plant support services
3. Building/Utility/Staff replacement process
4. Plan recovery of academic & research programs

Section 2:

Emergency Plan Operation

This plan has been modelled after that of the Canadian Emergency Preparedness College in Amprior, Ontario and builds upon the planning experience of leading institutions, such as the University of British Columbia and the University of Saskatchewan. The main features of the plan are an existing command structure for decision making and the reliance upon a team of response leaders for information and advice in determining the appropriate response activities.

1. Emergency Management Roles & Structures

The University's emergency response will operate on the pre-determined procedures for command, control and coordination set out within this plan.

1.1 The Emergency Coordinator (EC) is the Vice-President (Administration) or his/her alternate. The Board of Governors has conferred authority and responsibility for overseeing emergency response upon the VP (Administration). The use of the title Emergency Coordinator is meant to convey the authority by which this individual acts. It also provides flexibility for an alternate to fill this role and to distinguish the VP (Administration) from the Vice-President (Research) and Vice-President (Academic and Provost). The Emergency Coordinator will designate an individual to act as Emergency Manager and will determine what their role will entail according to the needs of the event.

1.2 The Emergency Manager (EM) is an flexible role the Emergency Coordinator will assign to someone to assist him/her in overseeing the emergency event. The Emergency Manager would be delegated authority from the Emergency Coordinator to oversee specific aspects of an emergency event. This could be the operational detail of coordinating the University's Response Groups or it could be to oversee response efforts in a very specialised and tactical area of expertise. The Emergency Manager could be empowered to designate a Site Manager to be responsible for an event site or a Site Manager may be named by the Emergency Coordinator. The Emergency Manager's duties would vary with the nature of the event. It may entail overseeing a small emergency in its entirety or could be the managing of a specific and critical aspect of a large-scale occurrence. The Emergency Coordinator will almost always designate an Emergency Manager but still retains the option of directly manage the occurrence his/herself.

1.3 The Emergency Control Centre (ECC) also exists as a resource the Emergency Coordinator may choose to activate. It serves as the means through which multi-department/agency response efforts are coordinated. This centre would serve as the command centre from which decisions are made and implemented. Within it will exist an immediate means of sharing information and advice between Response Group Leaders. It will also equip them with fast access to material support and assistance from each other. This Centre would also be shared with External Emergency Response Agency Leaders as required.

1.4 The University Executive Team is comprised of the President and the Vice-Presidents, Administration, Academic, and Research. As the ultimate decision making body for University operations they would oversee the political and policy aspects of emergency response.

UNIVERSITY EMERGENCY MANAGEMENT ROLES

- EXECUTIVE TEAM - Sets University priorities & policies.
- EMERGENCY COORDINATOR - Sets priorities, interprets policies & determines strategies.
- EMERGENCY MANAGER - Guides priorities & strategy choices & makes operational decisions to implement them.
- EC TEAM - Assists with strategic & operational decision making.
- EM ADVISOR - Assistance on the Emergency Plan & External Agencies
- EC COMMITTEE - Advises on & implements operational decisions.
- SITE MANAGER - Makes tactical response decisions.
- SITE REPRESENTATIVES - Advice & implementation for tactical decisions.

1.5 Emergency Control Team (EC Team) consists of the core leaders for implementing emergency response activities on campus. It provides support to the Emergency Coordinator and/or an Emergency Manager in making decisions, as well as overseeing and coordinating the Response Groups. University Response Group Leaders would be called upon as required to participate in the Emergency Control Team. The Emergency Coordinator would select the individuals and departments necessary to make up the Team. They may be called upon from the contacts in Security Services, from the membership of the Emergency Response Steering Committee, or from the campus community at large, including department or faculty heads. Members of the Team may include:

- a) Emergency Coordinator [EC]
- b) University Executive Officers [by title]
- c) Emergency Manager [EM]
- d) Emergency Management Advisor [EM Advisor]
- e) Campus Security Services Officer [CSS Officer]
- f) Public Affairs Officer [PA Officer]
- g) Leaders of Essential University Response Groups [UR Group]
- h) Leaders of Essential Emergency Response Agencies [ER Agency]

1.6 The Campus Security Services Officer (CSS Officer) plays an essential role in coordinating initial response efforts, by summoning and briefing Emergency Response Groups from within and external to the campus, as well as serving as first response to the scene of an event. A more senior member of the Security Services team would assume this role as an event escalates and as he/she became available. The Director or Assistant Director would most likely perform this function as a member of the Emergency Control Team.

1.7 The Public Affairs Officer (PA Officer) plays an essential role in informing the university and public at large about the event and its ramifications. The Director of Public Affairs may assume this role. Like the Security Services Officer, this function would be necessary in the occurrence of almost any major disturbance and is recommended for inclusion on the Emergency Control Team.

1.8 The Emergency Coordinating Committee is comprised of the membership of the Emergency Control Team and additional Response Group Leaders, as required. Its role is to ensure a coordinated response to a Tier 3 (Disaster), where many departments must actively participate in response efforts on an on-going basis. The committee membership advises and informs the Emergency Control Team and assists in deploying University resources to the event at hand. Additional members might include senior representatives from:

- a) Academic Affairs
- b) Administration
- c) Campus Security Services
- d) Chaplain Services
- e) Counselling Services
- f) Environmental Health & Safety
- g) Financial Services

- h) Housing & Student Life
- i) Human Resources
- j) Information Systems & Technology
- k) Physical Plant
- l) Psychological Services
- m) Public Affairs
- n) Research & External Programs
- o) University Health Services
- p) Legal Counsel & Consulted Advisors
- q) Leaders of External Emergency Response Agencies
- r) Leaders of External Emergency Support Organizations

2. Site-Based Response Functions

Not all emergency events involve an event site and some emergency events may involve several. When site management is necessary it is usually because the emergency being responded to is still in progress. What follows are some emergency management functions specific to dealing with an event site.

2.1 Site Manager (SM) assumes the responsibility of overseeing and coordinating University Responders at an emergency site. This includes acting as the main site liaison for the Emergency Control Centre and coordinating with Site Representatives from External Emergency Response Agencies. This role would entail summoning resources and personnel to Site and ensuring that the effects of the event are being properly managed. Site Managers are usually selected for their expertise in the type of emergency that is occurring. The Emergency Coordinator may assign a Site Manager to an emergency site or may delegate the responsibility of naming a Site Manager to the Emergency Manager.

2.2 Site Command Post (SCP) is the local variation of an Emergency Control Centre, which performs similar functions, but on a smaller scale. Like the Site Manager, a Site Command Post may or may not be required. It is usually required when it is necessary to have communications to and from the site processed in an efficient manner. It is also necessary when coordinating response efforts at the site requires a degree of administrative support. Such a Post would be staffed and supported by the ECC Administrator, who would ensure its operating capacity. Often a nearby office is commandeered for this purpose. For a large-scale event a trailer may be used.

2.3 The Lead Agency/Department at An Event Site will be the senior Emergency Response Agency, given the nature of the event. If the event is primarily responded to internally, leadership exists within the senior most group closest to the nature of the event. This is until an Emergency Manager and Site Manager are delegated this responsibility. Should civic or provincial Emergency Response Agencies be called upon, they would assume the primary responsibility in managing the immediate event site and would be assisted by university responders in containing the event itself.

2.4 Assistance to the Lead Agency is the responsibility of the Emergency Coordinator or the Emergency Manager, if designated, to liaison with the leadership of External Response Agencies. As well, the Site Manager would be equipped to provide site-based support, to agency personnel at the site. The Site Manager is responsible for overseeing assistance and the necessary information are available to emergency site responders. The University would assume full responsibility for the event and site from the

Lead Emergency Response Agency when they are advised that it is safe to do so. External Emergency Response Agencies are currently being advised of the development of a University Emergency Plan and discussions will take place on how to enable a coordinated response.

2.5 Site Representatives are officials at the site(s) which represent either External Emergency Response Agencies or University Response Groups and who are present to assist with managing the event or its effects.

3. Emergency Functions

Emergency Functions are characterized as being either response or support, in terms of their role in managing the actual event and in terms of their proximity to it. While the boundaries are not clear and all University Groups are considered Response Groups, some may play a support role depending on the situation. This distinction becomes important in three ways:

- 1) Determining who should have access to an event site or an ECC, which the University may not have complete control over.
- 2) Assisting with the prioritizing of emergency efforts and resources.
- 3) Determining for the sake of efficiency who needs to be intimately involved in managing the event and who might require only briefings and updates because they play an adjunct role.

3.1 Response Groups are those departments or agencies that are involved in managing the actual emergency event or site. This is in order to contain or suppress it from doing further damage and to minimize the harm directly underway. The Emergency Manager and Site Manager have response or operational roles during an event. Fire and Ambulance Services may be characterized as playing an operational or response role.

3.2 Support Groups are those departments or agencies that provide assistance to the Response Groups in order for them to perform their functions. These are also the Groups that respond to the wider impacts of the event and attempt to manage the long-term ramifications upon people or property or services. The Site Representative and Emergency Control Centre Administrator are examples of support roles. Agencies that offer a support function may include City of Winnipeg Transit or the Red Cross. University Response Groups likely to provide a support role include Food Services or the Chaplains Association.

4 Emergency Responsibilities of Each Department

Departmental responsibilities exist but vary according to how the department operates and its emergency response role. Each faculty or administrative group should have an emergency plan for major disruptions, as well as a recovery plan to restore critical services. They should also inventory the materials, personnel, equipment, information, records, etc that they can provide in the event of an emergency as well as how those resources might be utilised. It is the responsibility of each department to maintain a current emergency contacts sheet with names and numbers for key services and personnel within or outside of their area. A department emergency contact name with alternates and home, business and other phone numbers, should be made available to Security Services and updated on a regular basis.

These individuals should also be available on a consultative basis to emergency responders during an event. Departments whose response role would vary widely with different events should develop a general agenda of how they might perform their duties. Departments with a standardized response role may want to develop checklists or operating procedures for emergency response.

5. Decision Making in Emergency Management

Response activities may be characterised as being strategic, operational or tactical by nature, moving from the most policy based and discretionary decisions to the most applied choices, immediate to the circumstances.

5.1 Strategy Decisions are those which determine the overall priorities of emergency response. They also involve the highest order of decision-making authority and include interpreting or modifying established policies or procedures. In our University the President and Vice-Presidents perform this function with the Vice-President (Administration), specifically empowered by the Board of Governors for emergency management.

5.2 Operational Decisions determine the means by which a strategy choice is implemented and how the process is managed. The Emergency Coordinator and/or an Emergency Manager in conjunction with the Emergency Control Team would perform this function.

5.3 Tactical Decisions are those closest to the event, involving the most detailed choices in the pursuit of operational goals. A Site Manager or Response Group leader would make these decisions in managing an emergency.

6. Emergency Response Administration

6.1 Plan Administration is the responsibility of the Emergency Management Advisor, who will undertake plan development and updates as necessary, as well as overseeing plan awareness and practice drills. He/She will work under the direction of the Emergency Response Steering Committee. The Emergency Management Advisor will report on the Plan's limits and strengths to the VP (Administration), who is ultimately responsible for the emergency preparedness of the University.

6.2 Agency/Department Administration is the responsibility of its own personnel when responding to an emergency, whether acting out of their own department or from within the Emergency Control Centre. This includes documenting events and activities involving their Group, including any tasks assigned and their progress, as well as recording decisions made and their authority. Logistical records are also required including staff scheduling sheets, financial records of equipment and consumables, communication logs with other Groups, and reports on affected services to response leaders.

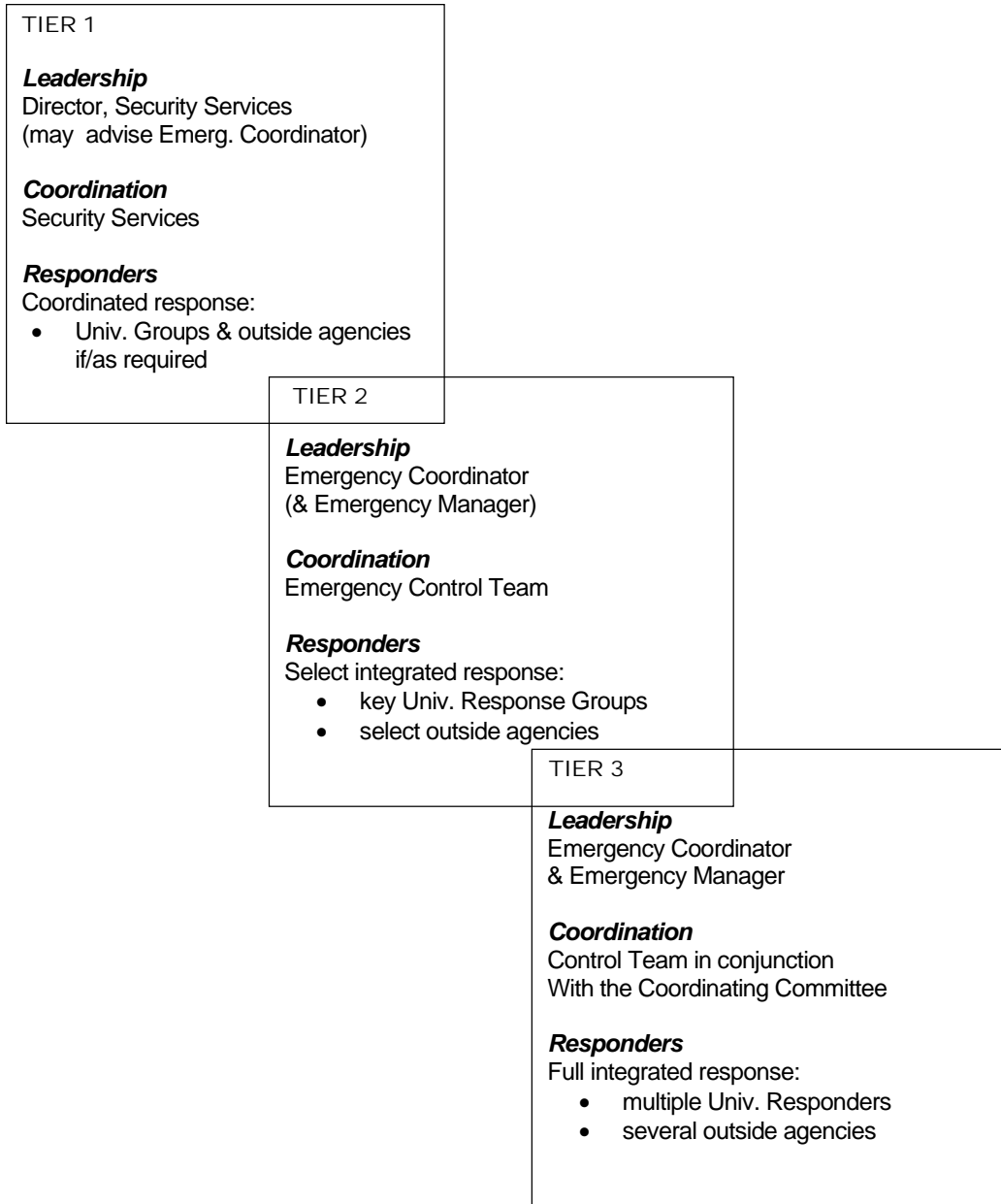
6.3 Emergency Control Centre Administration will be overseen by a delegate of the VP (Administration), after this executive officer has determined its activation is necessary. The delegate, called the Emergency Control Centre Administrator (ECC Administrator) will be responsible for preparing the ECC for operations, under the guidance of the Emergency Coordinator. Communication lines and equipment, furniture, supplies and tools, as well as logistical support such as purchasing, would be available under the authority of the VP (Administration), through contacts of the ECC Administrator.

6.4 Emergency Expenses & Acquisitions fall within departmental operating budgets, except for unusually large expenditures, which require the approval of the VP (Administration). Departments are to ensure suppliers and contractors are paid through their routine purchasing procedures or system contracts. They are also responsible for tracking and documenting losses and costs associated with the emergency. Reimbursement to departmental budgets will be provided. There are no emergency purchasing procedures or emergency funds in the University. However, Financial Services under the direction of the VP (Administration) will oversee the deployment of funds to unusual emergency related costs.

7. Emergency Plan Command

Events are classified by their characteristics to determine whether they are a Tier 1 (Incident), Tier 2 (Emergency) or Tier 3 (Disaster) Event, with each Tier having its own organised response system and control Groups. Three components determine the management structure within each Tier of the University Plan. They are:

- the leadership in plan implementation
- the coordinating body
- the responders involved
-



8. Emergency Response Categories

Incidents vary by their nature and the level of response required. To determine the appropriate response an incident must be classified according to its characteristics, as being a Tier 1, 2, or 3 Event. Each tier has its own response activities, which build upon resources activated at lower tier levels. This allows for the escalation of an event to be quickly adjusted for. Included in this briefing table are key aspects of the event to consider and the response options available.

EMERGENCY CHARACTERISTIC	TIER 1	TIER 2	TIER 3
EVENT	INCIDENT	EMERGENCY	DISASTER
Scale	Small disruption & localized	Large disruption but localized	Widespread and/or moving
Containment	Manageable & contained event	Confinable ongoing event	Unconfined ongoing event
Stability	Event is already complete	Event is finite and already controlled	Event is changing or escalating
RESPONSE			
Scale	Internal units with external assistance	Shared response, key depts & key external agencies	Multi - agency & multi - dept, shared response
Adequacy	Routine response & event	Unusual event but routine response	Rare events that outpace response
INFORMATION			
Need	Low urgency and need (defined and contained event)	High urgency and need (for ensuring proper response)	Critical urgency and need (for containment)
Availability	Is adequate & available	Is inadequate but obtainable	Info is difficult to get and changing
COMMUNICATION			
Channels	Routine links for communicating	Existing & emergency channels	Emergency channels are primary
Focus	Summon & coordinate units	Integrated & prioritized units	Integrated & prioritized units

9. Emergency Plan Activation & Overview

Tier 1 (Incidents) do not require the activation of the Campus Emergency Plan. A Tier 2 (Emergency) or a Tier 3 (Disaster) Event will invoke the plan, which can be activated by the Emergency Coordinator, who may designate someone to activate the plan in his/her absence, such as an alternate or the Director of Security Services. This person would not necessarily have to be the same person as would manage or oversee the emergency itself. They may only be relied upon to activate the plan to mobilise the appropriate Response Groups.

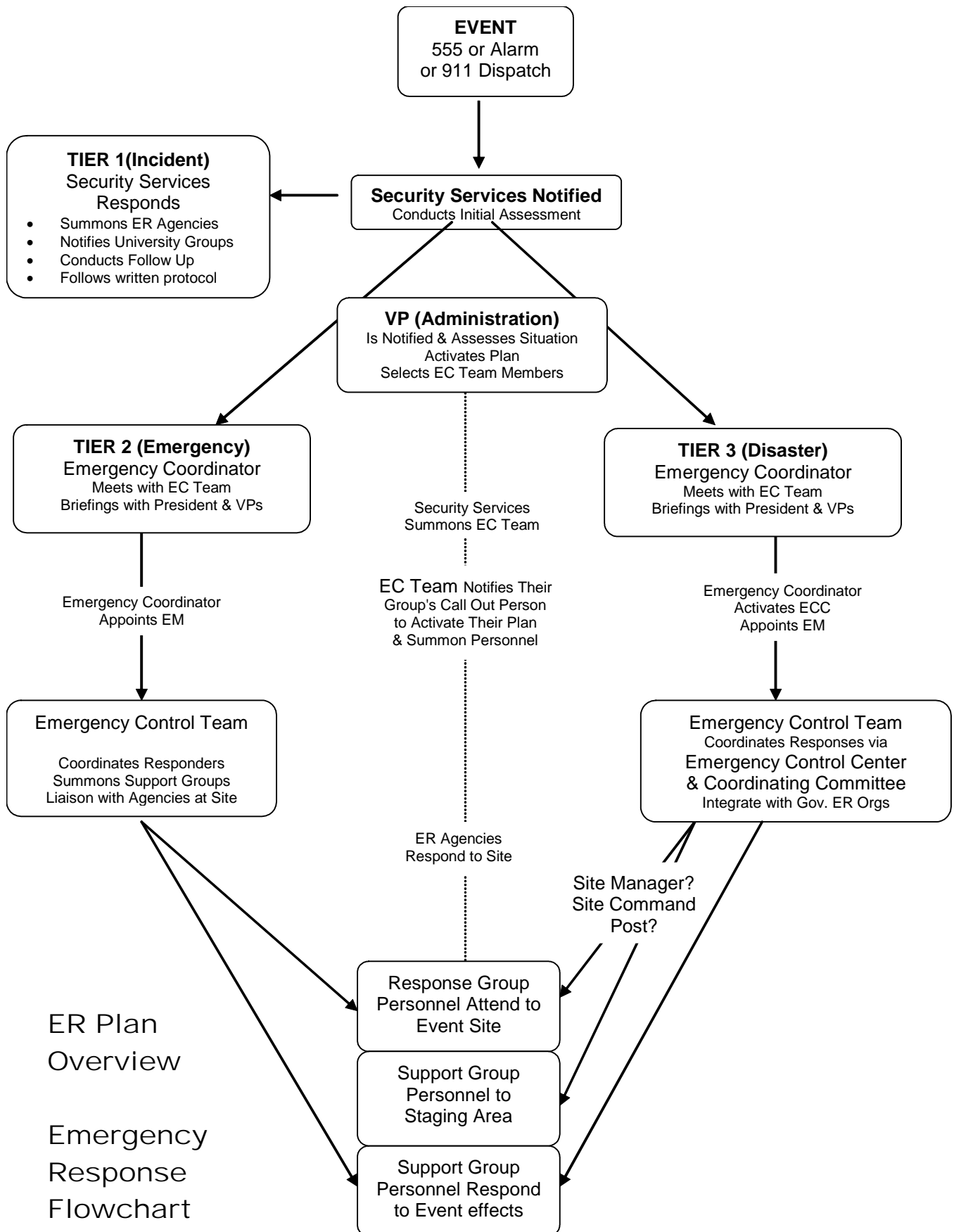
The disruptive event would be assessed by the Emergency Coordinator with the advice of members of the Emergency Control Team and/or others as necessary. On the basis of event characteristics, a determination would be made as to the Tier Response required.

The Emergency Control Centre is activated at the discretion of the Emergency Coordinator or his/her designate. Though it is unlikely, it may be activated on a smaller scale during a Tier 2 (Emergency). An Emergency Manager is appointed during a Tier 2 Event. A Site Manager is optional and will only be named if necessary for a coordinated site response. There may also be a need to establish a Site Command Post (SCP). During a Tier 2 event each of these resources exist as to be called upon as necessary. Some or none of them maybe required in responding to the event. It is assumed that should a Tier 3 (Disaster) occur the Emergency Control Centre will by necessity be activated, as well as one or more Site Command Posts. Tier 3 also entails the high likelihood of designating not only an Emergency Manager but a Site Manager as well. Where an emergency site is sufficiently large a staging area in support of the site is established near the event's perimeter.

The roles that the Emergency Coordinator, an Emergency Manager, Site Manager, Emergency Control Team, and Emergency Coordinating Committee play will vary by the nature of the event and its response requirements. Some will be named and designated responsibility by the VP (Administration) for certain tasks or the VP (Administration) may designate another to delegate tasks and responsibilities. In the Plan these roles are described as being functional roles and are not based on specific duties.

The Emergency Control Team includes those Resource Group Leaders and University personnel most integral to responding to the event. In a Tier 2 (Emergency) Event they would be sufficient for coordinating a complete response. In a Tier 3 (Disaster) Event they would oversee the coordinating of response activities through the Emergency Coordinating Committee, which would be called upon to deal with the myriad of effects from a large-scale event. Like the Emergency Coordinator, the Emergency Control Team is not optional but would have a role to play in any significantly disruptive campus event.

Tiers 2 and 3 follow the same procedures for assessment and notification. The only difference being that Tier 3 would involve a larger number of assessments, contacts and briefings because of the scale of the event. Response mobilisation also differs in Tier 3 by the number of parties involved, as does the level of coordination required.



ER Plan
Overview

Emergency
Response
Flowchart

10. Tier 1 (Incident) Response

In the event of a Tier 1 Incident the Campus Emergency Plan would not be activated. The Duty Officer or Director of Security Services would undertake control of the situation by assuming the role of Emergency Manager. A first responder to the event from Security Services would act as the Emergency Site Manager, until relieved of that position. Coordination would be conducted through Security Services, who would summon and advise any necessary Emergency Response Agencies and University Response Groups. The roles of Emergency Manager and Emergency Site Manager would entail the situation driven responsibilities set out in the standard operating procedures of the Security Services Manual. See Tier 1 (Incident) Pathways Chart Sec 10.4.

Emergency contact procedures should be followed for Tier 1 (Incident) Events to ensure all necessary parties are informed of an incident. Discretion does exist in the timing and nature of notifications made but each Tier 1 Contact should be considered on a need to know basis. Tier 1 (Incident)s with significant potential to escalate would invoke call out procedures to alert relevant Level 2 Contacts.

At any time a disruptive event occurs, which requires the assistance of another University Response Group or External Emergency Response Agency, Campus Security Services should be contacted at 555. It is their role to ensure that the necessary notices are given to the appropriate departments and to oversee initial response coordination. The following contact list exists for information purposes only. Any request for emergency assistance is to be made through Campus Security Services.

LEVEL 1 INCIDENT CONTACTS

PRIMARY

Department Contact

Name, Title

Campus Address

Bus:

Res:

Cell:

Pager:

ALTERNATE

Departmental Contact

Name, Title

Campus Address

Bus:

Res:

Cell:

Pager:

Academic Affairs

Administration

Campus Security Services

Chaplain Services

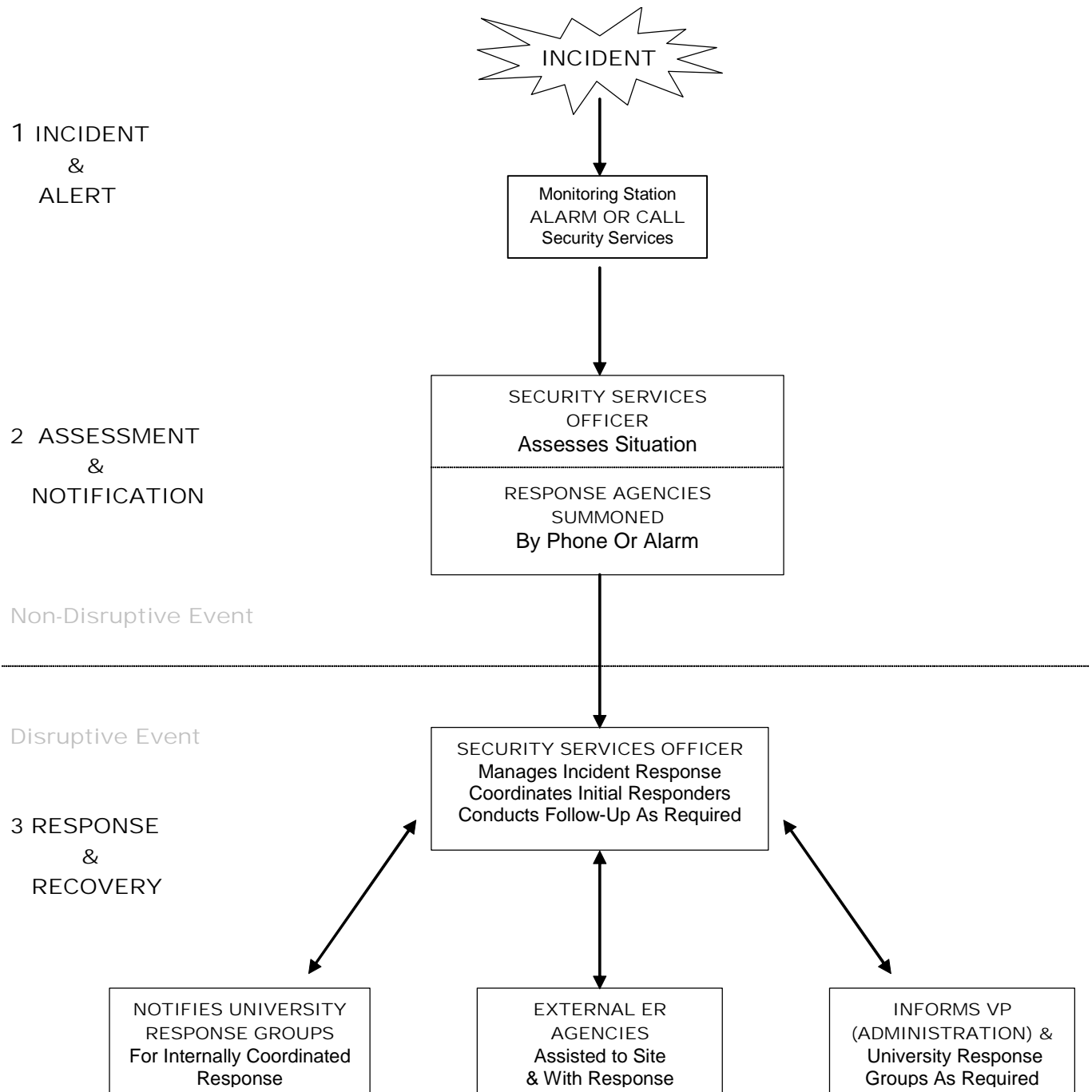
Counselling Services

Environmental Health & Safety
Financial Services
Housing & Student Life
Human Resources
Information Systems & Technology
Legal Counsel
Physical Plant
Psychological Services
Public Affairs
Research & External Programs
University Health Services

10.1 Tier 1 - Incident & Report entails an originating call or alarm, which Campus Security responds to by summoning any necessary external assistance and by deploying their personnel as required.

10.2 Tier 1 - Assessment & Notification entails an initial assessment of the situation by the Duty Officer and if possible a Patrol Officer at the scene. The Director of Security Services would be advised of the situation if managerial decisions or notices must be made. The Director or their alternate would advise the VP (Administration) if necessary and would ensure that the appropriate University Response Groups have been briefed for assistance.

10.3 Tier 1 - Response & Recovery Efforts may be coordinated by the Director of Security Services. The University Response Groups involved may also coordinate amongst themselves. In either instance, the Director of Security Services should be able to follow up the incident report with a record of the actions taken and progress involved. If problems occur in incident reporting, assessment, notification or response these should be tracked and investigated with the assistance of the Emergency Management Advisor.



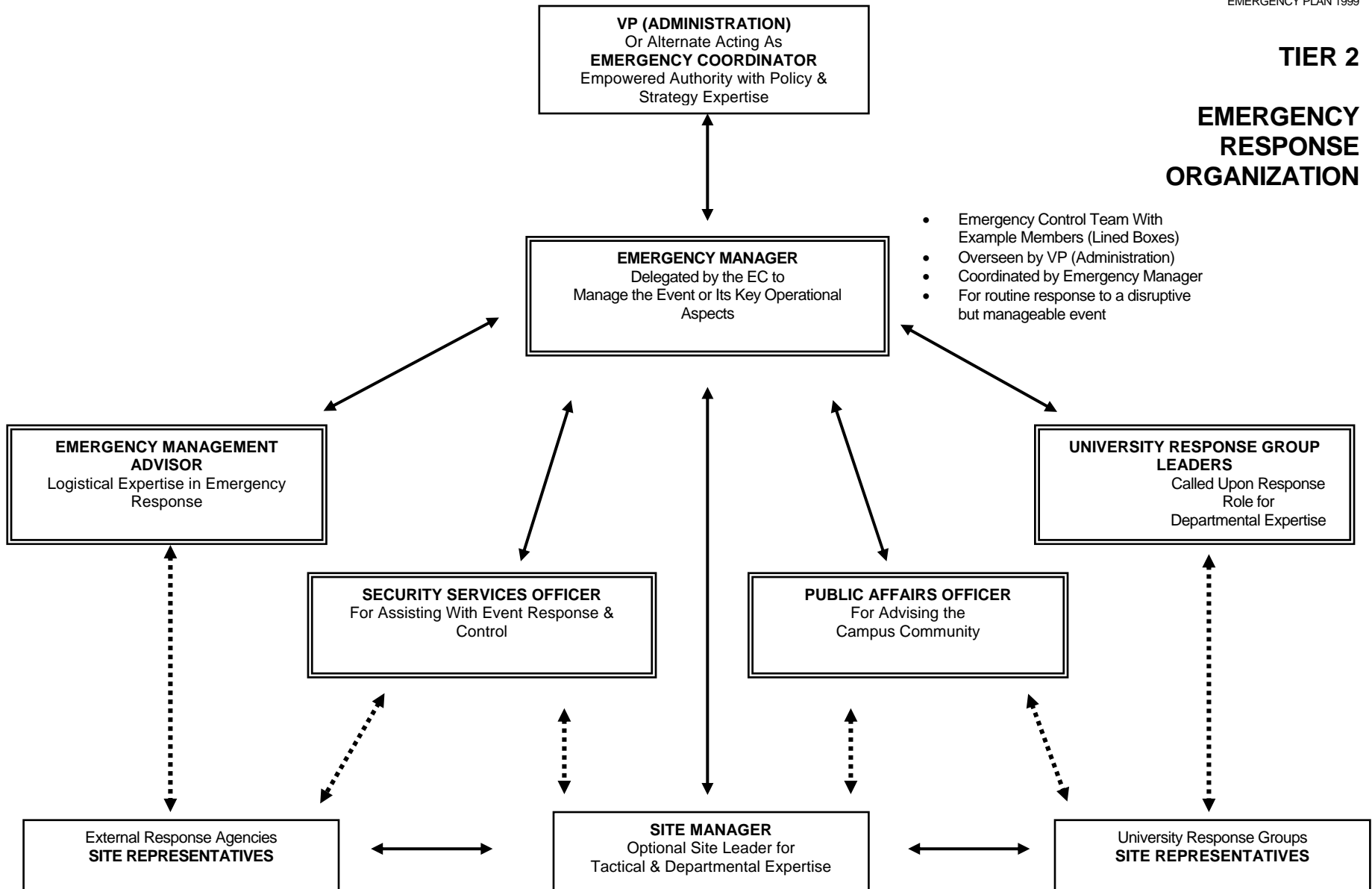
Tier 1

Incident Level

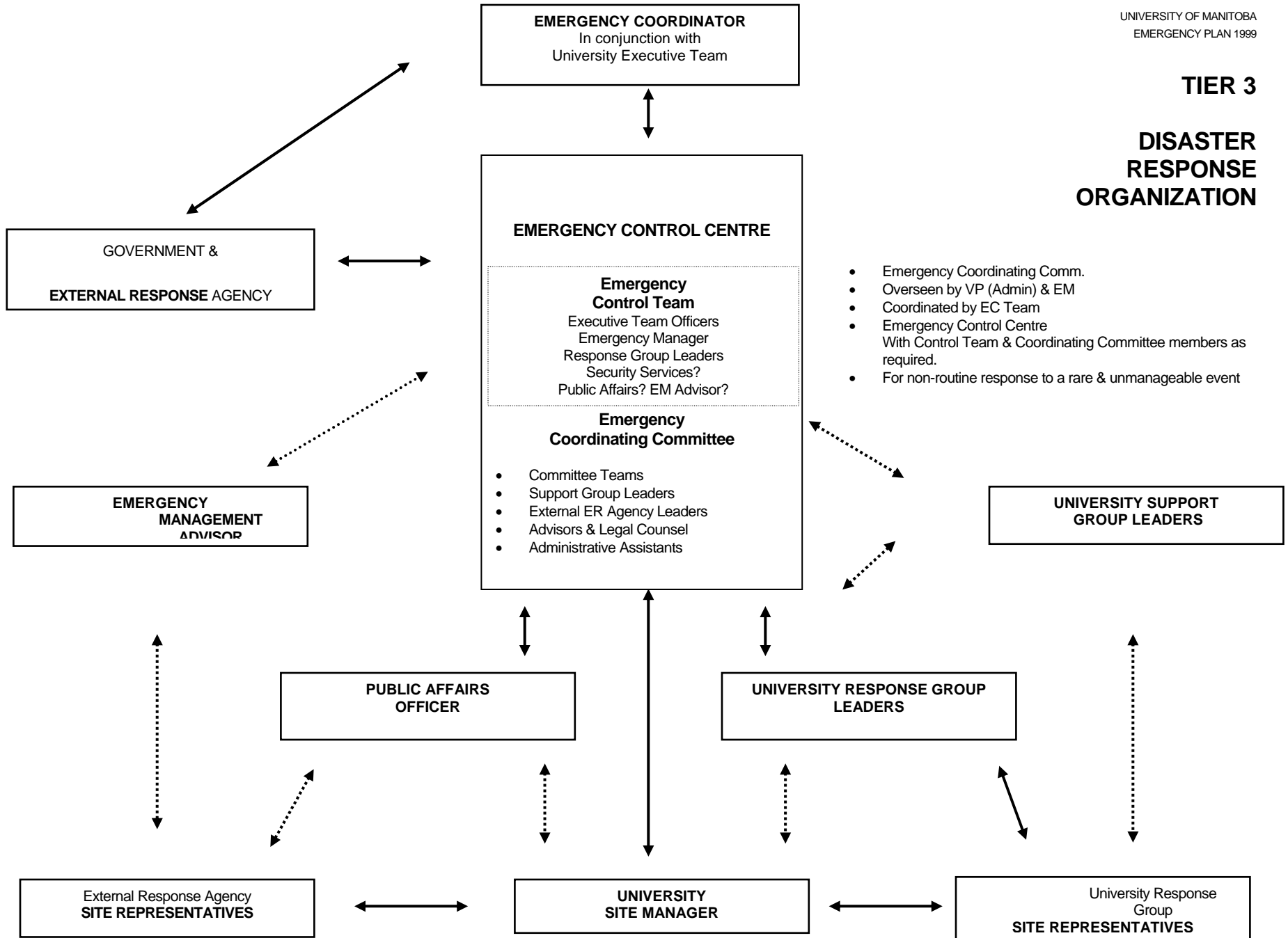
- Routine response to a routine and contained event
- Emergency plan is not activated
- Event is a well-defined, small, localized disruption
- Response is internal with external assistance

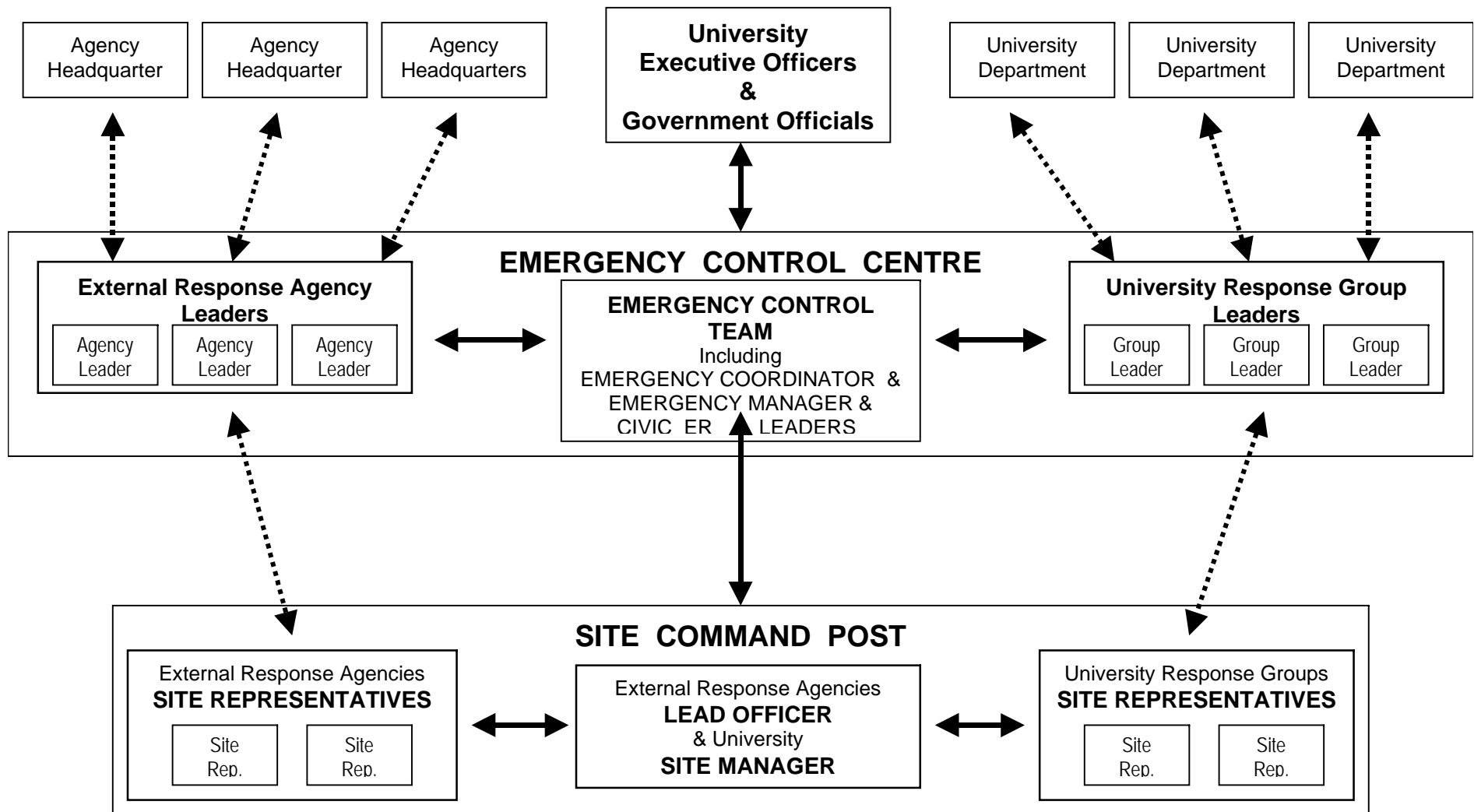
TIER 2

**EMERGENCY
RESPONSE
ORGANIZATION**



TIER 3
DISASTER
RESPONSE
ORGANIZATION





INTEGRATION OF ER OPERATIONS

In a Tier 3 (Disaster) Event a fully integrated emergency response system is necessary. The University Executive Team's involvement would increase. The EC Team would work closely with City ER Coordinators, ER Agency Representatives and Government Officials. University Response Groups may activate within their Departments or areas a local command centre, to support their ER functions.

University Response Roles & Their Civic & Provincial Counterparts

<i>University</i>	<i>City of Winnipeg</i>	<i>Province of Manitoba</i>
<i>Political Body</i> Executive Team	Emergency Control Committee	Relevant Officials
<i>Leader</i> Emergency Coordinator	Chief Emergency Coordinator	Executive Coordinator
<i>Area Leader</i> Emergency Manager	Sector Coordinator	Incident Commander
<i>Site Leader</i> Site Manager	Site Manager	Site Manager
<i>Other Site Personnel</i> Site Representatives	Emergency Response Representatives	By Title
<i>Response Departments</i> Response Group Leaders Support Groups Leaders	Area Coordinators Auxiliary Coordinators	Department Coordinator Department Coordinator
<i>Base of Operations</i> Emergency Control Centre	Emergency Operations Centre	Emergency Operations Centre
<i>EOC Logistical Support</i> ECC Administrator	Chief Emergency Coordinator Aide	EOC Duty Manager
<i>Coordinating Body</i> Control Team & Coordinating Committee	Emergency Preparedness Coordinating Comm.	EOC Members
<i>ER Planner</i> Emergency Management Advisor	Emergency Preparedness Coordinator	Memo Office Staff
<i>Public Information</i> Public Affairs Officer	Emergency Public Information Team	Public Information Officer

Section 3:

Emergency Response Procedures & Roles

I. Event Notification & Assessment

The first stage of emergency management entails assessing each event for its response requirements and summoning the necessary personnel and resources.

1. Assessing the Situation

Situation and site assessments must evaluate the event, to varying degrees of detail. Several key assessments occur during the emergency response process.

1.1 Hazard Assessments are designed to quickly analyze the site or situation for:

- Possible threats to human populations.
- Risks for event escalation.
- The disruption of critical services.
- The potential for losing control of the event.

1.2 Coordination Assessments are designed to provide:

- A comprehensive evaluation of the situation.
- An analysis of alternate response actions.
- A detailed operative response plan.
- The inclusion of support services.
- For the inclusion of recovery or restoration needs.

Notification Assessments are conducted by the Duty Officer. The first Patrol Officer to the scene undertakes initial site assessments. These assessments follow the operative procedures of the Campus Security Services Manual.

2. The Duty Officer's Role

The Duty Officer upon receiving an alarm report or phone call is to make an initial assessment as to the nature of the event and the response required. This would be done under the advisement of a First Responder at the scene. The First Responder maybe any member of the Campus community or public, whose credibility will be established at first opportunity by a patrol officer.

2.1 The Duty Officer will perform the following functions:

- Make an initial assessment of the situation.
- Summon necessary External Emergency Response Agencies.
- Contact the Director of Security Services, should it be a highly disruptive event.
- Advise the Director of Security Services on information to brief the Vice-President (Administration) for receiving instructions on how to proceed.
- Contact the Emergency Control Team members, as designated by the VP (Administration).
- Gather information for advising the Emergency Control Team.

3. Notifying the Vice-President (Administration)

Notifying the VP (Administration) will:

- Be the responsibility of the Director of Security Services, if available.
- Entail a briefing about the nature of the event and response efforts underway.
- Entail receiving instructions on how the event is to be managed
- Entail receiving directions on who is to be contacted to respond to it.

4. The Vice-President (Administration) as Emergency Coordinator

The VP (Administration) has been conferred the power by the Board of Governors to oversee the University's emergency response to an event. The VP (Administration), as the Emergency Coordinator, will implement the strategies most appropriate for responding to an event and will be provided with the most thorough and accurate information possible. The title Emergency Coordinator is used to allow another member of the Senior Administration team to assume this role if necessary. This would occur when the VP (Administration) is unavailable and his/her previously named alternate steps in. If both the VP (Administration) and alternate are unavailable then the Director of Security Services is to proceed with gathering a Emergency Control Team, while attempts are made to contact these parties or their backups.

5. The Emergency Coordinator's Stage 1 Functions

5.1 The Emergency Coordinator's Initial Assessment may include the following:

- Upon the request of the Director of Security Services make a determination of how to proceed with a highly unusual and disruptive event, including:
 - How to classify the event.
 - What response strategies to undertake immediately.
 - Who will oversee its tactical management.
 - Who to involve in University response operations.

- Determine whether an Emergency Control Team meeting is immediately required and who should comprise its membership.
- Determine whether an Emergency Coordinating Committee should be summoned and its membership.

5.2 The Emergency Coordinator's Management Options for the event may include:

- Making all decisions necessary to oversee the University's emergency response efforts.
- Assuming some or even all of the functions of the Emergency Manager's tactical role.
- Delegating authority for managing emergency response activities, in whole or in part, to an Emergency Manager.
- Choosing to activate the Emergency Control Centre by calling upon his/her previously designated ECC Administrator.
- Calling upon University departments to respond to the event, as required including the selection of an Emergency Control Team.

6. Notifying the Emergency Control Team

After the Emergency Coordinator has selected who should comprise the Emergency Control Team, Security Services will summon them and notify them of the following:

- That the Emergency Coordinator has called a meeting of the Emergency Control Team, which they are requested to attend.
- Of the nature of the situation.
- To alert their department for response readiness
- The need for information from their departments about response readiness, efforts underway etc.

6.1 Details to Be Included are as follows:

"This is Security Services calling. We have a possible emergency, concerning (provide particulars), located at (provide site). We request your attendance at an Emergency Control Team meeting in Room 309 of the Administration Building. Please alert your department's call Fan-Out designate that they may have to activate those procedures. Is there anything we should be advised of immediately?"

7. Notifying the Emergency Coordinating Committee

Should the Emergency Coordinator deem it necessary to implement a full force Campus response he/she will select the individuals necessary for establishing an Emergency Coordinating Committee. Notifying the Emergency Coordinating Committee would entail advising them:

- That the Emergency Coordinator has activated the ER Plan.
- That your presence is requested at a meeting of the Emergency Coordinating Committee.
- That the situation is either a Tier 2 (Emergency) or Tier 3 (Disaster).
- What the situation entails.
- To call their Department's contact to activate their Department Plan.
- To acquire from them information about response efforts underway.

7.1 Details to Be Included are as follows:

"This is Security Services calling. We have an emergency (provide particulars), located at (provide site). We request your attendance at an Emergency Coordinating Committee meeting in:

Please initiate your department's call Fan-Out procedures. Is there anything we should be advised of immediately?"

7.2 The Coordinating Committee is summoned when:

- The event is large scale and impacts widely on the Campus.
- The event's effects are numerous and serious.
- Resources and staff are needed to be deployed creatively for activities they would not normally perform.

II. Resource Mobilization

The second stage of emergency management involves implementing the necessary emergency management roles and functions and activating the Response Groups and their resources. This process entails gathering further information for defining the event and briefings with emergency response Leaders to determine how best to act.

1. First Response to the Scene

1.1 The Duty Officer upon notification will determine the following, according to the detailed procedures of the Security Services Manual:

- Location of related incidents.
- Nature of the event.
- The need for Emergency Response Services
- The need for University Response Group assistance.

Any individual notifying Security Services of an event should be prepared to provide this information, under the guiding questions of the Duty Officer. A Situation Report is provided in the Appendix for assistance.

1.2 Security Services First Response to the site will include the following:

- Upon notification of an event, Security Services will dispatch a Patrol Officer to guide External Response Agencies to the scene.
- If available, a Patrol Officer will attend the scene directly.
- The first Patrol Officer at the scene will act as Site Manager, until relieved by a greater authority. Once relieved of this position, they will assist the Site Manager.

1.3 Security Services Personnel at the Site will perform the following functions:

- Serve as a department liaison, in communication with the Duty Officer, for the logistics of Security Services' response.
- Brief responders on the situation.
- Inform responders which University Emergency Response Groups have been contacted and the assistance available.
- Gather intelligence information for communicating to the Campus Security Services Officer.
- Requesting further assistance or information as needed.

2. Call Fan-Out Procedures

Before an event occurs, contact lists must be maintained by each University Response Group to ensure expedient notice is given to their personnel. Copies of contacts sheets should be housed with Security Services, the Environmental Health and Safety Office and the department member designated to perform their Group's Fan-Out calls.

2.1 Fan-Out Procedures for Security Services entails:

- Contacting primary list members at each number possible.
- Contacting their alternates if the primary list member is not immediately available.
- Contacting any individuals requested by Emergency Control Team members.
- Advise the Emergency Management Advisor of necessary contacts who were unavailable to meet.

2.2 Fan-Out Procedures for University Response Group Leaders entails contacting a member of your department who is already designated:

- To notify all necessary personnel.
- To act as your liaison with your department throughout the event.
- To activate and oversee your department's emergency response operations.

2.3 The Departmental Call Fan-Out Designate could be an appointed staff member or any person immediately available to summon the necessary personnel. They may or may not be the individual responsible for coordinating the emergency operations of the department throughout the event. They may only activate the plan initially and coordinate response, until a more senior department representative is available.

3. Situation Reports

Situation Reports should be filed by each area or Department affected by a disruptive event and by any Response Group not affected but ready for responding. Situation Reports are included in the Appendix. This report should describe the following:

- Damaged equipment, facilities or resources
- Personnel injured by the event.
- Any actions already undertaken in responding to the event.
- The existing operating capacity of the Department or Area for aiding in emergency response.
- Resources, information, tools or staff which may be of assistance to the Emergency Control Team.
- Any contact information, pager or cell numbers which would aid in contacting the Department or its staff.

4. The Role of Response Group Leader

The Role of Response Group Leader may be delegated by the department's emergency contact to another individual. University Response Group Leadership is not a person or a set position within the department, but rather a designated member of that team which begins with the initial emergency contact. The person functioning in this role may have to vary depending upon the event, in order to ensure that normal operations continue. This person may also have to change as more specific expertise is required. This change maybe from a more to less senior member of the team or vice-versa and would not be made without consulting with the Emergency Control Team. University Response Groups will still be required as much as is feasible to maintain regular services. For this reason this position should be thought of as being an initial contact which could change.

5. Emergency Response Contacts

PRIMARY	ALTERNATE
Department Contact	Departmental Contact
Name, Title	Name, Title
Campus Address	Campus Address
Bus:	Bus:
Res:	Res:
Cell/Pager:	Cell/Pager:
EMERGENCY CONTROL TEAM PERSONNEL (As Required):	
Campus Security Services Officer	Director, Assist. Director or Duty Officer
Emergency Coordinator (VP ADMIN)	Alternate or Appointed Designate
Emergency Advisor	Alternate
Public Affairs Officer	Director or Designate
University Executive Officers	
ECC Administrator	
University Response Group Leaders	
Emergency Manager	
SITE TEAM (As Required)	
Site Manager	
Security Services Site Officer	
UR Group Site Representatives	
SC POST Administration Staff	

6. When Communications Fail

Notifications will entail the following, should communications fail because of a highly disruptive event:

- Response Group Leaders will report to the primary ECC location, failing that they are to attend the alternate ECC location.
- Response Group Leaders are, if possible, to alert their Department's emergency contact.
- Runner messengers would be recruited however possible.
- Bulletin boards, loud hailers and make-shift signs will be used to advise the Campus Community.
- The assistance of Campus Radio and City Stations would be sought, as would the aid of the Amateur Radio Emergency Services.
- Security Services and Physical Plant radios would form the main communication network.

III. Resource Coordination

The third stage of emergency management involves deploying resources to address the needs of the event. It includes coordinating teams and communication networks for reporting on, assisting and modifying Response Group activities. Coordination can begin once the necessary management roles are filled and the coordinating centres have been established.

1. The Emergency Control Team Meets

1.1 Briefing the Emergency Control Team will take, minimally 20 minutes, to achieve the following:

- Being informed by Campus Security Services and others on the scope and impact of the incident.
- An initial assessment of the situation for the most immediate response activities required, such as evacuations or closing buildings or services.
- Being advised by the Emergency Management Advisor on available response options.
- Identifying contacts to be called to sit on the Emergency Control Team, for their area expertise or departmental involvement.
- Identifying necessary information and resources for planning and coordinating the response and obtaining them.

1.2 An Initial Situation Assessment by the Emergency Control Team would be conducted and would entail:

- Making any necessary further emergency notifications.
- Making recommendations on the selection and functions of the Emergency Manager, if any.
- Determining the state of the situation and whether a Tier 2 (Emergency) or Tier 3 (Disaster) response is required.
- Identifying who should comprise the Emergency Coordinating Committee for a Tier 3 (Disaster).
- Prioritizing emergency response actions.
- Deploying resources, personnel and equipment to sites and problems.
- Communicating information and instructions to Response Groups.
- Ensuring that accurate and useful information is available to staff, students, their families and members of the public.
- Proceeding with coordinating response efforts and monitoring the situation.

2. The Emergency Coordinator

2.1 The Emergency Coordinator will perform the following functions when the Emergency Control Team first meets:

- Make a determination of how to proceed including:
 - How to classify the event.
 - What response strategies to undertake immediately.
 - Who will oversee its tactical management.
 - Who to involve in University response operations.
- Determine whether additional University Response Leaders are required to attend the Emergency Control Team meeting.
- Determine whether an Emergency Coordinating Committee should be formed and its membership.
- Determine which aspects of the emergency to manage his/herself and which will be delegated to an Emergency Manager.
- Determine whether an Emergency Manager is required, who that might be and what their role would entail (i.e., to oversee a technical aspect of the emergency or specific functions).
- Activate the Emergency Control Centre, if needed, through the delegated role of ECC Administrator.

2.2 The Emergency Coordinator will perform the following functions while overseeing the University's emergency response efforts:

- Activate the Emergency Response Plan as required and oversee its implementation, including the necessary emergency management roles and locations.
- Establish a knowledgeable Emergency Control Team to assist and advise on responding to the event.
- Communicate the role an Emergency Manager is to play in responding to the event, if any and clarifying their scope of responsibility.
- Oversee and support the actions taken by the Emergency Manager, particularly where significant decisions are made and additional resources are required.
- Attend briefings with the Executive Team to advise them of the situation and obtaining assistance.
- Identify information, skills and resources necessary for the University's response and how to obtain them.
- Survey the resources and skills available to identify strengths, limitations, or gaps and then plan how best to proceed.
- Set the University's response priorities and determine the activities necessary to achieve them.
- Allocate resources and implement strategies as recommended for best managing the event.
- Devise an agenda for implementing response activities.
- Establish a time frame for each area of response to report on progress or problems that are occurring.

- Coordinate the acquisition of major equipment or materials as required.
- Set up a system for best monitoring the situation, whether that be foot patrols, Response Group reports, Emergency Control Team meetings, a Communications Coordinator, etc.
- Commandeer University resources and personnel as required to address the event and its effects, even if it means creatively applying existing resources to new purposes.
- Ensure that the University community and public are kept properly advised of the event, including its cause, the response efforts underway and what actions, if any they should undertake.
- Establish with members of the President's Office, a policy for the expenditure of funds and for the distribution or depletion of resources during the emergency.
- Suspend or introduce policies in support of the response effort.
- Form contingency plans where the risk of failure warrants back up procedures.
- Advise the President on public declarations of either an emergency or disaster and the necessity of civic, provincial and federal assistance.
- Ensure that the emergency management roles called upon perform their functions and have the necessary support to do so.
- Oversee the integration of the activities of the University Response Groups with that of City and Provincial Emergency Response Agencies.
- Enable the deployment of external emergency and support services on campus by assisting them as necessary.
- Safeguard the University's interests and goals, in balance with the wider community, should the area be provincially designated a disaster zone.
- Ensure that Critical Incident Stress Debriefing is available for emergency response leaders and members of the University Response Groups.
- Ensure that response efforts are in keeping with personnel safety and relief requirements and that University staff are not endangered in any way.
- Assign University leaders to Teams to assume functional responsibilities in key areas as required. For example creating a Recovery Team, a Casualty Collection Team, a Help Line or Call Centre Team, etc.

3. The University Executive Team

The University Executive Team will be advised through-out the event by the Emergency Coordinator. The Executive Team includes the President and Vice-Presidents (Administration, Academic, and Research). They will perform the following functions:

- The President will make declarations of a Campus Emergency and offer assurances to the Campus community.
- Request emergency relief and disaster assistance from the City, Province and Federal Governments.
- Modify the University's policies as required by the event.
- Determine should conflict exist, which University priorities will guide the allocation of resources to the event.

- Determine should conflict exist, which strategies to follow in managing the event.
- Respond to the concerns of the Campus community by informing the public about the event and response efforts underway.
- Assist the Emergency Coordinator in commandeering the University's resources to respond to the event and in acquiring outside materials and assistance as required.
- Aid the Emergency Coordinator in performing his/her role with guidance, information and administrative support.

4. The Emergency Management Advisor

4.1 The Emergency Management Advisor will be the Chair of the Emergency Response Steering Committee or any of its members with expertise in the event. The Environmental Health & Safety Office will provide two individuals trained in emergency response procedures to ensure that such a resource exists on campus if the need arises. They are also primarily responsible for ensuring plan readiness and a continuity between preparation and implementation of emergency response.

4.2 The Emergency Management Advisor will perform the following functions:

- Identify additional Response Group Leaders whose expertise may assist the Emergency Control Team.
- Provide information and expertise for the implementation of the Emergency Response Plan.
- Inform responders on risks and hazards associated with the event and the sites involved.
- Ensure that External Response Agencies have all information necessary for safely responding to the event, as well as pertinent contacts and background material.
- Advise all responders on the state of emergency preparedness for the situation.
- Provide information on the resources available for responding to the situation, both internal and external to the University.
- Identify actions necessary to the situation not covered in the Plan.
- Make recommendations to assist the coordination of emergency response and support services. This includes municipal assistance through the City of Winnipeg Emergency Response Services and provincial support from the Manitoba Emergency Management Organization.
- Monitor response efforts at event sites to ensure that personnel safety and relief requirements are met.
- Advise the Emergency Coordinator, if requested, in making an assessment of the situation and in selecting the appropriate courses of action.
- Assist the Emergency Manager on the organizational aspects of response.
- Oversee an evaluation of the Emergency Plan and response process by:
 - Monitoring response operations.

- Gathering all records, situation reports, communications logs and outcome reports for evaluating the response.
- Assist debriefings with the responders to the event.

5. The Emergency Manager

The Emergency Manager is a flexible emergency management role.

5.1 The Scope of the Emergency Manager's Role may include:

- Responsibility to oversee the emergency event in its entirety, while reporting to the Emergency Coordinator.
- Responsibility to manage only a particular aspect of an event, while the Emergency Coordinator oversees and manages emergency response overall.
- Authority to name Site Managers and activate Site Command Posts or an Emergency Control Centre if delegated to the Emergency Manager by the Emergency Coordinator.

5.2 Selecting an Emergency Manager is the responsibility of the Emergency Coordinator, who will also determine what functions this role will entail. The Emergency Coordinator may even assume some management functions his/herself. The Emergency Manager could be:

- The head of the University Emergency Response Group best equipped to take the lead in the University's response to the event.
- Members of the University community with expertise in the area/event.
- Chosen on the basis of firstly, departmental expertise given the nature of the event or secondly, ownership of the event in relationship to its location.
- In charge of operational aspects of managing the University's emergency response efforts in whole or in part.

5.3 The Emergency Manager may perform the following functions:

- Determine response priorities, in conjunction with the Emergency Coordinator and the Emergency Control Team. Gather information and materials to determine how to proceed.
- In conjunction with the Emergency Coordinator, determine whether to activate the Emergency Control Centre and if requested oversee it.
- If required, oversee and assist the activities of the Emergency Control Team and Coordinating Committee.
- If requested to select from within or outside their department Site Managers, for their area of responsibility.
- Brief the Site Managers within their area of responsibility on the situation and response priorities.

- Determine with the Site Manager, the necessity of a Site Command Post and facilitate its operation with the Emergency Coordinator and ECC Administrator.
- Oversee and coordinate the deployment of resources and personnel to manage the affected areas, services and people, within their area of responsibility.
- Complete the administrative tasks that coincide with their responsibilities as Emergency Manager including communications, documentation, staffing, purchasing, equipment and materials, etc.
- Coordinate with the leadership of External Response Agencies for response efforts at the site and to affected populations, if required.
- Determine the logistical needs of emergency response and acquire the necessary information, materials or services.
- Allocate tasks to University Response Group Leaders or to members of their Team or department, with expected timeframes for completion and on-going situation reports.
- Arrange for periodic meetings for planning and consultations with necessary response leaders and/or personnel as well as providing routine updates to the Emergency Coordinator.
- Direct the recovery or salvage of resources or materials from effected sites, if necessary.

6. Emergency Control Centre

The primary purpose of the ECC is to enable the quick communication and efficient coordination of all emergency response efforts. This is achieved by locating response leadership together. The Emergency Manager if in charge of the entire event, would be in charge of the ECC. If the Emergency Manager is overseeing only a specific area or aspect of the event the Emergency Coordinator would manage the functions and activities of the ECC. The Emergency Coordinator will always act as head of the Emergency Control Team and the Emergency Coordinating Committee but may have both or only the latter report to the Emergency Manager on his/her behalf.

Response coordination rests with the Emergency Coordinating Committee, which would undertake to implement the agenda arrived at with the Emergency Control Team. The Emergency Control Team and the Emergency Manager would be responsible for making the major operating decisions, because of their close involvement with and expertise regarding the event. Ultimately, the Emergency Coordinator and University Executive Officers will make any decisions which affect the University as a whole or which greatly impact upon University property or personnel. All administrative and support functions within the ECC are handled by the ECC Administrator.

6.1 The Emergency Control Team's Functions are essentially those of operating the ECC or in the absence of an ECC, implementing the emergency response functions the situation requires. The Emergency Coordinator or his/her delegated representative would oversee and direct the Emergency Control Team's operations. The Emergency Control Team's operations are essentially those which comprise the

ECC's functions. The Emergency Control Team operating without an ECC would still perform the same response implementation role. If extensive response efforts are required the Emergency Control Team would be responsible for guiding the response efforts of the Emergency Coordinating Committee within an ECC, though the presence of an ECC does not necessarily mean that an Emergency Coordinating Committee need be established. The functions of the Emergency Control Team include:

- Ensure that actions taken are within the parameters set out by the Executive Team and the Emergency Coordinator and in keeping with University policies.
- Work under the direction of the Emergency Coordinator or an Emergency Manager to reduce the workload of either whenever possible.
- Allocate resources to respond to the event while balancing the needs of unaffected areas and long term interests of the University.
- Limit services and access on the campus where necessary.
- Coordinate communications and activities by acting as the central liaison between emergency sites, Emergency Response Agencies, University Response Groups and departments, victims and their families, and other event participants.
- Establish and support other response locations or centres as required, including receptions centres, a casualty collection area, Site Command Posts, response readiness Staging Areas, etc.
- Ensure that the City Emergency Response is fully appraised of the situation and has the necessary support from the University to respond.
- Obtain materials, resources and skills necessary to manage the event.
- Reduce the number of participants in the response process where possible, including modifying the membership of the Emergency Control Centre during the different stages of response.
- Conduct long range planning and contingency plans in anticipation of possible events and future needs.
- Ensure that staffing is adequate for emergency response, that their needs are being addressed and that opportunities for relief are sufficient.
- Set up channels and links for communications.
- Establish procedures for record keeping, routine updates and securing the Centre and Event Sites.

6.2 The Necessity of an ECC is determined by the Emergency Coordinator or Emergency Manager when:

- Significant multi-department/agency coordination is required
- Significant administrative control and support is necessary.
- Multiple emergency sites exist and must be managed.
- Extensive ongoing communication is needed, internally and externally.
- Unusual or controversial policies or procedures are involved.

- The event or problem is complex and difficult to assess or manage.

6.3 Staffing the ECC depends upon the need for an individual's involvement according to the following criteria:

- Having ongoing or extensive involvement in managing the event.
- Playing an extensive support role to other Response Groups.
- Having expertise or skills required by response leaders.
- Having a respect for the University's policies regarding privacy and confidentiality.
- The size of the ECC and its capacity to accommodate people.

6.4 The ECC's membership may include individuals of the Emergency Coordinator and Emergency Control Team's choosing. This could include:

- All or some of The Emergency Control Team's members.
- An Emergency Coordinating Committee.
- An Emergency Manager.
- An Emergency Management Advisor.
- Representatives from Public Affairs & Security Services.
- Legal Counsel and other University expertise as required.
- Representatives from Civic Emergency Response Agencies, City and Provincial Emergency Management Organizations, and social relief services.

6.5 University Responders at the ECC will perform the following functions:

- Report to the Emergency Coordinator or Emergency Manager to initially advise on their response role and functions.
- Implement their area's emergency plan as required by the event and in coordination with the ECC, by discussing with the Emergency Coordinator efforts underway and intended activities.
- Follow the operating procedures of the ECC including reporting in and out, security features, confidentiality requirements, providing contacts information, providing an alternate or a means of being reached when out, etc.
- Provide the ECC with any departmental records, documents or materials which may assist with the management of the event.
- Inform the Emergency Coordinator of any resources their area might provide to aid emergency operations.
- Brief the ECC on impacts and activities involving their response area.
- Manage their area's response efforts under the guidance of the Emergency Coordinator and/or Emergency Control Team.
- Support the prioritizing of response activities by contributing information for developing the agenda and then following it.

- Complete their own administrative tasks as much as possible, including agendas, inventories, scheduling, purchasing, record keeping, communication logs, etc.
- Provide information to the Emergency Coordinator and/or EOC Administrator as necessary to ensure a coordinated and informed response on everyone's part.
- Attend coordinating conferences as scheduled and providing update's on their response area as required.

7. The Administration of the ECC

The Administration of the ECC is delegated to a member of the VP (Administration)'s staff. This person designated the ECC Administrator, will provide for an operations centre with the guidance of the Appendix materials. They will be responsible for the availability of an ECC at all times. The Environmental Health and Safety Office will assist them in this role by aiding them in readying locations and supplies. Once preparations are completed and the ECC Personnel Group briefed, the Emergency Coordinator would be notified.

7.1 Activating the ECC may include:

- Informing the Emergency Control Team the ECC is ready for operations and where it is located.
- Advising the Emergency Control Team members of how the Centre will operate and its layout.
- Advising the University community about the ECC's mandate and membership.
- Ensuring that Internal and External Emergency Responders know of the ECC's functions and how to contact it.
- Ensuring that communication links are established with the(any) Site Command Post(s) and informing them the ECC is available to support their efforts.

7.2 Emergency Control Centre Administrator will perform the following functions:

- Activate the Emergency Control Centre at the request of the Emergency Coordinator or Emergency Manager.
- Collect, collate and circulate information concerning operations to ECC members.
- Maintain an operational map and event status board.
- Maintain records of ECC operations, communication logs, and situation reports.
- Track telecommunications in and out of the Centre and provide phone staff to support the centre.
- Ensure that computer, communication equipment and technical support are available to the ECC.
- Ensure that clerical support, message runners, office supplies and other necessary aids are available.

- Contact University Response Group Leaders whose expertise is needed by the Emergency Control Team.
- When a determination is made that the Emergency Coordinating Committee should meet, summon all committee members and prepare the ECC.
- Will provide administrative support and equipment to the Site Command Post.
- Equip any Site Administrators, that are appointed, with the necessary resources to function as a logistical and administrative aid to the Site Manager.

7.3 The ECC Personnel Group will:

- Be available to provide clerical and administrative support to the ECC.
- Be staffed by the ECC Administrator, for duties and responsibilities, as necessary.
- Be internal University personnel, with proven abilities and discretion.
- Be overseen by the ECC Administrator, who will receive requests for and delegate assignments to this staff as required.

8. Campus Security Services Officer

8.1 The Campus Security Services Officer will be designated as being:

- The Duty Officer at the initial notification of an event. The Duty Officer will be responsible for summoning and coordinating emergency responders to the event site, as well as briefing University Response Groups on circumstances requiring their assistance.
- The Director of Security Services or their designate will assume this role as soon as available, relieving the Duty Officer of its responsibilities.
- The Emergency Manager, until the Emergency Coordinator is available.

8.2 Campus Security Services Officer will perform the following functions:

- Brief and update the Emergency Control Team during the Notification and Assessment Stage 1.
- Act as an intelligence liaison with Emergency Response personnel, through department and site contacts, as required.
- Gather and assist in the deployment and coordination of University Emergency Response Groups.
- Alert/notify campus or building occupants about the need to evacuate, stay in place, avoid site areas, etc, through the use of megaphones, radio, personnel etc.
- Ensure order and control is maintained during disruptive incidents and that assets and personnel are protected.

9. Site Response Functions

Not every significantly disruptive event will occur around an event site but many do. For large-scale events or disasters there is often more than one ongoing emergency site. A major component of emergency management is the presence of emergency sites, which need to be managed in and of themselves and which require administrative and communications support.

9.1 The Necessity of a Site Command Post is determined by the Emergency Coordinator or Emergency Manager when:

- The volume of communications to the site requires staff and equipment to process it.
- The need for coordination between responders is ongoing.
- There is a need for administrative control over the involvement of various responders.
- A Site Manager has been named to oversee an event site.

9.2 Determining the Need for SCP Representation includes the following criteria:

- The degree of the response group's involvement.
- The impact of their activities upon other responders.
- The demand by other responders for their skills, input or resources.
- The capacity of the SCP to accommodate them.

9.3 The Administration of the SCP is overseen by the ECC Administrator, who is also responsible for establishing one upon the request of the Site Manager. The ECC Administrator will provide equipment and administrative support, as outlined in the Appendix. This includes, assistance such as:

- An administrative clerk.
- A communications clerk.
- A portable fax machine and photocopier.
- Cellular phones and radios.

9.4 The Site Response Team, under the direction of the Site Manager, will include the following:

- The Site Administrator.
- Site Command Post administrative personnel.
- University Response Group Site Representatives.
- External Emergency Response Site Representatives.

9.5 The Site Administrator will assist Emergency Responders with:

- Coordinating the support of Campus Security Services and the Emergency Control Team.
- Search and rescue, building or tunnel closures, occupancy information and other needed tasks.

- Establishing a perimeter to the site and maintaining crowd and traffic control.
- Establishing a staging area for response equipment and personnel by notifying the Emergency Control Team of its requirements and possible locations.
- Providing a rest area (including meals), a media centre and access control points for checking in response personnel.
- Establishing casualty collection, triage assessment and morgue sites.
- Guiding responders to the site, staging area, ECC and through the campus system of Emergency Response contacts.

9.6 The Site Administrator will assist the Site Manager by:

- Coordinating the support of Campus Security Services and The Emergency Control Team, where applicable.
- Serving as second in command to the Site Manager.
- Acting as administrator to the Site Command Post by directing inquiries or equipment, gathering information, keeping records, providing notice and briefings as required, and other tasks.
- Coordinating the Site Manager's overall command of site activities, by briefing University Response Group Site Representatives, by providing information and updates, etc.
- Determining who should have access to the site according to the Site Manager and Emergency Control Team and ensure that they have it.
- Serving as a liaison with the Emergency Control Team and Emergency Response Agencies, when the Site Manager is predisposed or when logistical support is required.
- Being available at all times to act as a site contact for the Emergency Control Team.
- Providing for the logistical requirements of event containment and management, including establishing sites for response personnel and functions.
- Advising the Emergency Control Team of support needs of emergency responders for meal breaks, shift relief, CISD, transport, etc.

9.7 The Selection of a Site Manager will be the responsibility of the Emergency Coordinator who may designate this authority to the Emergency Manager. The individual chosen will:

- Likely be a member of the Emergency Manager's own departmental team.
- Be able to assume command of the Site Command Post and its personnel.
- Be able to oversee all site based tactical and operational aspects of emergency response.
- Be selected for their skill and ability in leading the tactical response.
- Be announced as such at the ECC and to the Campus community.

- Be briefed by the Emergency Manager and other members of the Emergency Control Team, if necessary.

9.8 The Site Manager Arrives at the Site and immediately:

- Puts on the distinctive vest and introduces him/herself to the responders present.
- Provides/receives briefings with response personnel present.
- Identifies hazards that may escalate the event or render it out of control.
- Determines what evacuation or traffic containment measures are necessary, including any notifications of alert or need for assistance.

9.9 The Site Manager Assumes Control of University emergency response efforts at the site, while working cooperatively with External Emergency Response Agencies. He/she will perform the following functions:

- Provide a briefing to the Emergency Control Team on the status of the event and its operational and logistical features.
- Gather information from and provide instructions to the External Emergency Response Agencies present.
- Make an assessment of the situation, upon the advice of those present and in conjunction with the Emergency Control Team, undertakes a coordinated response to the event.
- Determine, in conjunction with the Emergency Manager, the need for Site Representatives from pertinent University Response Groups.
- Determine site priorities, strategies and resource deployment, with the input of the Site Representatives.
- Obtain/prepare information for the public and the campus community.
- Conduct coordinating conferences, routinely.
- Assign and coordinates tasks amongst the Site Representatives.
- Approve the site layout, including inner and outer perimeters, a Site Command Post, Casualty and Staging areas and other location needs.
- Coordinate assistance to External Emergency Response Site Representatives as necessary.
- Receive/provide briefings to Emergency Response Group Site Representatives.

9.10 University Response Group Site Representatives will perform the following functions:

- Report to the Site Command Post for briefings with the Site Administrator.
- Wear identification and any identifiable vests, jackets, or headgear.
- Obtain/provide information on their response role from the Site Manager.
- Attend any coordination conferences called by the Site Manager.

- Provide the Site Command Post with any materials, documents, or information for managing the site response efforts.
- Advise the Site Manager of pertinent information or developments relating to the operational aspects of the emergency response.
- Advise the Site Administrator of any matters concerning the logistical or support aspects of the emergency response.
- Maintain a roster of their department's response role, personnel and equipment on site, with a copy provided to the Site Command Post.
- Maintain communication logs and situation reports for updating the Site Command Post and their University Response Group Leader.
- Perform their tasks on site as independently as possible, with the assistance of their departments first, for administrative and logistical support and if necessary with the aid of the Site Administrator, secondly.

IV. Recovery & Restoration Process

The last stage of emergency management is the restoration of normal operations after the event. This involves addressing lasting effects, resuming full services, and evaluating the response process.

1. Closing the Site Command Post

Closing the Site Command Post is the responsibility of the Site Manager in conjunction with the Emergency Manager. This would occur when the Site Manager's presence is no longer necessary at the site and may even occur after the ECC has closed down. Closing the Site Command Post involves:

- A declaration that the site is safely contained or may be recovered for use.
- Conducting debriefings with responders to gather any pertinent information and help evaluate the process.
- Assisting responders in closing down operations and moving out of the site.
- A compiling of logs, records and any other materials for documenting the response process and losses sustained.
- An evaluation of response activities attempted and their results.
- A report on the emergency response plan and process, including its strengths and weaknesses.
- A documenting of the catalysts involved and chain of event's in the emergency's occurrence.

2. Closing the Emergency Control Centre

Closing the Emergency Control Centre is the responsibility of the Emergency Coordinator in conjunction with the Emergency Manager. This occurs when the event is declared over and restoration activities are capable of being housed within their own departments. Closing the Centre may include:

- A skeleton crew to oversee the ceasing of operations and to ensure a smooth transition to Response Groups assuming their remaining functions out of their departments.
- Debriefings with response leaders to gather information for closure and follow-up on the Centre's activities.
- A declaration that the emergency is over, with information being provided on how the recovery process will proceed and how the event's aftermath effects will be managed.
- The naming of a Recovery Team to oversee the residual or long-term effects of the event.
- Collecting all Centre materials and documents related to the response activities undertaken, to report on the effects of the decisions made and the procedures followed.
- Compiling documents, personal accounts and other information to evaluate the Emergency Response Plan and its ECC Appendix materials.
- A reverting back to normal operations, amongst University responders, including debriefing and emotional support services.
- Follow up with students and staff or their families, if directly hurt or impacted by the event.
- Follow up with responders to improve future response efforts, to show gratitude, and to update them on the value of their work.
- Dissemination of information about the event's management lessons learned and positive outcomes to the general public.

3. A Recovery Team

A Recovery Team may be named to achieve the following goals:

- Gathering information pertaining to the residual or long-term effects of the event.
- Identifying initial goals and plans for addressing any ongoing problems.
- Communicating the University's intentions to address these problems, to advise the Campus Community and alleviate concern.
- Coordinating the restoration of services and resources for returning operations to normal.
- Ensuring that adequate social support and psychological services are available to assist individuals severely impacted by the event.

3. An Evaluation Report

An Evaluation Report should be provided to the Emergency Manager by each Response Group Leader and anyone else playing a major Response Role during the event. This could briefly detail;

- What they felt worked or did not work during the process or in the Plan.
- Comments related to the origin of the event and how it or its consequences could have been avoided or curtailed.
- An evaluation of the effectiveness of their area's response efforts.

- Recommendations for recognizing individuals or groups for their outstanding contributions.
- Any recommendations the Emergency Response Steering Committee and Environmental Health and Safety Office should be informed of to revise either the Emergency Plan or University safety procedures.

Section 4

University Response Groups and Functions

Each department is responsible for its own emergency response plan. That plan would document as required how they would activate their personnel and resources to respond to an emergency. However, there are generic response functions that each department may be assumed to play. The following is a guideline of the roles and resources that the main University departments have to offer. How these departments are called into play is described by this plan. Many responsibilities are shared between departments, particularly when decisions are being made and in the University's community setting, departmental response is a fluid mutual effort.

ACADEMIC AFFAIRS

RESPONSE ROLE

- Ensure U of M primary mission, to educate is met
- Set policies on suspended/altered operations
- Ensure ongoing operations where feasible
- Set recovery priorities with the Executive Team
- Establish agenda for restoring academic operations
- Aid schedule & staff changes around lost resources
- Inform the campus on academic changes/responses
- Assist the relocation of classes & work space
- Guide the replacement of staff, facilities, resources

RESOURCES

leadership, expertise, contacts
 leadership, info, contacts
 leadership, contacts, info
 leadership, contacts, info
 expertise, info, contacts
 expertise, contacts, alternatives, info
 leadership, expertise, contacts
 contacts, expertise
 expertise, contacts

ADMINISTRATION

RESPONSE ROLE

- Establish scheduling & policy changes
- Ensure continuity of operations & services
- Provide & equip emerg response leaders & units
- Oversee emerg response efforts & coordination
- Relocate classes & work space around losses
- Oversee space & equipment needs of the EOC
- Food & basic services to emerg responders
- Coordinate/delegate emerg purchasing power

RESOURCES

authority, expertise, info, contacts
 leadership, authority, info
 leadership, authority, contacts, info
 leadership, contacts, info
 inventories, contacts, info
 staff, rooms inventory, equipment
 contacts, info, equipment
 authority, contacts, info

CAMPUS SECURITY

RESPONSE ROLE

- Summon emerg response agencies
- Incident verification/assessment
- First response to incident
- Initial site & emergency managers
- Advises VP Administration
- Notifies appropriate campus units
- Directs responders to site
- Briefs emerg responders & site

RESOURCES

central monitoring system
 knowledgeable personnel
 vehicles, bicycles, foot patrol
 patrol & duty officers, director
 site/situation assessment info
 phone & radio network
 vehicles & personnel
 info, contacts, personnel

- Secures site perimeter
- Briefs responders at site/off site
- Maintains an incident log
- Assists in coordinating response units
- Ensures info updates available
- Able to notify campus community
- Assist with evacuations
- Maintains public order

personnel & police tape barricades
personnel, phones & contacts
support staff & reconnaissance
personnel, phones & contacts
personnel, phones & contacts
loud hailers, phone/radio, alarms
personnel, phones & contacts
personnel & office authority

CHAPLAINCY SERVICES

RESPONSE ROLE

- Ongoing spiritual assistance to effected students
- Support at incident site to distressed bystanders
- Assist with CISD sessions for students
- Enlist aid of spiritual community resources if needed
- Aid emotional closure via site rituals & prayers
- Memorial/commemorative services
- Advocacy for effected groups or persons
- Intervene in religiously or ethnically divisive event
- Coordinate peer supports for effected students
- Aid with spiritual questions after a disruptive event
- Personal crisis support & referrals
- Aid with exploring spiritual tools/strengths for coping

RESOURCES

personnel, publicity, contacts
personnel, contacts, CISD training
training, contacts, personnel
contacts, personnel,
training, contacts, personnel
expertise, personnel, contacts, ritual
expertise, personnel, contacts
personnel, training, contacts
personnel, contacts, training
training, area expertise, personnel
contacts, personnel, training
expertise, experience, awareness

COUNSELLING SERVICES

RESPONSE ROLE

- Emerg assistance during office hours week days
- Education & awareness of needs & services
- Defusing emotions for stabilized incidents
- Overflow support to incident responders
- Incident assessment & response deployment
- Coordination with chaplains, psych services, EAP
- Acquires external assistance as necessary
- Critical Incident Stress Debriefing info gathering
- Student CISD preparations
- Conduct & evaluate CISD sessions
- Student liaison & relationship building
- Individual counselling & psychological assessm't
- Support through to intensive counselling services
- Group counselling work
- Assist with emerg psychiatric placement
- Rumors containment, referrals, information

RESOURCES

staff, intake counselor, director
staff, brochures, posters & contacts
mobility/adaptability of counselors
information, discussion, debriefing
director/designate, contacts, staff
contacts, personnel & phones
contacts, personnel & phones
police, primary & family contacts
set place/ time, publicity, personnel
CISD personnel & their debriefers
counselors
intake assessment, counselors, rooms
multidisciplinary counselling team
facilitators, meeting rooms
contacts, methods, expertise
expertise, contacts, staff, materials

ENVIRONMENTAL HEALTH & SAFETY

RESPONSE ROLE

- Plans & coordinates with city for fire response
- Develops agreements with Civic ER Agencies
- Advise responders on facility access/features
- Advise responders on site hazardous materials

RESOURCES

contacts, info, fire marshal
contacts, expertise, info, plans
fire plans, bldg knowledge, site liaison
records of materials, locations, quantity

- Monitors site related occupational safety issues
- Incident assessment, response & tracking
- Conducts/assists material hazards containment
- Conducts clean-up & disposal of materials
- Notifies necessary environ/reg agencies
- Assist with emergency management

expertise, records, contacts
level measures, staff, expertise, records
expertise on materials, risks & methods
expertise, contacts, equipment, vehicle
measures for levels, contacts
emerg plan & risks info, contacts

FINANCIAL SERVICES

RESPONSE ROLE

- Upon authority of VP Admin provides emerg funds
- Tracks dispersion of emerg funds to U of M depts
- Assist U of M depts with large emerg purchases
- Assists with documenting losses & costs

RESOURCES

contacts, accounts, records,
contacts, records, account info
expertise, accounts, records
personnel, records, contacts

HOUSING & STUDENT LIFE

RESPONSE ROLE

- Maintain evacuation procedures
- Maintain lists alternatives for emerg housing
- Assist responders with incident or search & rescue
- Identify & assist special needs students
- Gather, account for & transport students from site
- Provide immediate shelter & basic needs
- Ensure building is secure from students reentering
- Notify counselling services for CISD
- Housing for displaced students, short & long term
- Coordinate food, clothing, medication & other needs
- Brief/advise leadership on residents' situation
- Inform public affairs & call centre on incidents
- Provide phones for students to notify parents etc
- Notify families of injured residents
- Assist damage assessment & recovery planning
- Assist students in recovery of belongings

RESOURCES

plans & methods, personnel
plans, contacts, facilities inventory
residents lists & occupancy info
resident records, personnel, contacts
site roster, personnel, contacts
contacts, sites & facilities inventory
contacts, building info, inform campus
contacts, info, space
contacts, sites & facilities inventory
suppliers, sites & facilities inventory
personnel, contacts, alternatives
personnel, contacts, info, records
contacts, personnel, resources.
personnel, contacts, info, records
contacts, personnel, requirements info
personnel, info, contacts,

HUMAN RESOURCES

RESPONSE ROLE

- Assist depts with temporary support staff
- Advise VP Admin on staffing matters
- Communicate policies, decisions made by VP Admin
- Inform depts on absence policy due to the emerg
- Summon Employee Assistance Program CISD
- EAP for info & referrals for psych support services
- Provide emerg shelter, food, for staff when possible
- Assist with staff location & registration for inquiries
- Assist staff with compensation & claims

RESOURCES

methods, personnel inventory
contacts, info, expertise
personnel, bulletin, web, contacts
info, contacts, personnel
personnel, contacts, Warren Shepell
Warren Shepell, contacts, info
facilities, contacts, personnel
contacts, dept records, personnel
records, contacts, support services

INFORMATION SERVICES & TECHNOLOGY

RESPONSE ROLE	RESOURCES
<ul style="list-style-type: none">• Contact info for students/staff residences/families• Telecom services for the Emerg Operations Centre• Advise VP Admin on limits/loss of communications• Helps collect, display & circulate info for responders• Ensuring phone line priority service exists• Ensure alternate communications exist• Provide list of alternate phone/fax/cell numbers• Direct phone lines between key response units• Equip a public inquiry call center• Telecom & computer systems recovery• Video/audio records to document site & its recovery• Maps, plans, photos, etc to assist responders• Assist in recovery or recreation of lost data	<p>student/staff nominal rolls & records switchboard, personnel, equipment, expertise, contacts, equipment staff, lines, equipment, logs contacts, equipment, personnel foot messenger, external lines/cell, radio contacts, info, resource inventory contacts, equipment, info expertise, equipment, lines, staff expertise, plans, hardware, contacts equipment, personnel, contacts equipment, records, contacts expertise, equipment, records</p>

PHYSICAL PLANT

RESPONSE ROLE	RESOURCES
<ul style="list-style-type: none">• Incident notification• Incident assessment or stabilization• Utilities provided/contained/shut down• Open incident log & activate network• Advise responder agencies• Coordinate response efforts with others• Oversee safe operations at unaffected sites• Alert & brief internal responders• Acquire outside contractors if necessary• Procure materials for emerg response & repairs• Section off incident site/access routes• Coordinate & track service deployment• Provide equipment to site• Emergency search/construction/repairs• Close buildings/contain site• Building made safe for reentry• Damage assessment & documentation• Building salvage & debris removal• Coordinate building recovery	<p>powerhouse & site panels, central alarm engineer at site & powerhouse engineer site & power engineers, system contacts powerhouse engineer, emerg staff list building & systems info & plans staff & security radios, phones, contacts site & power engineers, system contacts emerg list, radios, phones & contacts area managers, system contracts list system contracts, UofM contacts barricades, markers, tape staff records & logs, system contacts heavy machinery, vehicles & supplies trades & tech support, tools, equipment maintenance, carpentry and locksmiths inspectors, internal dept personnel area specialists, video cameras, plans crews, equipment, machinery, trucks contacts, equipment, trades, personnel</p>

PSYCHOLOGICAL SERVICES

RESPONSE ROLE	RESOURCES
<ul style="list-style-type: none">• Assist with psych needs during week days• Advise community on dealing with unstable people• Aid incident defusal by talking to agitated persons• Advise responders on dealing with agitated persons• Assist in psychological triage assessment• Assist with hospitalizing highly disturbed people• Assist with overflow need for CISD• Resources & experts for specific incidents• Provide/give referrals for long term treatment	<p>staff, on-duty clinician, phones expertise, contacts, info methods, expertise, mobility expertise, info, mobility methods, expertise, contacts, info expertise, contacts, info, time training, methods, contact contacts, professional networks, info expertise, facilities, staff, info</p>

PUBLIC AFFAIRS

RESPONSE ROLE

- On alert to monitor/prepare for developments
- Efficient contact focal point for media & public
- Activates emerg public information response
- Compiling info & assessing accuracy
- Advises leadership on possible public response
- Oversees creation, approval & release of news info
- UofM spokesperson or aid to that role
- Informs UofM responders on media relations
- Aids in speech, press statement & release writing
- Designs releases to meet public & press needs
- Inform/update campus community internally
- Inform public & UofM community via the media
- Monitors media for relevant stories & incorrect info
- Investigates unusual inquiries, rumors or misinfo
- Establish public inquiry info centre
- Relieves UofM emerg responders of media demands
- Interview & press conference coordination
- Arrange press briefings & updates
- Coordinate with info officers of external agencies
- Maintain records & archives of the event
- Provide follow up releases & info

RESOURCES

expertise, contacts, info, releases
contacts, personnel, expertise
prepared policies & routines
contacts, site liaison, dept manager
contacts, personnel, expertise
contacts, methods, personnel
director, staff, briefing materials
briefing materials, advisor role
expertise, contacts, methods
awareness, personnel, contacts
newsletter, campus, e & voice mail
contacts, releases, methods, bulletin
access to media channels, follow up
access to media, contacts
support staff, phones, web site
briefing materials, expertise, staff
contacts, briefs, releases, sites
media & UofM contacts, materials
contacts, briefing materials
photos, releases & documents
records, releases & contacts

RESEARCH & EXTERNAL PROGRAMS

RESPONSE ROLE

- Advise responders on value critical research
- Determine the safeguarding/suspension of work
- Aid the prioritizing of research recovery
- Assist with restoring research work

RESOURCES

info, contacts, personnel
info, contacts, personnel
info, contacts
contacts, personnel, expertise

UNIVERSITY HEALTH SERVICES

RESPONSE ROLE

- Respond in time critical and life or death situations
- Assist with triage in an emergency casualty collection area
- Info/referral for ongoing health threatening events
- Info/testing for transmittable/contagious diseases
- Monitors campus community for potential problems
- Educate/advise on risks/outcomes of a health emergency
- Obtain expert/organizational assistance if required
- Assists Public Affairs in informing campus community

RESOURCES

info, expertise, personnel
expertise, info, contacts
contacts, expertise, pamphlets
contacts, expertise, pamphlets
experience, interaction
contacts, info, expertise
contacts, info, medical network
info, contacts, experience

Section 5

ER Plan Procedures Checklist

This is a briefing tool. It is included in the Emergency Plan to create a quick awareness of what each stage of emergency management entails. It covers the most common and critical features of emergency response and is not comprehensive.

I. Assessment & Notification:

This is the process by which the event is assessed for its response requirements and the necessary personnel and resources summoned.

- _____ Has 555 been notified to summon the emergency responders?
- _____ Has the VP of Administration been notified?
- _____ Have the necessary regulatory agencies been notified?
- _____ Have people been notified and moved to safety?
- _____ Are rescue or evacuation efforts required?
- _____ Are medical services on their way?
- _____ Are escalating factors identified and controlled?
- _____ Are threats existing to nearby populations contained?
- _____ Has the nature and effects of the event been fully assessed?
- _____ Have damaged utilities been shut off?
- _____ Are there any critical services, which need restoring immediately?
- _____ Are any hazardous materials located at the site?

II. Resource Mobilization:

This is the process for activating Response Groups with their personnel and resources. Situation Reports are gathered to further define the event and briefings with Response Group Leaders determine how best to deploy the University's resources.

- _____ Has an Emergency Response Team been selected and contacted?
- _____ Has the ER Team been briefed for a coordinated response?
- _____ Have the EOC and site personnel received security tags and armbands?

- _____ Have the Response Group Leaders activated their Groups ER Plan?
- _____ Have Situation Reports been obtained for each effected area?
- _____ Has an agenda and time frame for response activities been established?
- _____ Are monitoring procedures initiated to report on problems and progress?
- _____ Are communication channels and equipment adequate or being provided?
- _____ Have response priorities been clarified and communicated to each Group?
- _____ Is it necessary to activate the Emergency Operations Centre?
- _____ Have External ER Agencies been notified on how to reach the EOC?
- _____ Have any time critical activities been identified and responded to?
- _____ Have essential services been relocated from effected areas?
- _____ Have roles and responsibilities been assigned for critical missing functions?
- _____ Have the necessary records been obtained from the ER Records list?

III. Resource Coordination:

This involves the deploying of resources to actually address the needs of the event. It includes coordinating teams and communication networks for reporting on and modifying Response Group activities as required. Coordination begins once the necessary Emergency Management Roles are filled and coordinating centres have been established.

- _____ Is traffic or crowd control necessary?
- _____ Have missing resources, equipment and supplies been identified?
- _____ Is it necessary to salvage or protect critical University property or assets?
- _____ Is a perimeter established around the event site?
- _____ Is a casualty collection area and temporary morgue required?
- _____ Is a staging area required to support the event site?
- _____ Do the Response Groups have the necessary materials, staff and support?
- _____ Have the necessary Response Group Representatives been sent to the Site?
- _____ Are emergency purchases required and the arrangements in place?
- _____ Is an advisory system in place to update staff and students?
- _____ Has the public been informed of the event and its consequences?

- _____ Is a media center or public inquiry service necessary?
- _____ Have CISD personnel been notified?
- _____ Are updated Situation Reports available to the Response Team?
- _____ Have the necessary victim support services such been summoned?
- _____ Are victims of the event being fully responded to?
- _____ Is a reception Centre necessary for those effected?
- _____ Are situation reports being filed with the EOC to monitor progress?
- _____ Do Emergency Responders have the information they need?

IV. Recovery:

This includes the restoration of normal operations following a disruptive event, particularly where critical services are concerned. This also includes the long-term resumption of full operating capacity and evaluating the response process.

- _____ Has a damage assessment been conducted?
- _____ Have the legal issues been identified and addressed?
- _____ Has a recovery team been assembled?
- _____ Have priorities been sent for the restoration of services?

Section 6

Event Specific Tier Chart

University Of Manitoba Emergency Plan

Events because of their characteristics can be categorised as being a Tier Level 1, 2 or 3. With each category the scale of the event escalates and a greater organisational response is required to effectively manage it. The roles and functions required at each successive Tier build upon those activated at lower levels. Similarly, each Tier has a pre-existing structure for control, communication and coordination which ensures that emergency response efforts can be rapidly and seamlessly activated.

Tier 1 Incident	Tier 2 Emergency	Tier 3 Disaster
<p>Definition:</p> <ul style="list-style-type: none"> ➤ A small localized disruption which is either already completed or which is contained and manageable. Minimal University Response Group resources are required. <p>Response:</p> <ul style="list-style-type: none"> ➤ Is largely internal and relatively routine. Select external assistance is required but with limited coordination beyond notifying the proper personnel and follow-up. 	<p>Definition:</p> <ul style="list-style-type: none"> ➤ A large scale but localized disruption which is finite in nature, already controlled or a consignable ongoing event. Several University Response Groups must contribute substantial resources to managing the event. <p>Response:</p> <ul style="list-style-type: none"> ➤ Is unusual for the select University Groups called upon but is also coordinated with key external agencies, who routinely respond to such events. Without prompt and adequate response a Tier 3 Disaster may result. 	<p>Definition:</p> <ul style="list-style-type: none"> ➤ A very disruptive widespread event which is either moving or ongoing in its occurrence or effects. The event is rare, unpredictable and outpaces response efforts. The University in its entirety would be affected and rally in response. <p>Response:</p> <ul style="list-style-type: none"> ➤ Is an integrated and coordinated effort by University Groups and civic and provincial ER organisations, with a heavy reliance upon the latter
<p>I. Assessment & Notification:</p> <ul style="list-style-type: none"> ➤ Security Services receives call or alarm, responds to location if required, makes an initial assessment and makes the necessary notifications. ➤ VP (Administration) is informed of significantly disruptive events. Otherwise the appropriate department heads are advised. 	<p>I. Assessment & Notification:</p> <ul style="list-style-type: none"> ➤ Security Services receives call or alarm, makes an initial assessment and responds to the location, while making the necessary notifications. ➤ VP (Administration) is informed, assesses the situation and names the Response Group Leaders required for an Emergency Control Team. 	<p>I. Assessment & Notification:</p> <ul style="list-style-type: none"> ➤ Security Services receives call or alarm, makes an initial assessment and responds to the location, while making the necessary notifications. ➤ VP (Administration) is informed, assesses the situation and names the Response Group Leaders required for an EC Team.
<p>II. Resource Mobilization:</p> <ul style="list-style-type: none"> ➤ Security Services will brief the relevant University Response Groups as required, will assist External Response Agencies and then undertakes follow-up as necessary. 	<p>II. Resource Mobilization:</p> <ul style="list-style-type: none"> ➤ Security Services summons the selected Response Group Leaders to attend a meeting of the EC Team in the Administration Board Room. They notify their Group's call out person to activate their personnel. ➤ VP (Administration) assesses the need for an Emergency Control Centre and determines the need for an Emergency Manager, with technical expertise in the specific event type or may manage it his/herself. 	<p>II. Resource Mobilization:</p> <ul style="list-style-type: none"> ➤ Security Services summons the selected Response Group Leaders to attend a meeting of the EC Team in the Emergency Control Centre. They notify their Group's call out person to activate their personnel. Additional Group Leaders are summoned as required for the Emergency Coordinating Committee. ➤ The VP (Administration) may appoint an Emergency Manager for technical expertise in the event area or to play a support role to the VP in overseeing the response process.

Tier 1 Incident	Tier 2 Emergency	Tier 3 Disaster
<p>II. Response Coordination:</p> <ul style="list-style-type: none"> ➤ Is undertaken between Response Groups with the aid of Security Services as the situation requires. External Agency involvement on Campus would be assisted by Security Services who will inform the proper departments, as required. 	<p>III. Response Coordination:</p> <ul style="list-style-type: none"> ➤ The VP (Administration) commandeers personnel and resources as required and delegates duties to specific Response Groups. ➤ The EC Team is briefed, mobilises their resources and activates any additional services required. ➤ The select External Agencies responding to the event are integrated into the University's emergency response efforts by a previously developed network of relationships and agreements. 	<p>III. Response Coordination:</p> <ul style="list-style-type: none"> ➤ The VP (Administration) commandeers personnel and resources as required and delegates duties to specific Response Groups. ➤ The Emergency Manager oversees the technical aspects of event response or delegated duties from the VP (Administration). ➤ The EC Committee is briefed, mobilises their resources and activates additional services from outside agencies as required. ➤ University Response Groups integrate into and coordinate with External ER Management Organisations as previously agreed upon.
<p>IV. Recovery:</p> <ul style="list-style-type: none"> ➤ Response Groups will implement efforts to restore normalcy as required. Where they are unable to do so the appropriate assistance will be obtained. Ongoing events or concerns should be brought to the attention of Senior Administrative personnel. ➤ Security Services and involved Response Groups will provide follow up to the event according to either departmental procedures or university policy. Situation reports should be written and circulated as necessary with a focus upon improvements and preventative measures. 	<p>IV. Recovery:</p> <ul style="list-style-type: none"> ➤ Tier 1 recovery functions are performed. ➤ The VP (Administration) and/or Emergency Manager conducts an event summary briefing to identify areas for improvement and response successes. Aftermath operations are also delegated at this time for the ongoing effects of the event. ➤ CISD is provided to involved personnel and preparations are made to address the social and psychological impacts of the event on the community. ➤ The Emergency Management Advisor gathers documentation for evaluating the response process and to assist with event related reporting. 	<p>IV. Recovery:</p> <ul style="list-style-type: none"> ➤ Tier 1 recovery functions are performed. ➤ The VP (Administration) and/or Emergency Manager conducts an event summary briefing to identify areas for improvement and response successes. Aftermath operations are also delegated at this time for the ongoing effects of the event. ➤ CISD is provided to involved personnel and preparations are made to address the social and psychological impacts of the event on the community. ➤ The Emergency Management Advisor gathers documentation for evaluating the response process and to assist with event related reporting.

Event Definitions

Events such as these have a real risk of occurring. What would your Response Group do in each of these events?

Tier 1 Incident	Tier 2 Emergency	Tier 3 Disaster
Accident: Injuries, damage causes some disruption to area or property; event may indicate preventive measure or other action.	Accident: Serious injuries and or fatality; major damage disrupts use of area or property requiring recovery planning.	Accident: Multiple serious injuries or deaths, requiring substantial effort to restore normalcy (e.g. airline crash)
Animal Rights Event: University targeted with on or two protests, sabotage, injurious or damaging activities on a localized and small scale.	Animal Rights Event: Research is seriously disrupted with long term impacts, because Tier 1 events are occurring on an ongoing or large scale. University's reputation is undermined.	Animal Rights Event: Very unlikely to ever reach disaster scale.
Assault: An isolated or unpublicized event with minor injuries occurring, which requires a response to victim needs and may generate concerns about campus safety.	Assault: Serious injury or fatalities occur to one or more people, with extensive victim response necessary and widespread public concern resulting.	Assault: Serious injuries or deaths with multiple victims; has serious safety concerns because event is ongoing involving targeted groups. Panic ensues.
	Bomb Treat: Credible enough to require area's evacuation, with significant disruptive effects on University operations and the community's sense of well-being.	Bomb Detonation: Explosion occurs with injuries and fatalities; widespread panic and distress and considerable response and recovery efforts are necessary.
Building Failure: With minimal or no injuries, causing temporary loss of use of an area, with impacts upon a small select group.	Building Failure: With injuries, fatalities or damage occurring which decommissions a building or facility for an extended period.	Building Failure: Serious injuries, fatalities or damage occurs with either a building loss/ disablement requiring extensive response and recovery efforts.
Computer Failure: Resulting in a disruption of short term services which impact on daily operations but do not incur critical losses to the University community.	Computer Failure: Resulting in a large loss of administrative, research or student material affecting many people in need of recovery assistance or options.	Computer Failure: Major loss of data and systems technology affecting administrative, research, and student work with minimal means of restoration or recovery.
Chemical Spill: Minimal or no injuries occur and a minor clean up is required. The disruption is minimal and temporary but an investigation is required and the appropriate agencies notified.	Chemical Spill: A major clean up is required. Injuries or fatalities may or have occurred and the loss of use or services is ongoing and disruptive. External agencies help manage and investigate the event.	Chemical Spill: Serious or widespread injuries or fatalities have or will occur. Extensive disruption results in the long term loss of services or buildings and external regulatory agencies are heavily involved.
Civil Disobedience: Few or minimal harm to persons or property with only modest disruption to University operations. Media, personal security and escalation concerns exist.	Civil Disobedience: Property damage, personal injuries and a total disruption of critical services or University operations occurs. High level security concerns and media relations problems exist. University policies and practices are targeted directly.	
Electrical Outage: Facility use is temporarily lost with minimal impact on critical operations, such as winter heating systems or student residences. A temporary disruption occurs which does not completely displacing services or staff.	Electrical Outage: A critical facility or system is lost for an indeterminate amount of time, displacing students, departments or essential University operations. The disruption is major with significant ramifications.	Electrical Outage: Facility or systems losses are widespread with serious immediate and long term consequences. Remedies around the situation are not easily forthcoming because of its significant impacts.
Equipment/Systems Failure: Limited harm to persons or property with a temporary loss of service or use. Disruption is can be remedied with moderate efforts.	Equipment/Systems Failure: Harm to person or properties or to University operations is significant and not easily remedied, requiring extensive effort.	Equipment/System Failure: Serious and widespread harm to persons, property or University operations occurs with long term and extensive remedial efforts required.

Tier 1 Incident	Tier 2 Emergency	Tier 3 Disaster
<p>Infectious Disease: One or more infectious carriers are identified with a known and moderately dangerous contagion. Public health education and medical treatment are adequate to manage the event.</p>	<p>Infectious Disease: Known or unknown infectious carriers exist spreading a potentially deadly or an unidentifiable or highly contagious disease. Extensive tracing of source and contacts is required with an immediate need for containment. Impact on the campus community is very disruptive.</p>	<p>Infectious Disease: Contagion is spread easily with serious consequences. Source or means of infection are unclear as is the pattern of exposure. A major public health crisis occurs which disrupts University operations and leads to city wide and national concern.</p>
<p>Flood: The Red River is flooding low lying areas with rising water levels. Flooding is expected to briefly disrupt select university activities followed by modest clean-up and recovery efforts. The situation is closely monitored by the VP (Administration) with contingency plans being developed for an escalation to a Tier 2 Emergency.</p>	<p>Flood: Fort Garry Campus flooding is imminent or underway. The University closes down in part or in whole, begins evacuations of people and critical resources/materials. Plans developed during Tier 1 are implemented to protect and secure assets where possible and to safeguard the Glenlea Research Station.</p>	<p>Flood: Flooding escalates from Tier 2 with widespread loss or damage to property. Extensive salvage and recovery operations are planned for while critical University functions, such as emergency response and Executive Team leadership are conducted at alternate locations.</p>
<p>Food/Water Poisoning: A select few people are affected by an identified contaminated source creating concerns about University food related practices.</p>	<p>Food/Water Poisoning: Serious illnesses or fatalities occur related to a known or unidentified source. Extensive efforts are needed to locate/contain the source, trace its effects or treat its victims. Widespread criticism exists about the University's practices.</p>	<p>Food/Water Poisoning: Widespread serious illnesses and/or fatalities are occurring from a known or unknown and uncontained source. Food/water services on campus are shut down with extensive alternate arrangements being made, especially for student residents.</p>
<p>Fire: Minimal damage to persons or property occurs with a limited loss of facilities or services. Normalcy is very quickly restored after a contained event such as this.</p>	<p>Fire: Extensive damage to people or property disrupts operations in an area requiring a relocation of services or residents. All or a large portion of a facility is affected with a long term recovery period.</p>	<p>Fire: Several buildings are affected or lost with injuries and/or fatalities resulting. Considerable planning is needed to accommodate displaced services, departments or residents.</p>
	<p>Hostage Incident: Armed perpetrator(s) operating alone, take one or more people hostage on campus. A threat exists to others and University operations are closed down in that area.</p>	<p>Hostage Incident: Elevated Tier Two event with a lengthy siege or the wounding or killing of several hostages or the involvement of organised terrorism. University operations are at a stand still because of police presence and public fear.</p>
<p>Missing Person: A person is missing long enough to cause concern requiring Campus and City Police to investigate in the University community. Event appears isolated and not random.</p>	<p>Missing Person: One or two persons are missing for days under suspicious circumstance requiring a full Campus search and a public appeal for information. Event appears to be either random or the targeting of a social group, such as young and female. The risk of reoccurrence is high and concern is pervasive.</p>	<p>Missing Persons: Several persons are missing or discovered dead as a series of related and ongoing events. A paralysing state of fear exists on the Campus because of a serious threat to personal safety. University operations must be dramatically altered because of the event and ensuing psychological effects.</p>
<p>Murder or Murder/Suicide: Of a member of the Campus community but in circumstances unrelated to the University. The impact is greatest on a local area or group of people and the disruptive effects can be adequately responded to by University resources.</p>	<p>Murder or Murder/Suicide: Occurs on Campus with others widely exposed to the event. The impact seriously effects a faculty or department due to the witnessed loss of a community member or the event may involve a relationship related to the University operations or social life.</p>	<p>Murder or Murder/Suicide: A public event occurs with several victims from the Campus community and which results in widespread fear and disruption of University operations. Restoring normalcy is a lengthy and involved healing process for the whole community.</p>
<p>Suicide: Of a Campus community member but in circumstances unrelated to the University. A local area or group is impacted upon requiring a University response to the secondary victims and an inquiry into the usefulness of Campus services for preventing such events.</p>	<p>Suicide: An event occurs on Campus which is witnessed or staged to impact others and is related to aspects of the victim's University involvement.</p>	<p>Suicide: Multiple suicides occur related to political or religious fanaticism which are either publically staged or of a large scale. University operations and social life are widely disrupted and restoring normalcy is a lengthy and arduous process.</p>

Tier 1 Incident	Tier 2 Emergency	Tier 3 Disaster
<p>Strike: A strike is looming, creating concern in the University community and requiring contingency plans to be developed.</p>	<p>Strike: A strike occurs involving services critical for University operations and requiring extensive accommodating of students and staff.</p>	<p>Strike: A chronic disruption of services occurs, significantly undermining students progress, with irreparable harm to the University's sense of community and reputation.</p>
	<p>Terrorist Threat: A credible threat occurs requiring response and investigation, including evacuation and other information process needed to protect staff and students.</p>	<p>Terrorist Threat: The threat materializes into an explosion or shooting with injuries and fatalities resulting. Considerable panic ensues and response and recovery needs are extensive.</p>
<p>Watermain Failure: Limited harm to persons or property with a temporary loss of service or use. Disruption is/can be remedied with moderate efforts.</p>	<p>Watermain Failure: Harm to person or properties or to University operations is significant and not easily remedied. Extensive salvage and repairs are required and people and services are seriously displaced.</p>	<p>Watermain Failure: Serious and widespread harm to persons, property or University operations occurs with long term and extensive remedial efforts. Salvage, repair and replacement needs are widespread.</p>

17/08/99

Section 6

The University Responds to a Disaster

A Case Scenario of the U of M Emergency Plan in Action

1. Setting the Stage

The hot day had suddenly changed and storm clouds were darkening the Western sky. Students all over campus could be seen streaming into the bus shelters or running to their cars for cover from the rain. That afternoon no one paid particular attention to the inclement weather, except for campus security, because thunderstorms are common in Southern Manitoba. Campus security aware of a possible problem was monitoring Environment Canada's weather channel.

Alert & Confirmation

Having heard a severe thunderstorm warning was in effect for the region the Duty Officer informed her team of the situation. When a tornado warning was given for the area the Duty Officer called the City Weather Report Line and confirmed its location and possible path. The Director of Security Services was notified because the tornado's predicted path included the Fort Garry Campus. Calls were placed to the City Emergency Coordinator's office to confirm further details of the event and brief the Emergency Coordinator on the situation.

2. The VP (Administration) is Advised

The VP (Administration) was advised because of his role as the University Emergency Coordinator. He was informed that a Tier 1 Incident existed, with a rapid potential for escalation to a Tier 2 Emergency. Given the gravity of the consequences and the confirmed probability of the event he activated the Emergency Response Plan. He determined the risk was sufficient to order a campus wide warning, with the advisement that individuals take cover in the tunnels and building basements. An alert for a Tier 2 Emergency was declared.

3. A Notification Assessment is Conducted

A Notification Assessment was conducted during this conversation between the Director of Security Services and the Emergency Coordinator. It was determined who should be contacted and what information should be relayed. Call-out procedures were begun for selected Response Group Leaders to warn them of the impending situation. The Group Leaders in turn began to notify people by phone and in person within their local area. Notice was given to Public Affairs, Physical Plant, Academics, Student Housing, and Information Services & Technology. Staff from Administration conducted these call-outs, while Security Services began a building to building run. The University phone system was more than capable of handling the fan out of calls.

4. Campus Notification

In order to notify the campus community Physical Plant was asked to begin a message relay amongst their custodial staff. Patrol Officers moved from building to building, instructing administrative staff to clear all occupants to the basement. Loud hailers from a Patrol car also provided notice. In the confusion, alarms were pulled. People unfamiliar with the situation began to evacuate and gather out front. They had to be quickly instructed to take cover in nearby facilities. Students and staff were warned not to leave the Campus. Afterward when the response

process was evaluated it was decided that these procedures should be improved on and loudspeakers were acquired.

5. Disaster Strikes

Notification efforts were still underway and congestion was occurring on Dysart Road and Freeman Crescent when the first touchdown occurred, in a residential area 15km away. A half a minute later a second strike occurred. The twister hit surrounding homes and stayed grounded as it moved along Campus grounds. At half a kilometer wide with winds travelling at 260km/hr, the air pressure of the main funnel caused several structures directly beneath it to collapse outward. This damaged surrounding buildings and littered debris. The force of the suction and wind blew in windows, snapped trees, tore up fencing and signs, downed power and communications lines, punctured holes in several roofs and flipped cars. Nearly every building and window in the area was effected.

6. Intelligence Information is Gathered

The Director of Security Services learned from patrol officers that trees and debris blocked access roads. Alarms sounded in several buildings, but the officers needed to assess which situations warranted immediate attention. They began to gather intelligence reports to relay to 911 dispatch. Physical Plant who had been in radio contact with their personnel, had already sent front-end loaders to clear the main streets. Bob cats were also dispatched to buildings where people were reported trapped inside. Make shift search and rescue efforts are never recommended, but Security Services learned that City Emergency Response Services was prioritizing calls. Power engineers and others had begun to shut off power where the fear of electrical fires existed and to contain gas lines. Hazard Assessments from both Security Services and Physical Plant were recorded on Situation Reports, in order to note injuries, risks for escalation, lost services etc. These records were then used for briefing responders and later documenting the event.

7. The ER Plan is Activated

Communications with the Emergency Coordinator continued because the Administration Building had been radio equipped. The Emergency Control Centre, ECC was ordered activated at the Engineering Building, the only suitable location with a backup generator for power. The ECC Administrator gathered support staff from Human Resources and Administration to assist with and prepare the ECC. The Emergency Coordinating Committee began to automatically gather when they realized that communications were down and that a major emergency was in progress. Alternates knowing about the Response Group procedures appeared when the primary leader could not. The Committee included the leaders of the University Emergency Response Groups.

8. Tracking Missing ECC Members

Contact sheets, maintained in the ECC storage cabinet provided information on Response Group Leaders and their alternate. For Leaders who had not appeared, these sheets were used to attempt contact or to locate their alternate. Someone was sent on foot to assess their location and Security Services was informed of their absence.

9. ECC Briefings Occur

Once the Committee had gathered, a Coordination Assessment was conducted, including reports on the main disaster areas and response efforts already underway. Resource limitations were assessed including the lack of power or phone service. Security Services by radio was informed there would be delays in receiving civic assistance, though the University's public buildings did

receive high priority. The estimated time of nightfall was noted and an agenda developed. Duties are assigned, plans discussed, and a schedule set for regrouping to report in.

Additional University personnel and resources were identified as being required by the ECC and runners dispatched to obtain them. The lack of phone lines meant that message runners from Physical Education were required to coordinate responders. An ECC is always equipped with campus maps, directories and message forms for message runners. Responsibility for preparing an ECC was assigned by the VP (Administration) to a previously designated ECC Administrator who was assisted by the Environmental Health & Safety Office.

10. The Emergency Manager is Chosen

The Emergency Coordinator decided the scale of the situation would require delegation. He would oversee response efforts in their entirety except for a key technical area. He assigned the role of Emergency Manager to a senior member of Physical Plant. Their focus would be to coordinate response activities directly related to two ongoing emergency sites. A fire burning out of control, because of a broken gas line, is to be overseen by an area manager from Physical Plant. The other site, a collapsed teaching facility, is to be overseen by a member of Physical Plant with structural expertise. Each Site Manager is assisted by the ECC Administrator, who will provide them with administrative and communications support at the site. If the site requires it a Site Command Post team maybe activated. The Site Managers are named and notified by radio if not already present at the sites.

11. The Emergency Control Team is Selected

The Emergency Coordinator gathers an Emergency Control Team of key people to assist him in overseeing the University's efforts. They include another senior Executive Officer, the Emergency Manager, the Director of Security Services and the Emergency Management Advisor. They begin to consider difficult decisions about how to utilize the University's limited resources, given the number of problems and sites identified. The Emergency Coordinator in consultation with the President and Vice-Presidents begin to set priorities on the basis of where the available resources may have the greatest effect.

12. Teams are developed for Specific Functions

The Emergency Coordinator determines that a team should be created to provide for basic needs arising from the event. At the meeting of the Coordinating Committee he requests several Response Group Leaders to provide a Group representative for what will be titled an Emergency Assistance Team. A senior administrator is chosen to oversee it. Representatives from Student Housing, ARAMARK, Financial Services, Space Planning, Physical Plant and University Centre are to be included. It is decided that they are to provide shelter etc for displaced residents, aid site responders with meals, tents, washrooms etc, provide a water service, and integrate campus response efforts with the Salvation Army and Provincial Disaster Relief.

13. Response Groups and Resources are Activated

Student Housing gathered information about the residencies and prepared to relocate students from badly damaged facilities. Names of students and staff exiting the buildings were collected by the Fire Wardens and forwarded to Security Services. Copies passed on to Public Affairs for an information line let families know their loved ones were safe. Continuing rain and cool weather make immediate shelter necessary for displaced people. Administration, on the advice of Physical Plant assesses the availability of alternate and safe locations for housing displaced Response Groups and essential services. Faculty from Civil Engineering is summoned to assist in assessing

the structural soundness of damaged buildings. A critical issue is whether they are safe for occupancy even in the short term. Faculty members from nursing are called upon to gather any useful materials and even senior students to assist with the injured. Sites are identified where windows blasted in, have sent penetrating shards of glass at students. Environmental Health & Safety has begun earmarking sites of hazardous materials and informing responders about their potential dangers. An Emergency Management Advisor from that office has also provided information on specific problems to be addressed overall in a situation such as this. Information Services and Technology had begun to estimate what communications linkages are available and to undertake to coordinate the restoration of phone services. A two-day delay is estimated for the Campus area. Public Affairs has begun a notice board network, information sessions, and a coordinated campaign with the media to advise the public and campus community. Make shift signs direct people to counseling and treatment centers.

14. Response Groups Coordinate as Teams for Specific Functions

Teams evolved for certain response functions, out of the coordinating activities of the ECC. For example, Counseling, Psychological and Chaplain Services dispatched field groups and began to coordinate support to the many distressed individuals on campus. Many groups simply proceeded on the basis of their department plans. Public Affairs, Security Services and Environmental Health & Safety begin to piece together information from casualty reports and fire warden registries to aid in notifying the public about their family members and friends. This information in conjunction with department and staff records from Human Resources, class room locations from Space Planning and faculty records of student counts also assisted in prioritizing areas for rescue in destroyed buildings. Department's in their own planning process had already identified critical records for aiding emergency responders and had informed the Emergency Management Advisor of what they entailed and where they existed. Physical Plant, who had already begun responding to rumored reports of trapped persons, could then rely upon this assistance for more accurately identifying where people were. Equipment was provided for cutting through and moving debris, while Environmental Health & Safety provided guidance on emergency response in such circumstances.

15. Missing Functions are Delegated to Select Individuals

The Emergency Coordinator designated an individual responsible for coordinating volunteers, which were beginning to gather on the Campus. Public Affairs also assisted by incorporating a volunteer notice board out of its public information Centre. It identifies areas where volunteers may be put to work and provides a starting point for being escorted to and from those sites.

16. Prior Emergency Aid Arrangements are Activated

The City's Emergency Services begins to provide medical attention at a Casualty Collection Post, set up in UMSU Centre. A triage unit has been brought in to prioritize treatment, with life threatening cases dispatched to nearby hospitals. Alternate arrangements are being made to treat victims at Clinics and reception centers. Transportation is being provided from a pick up location for those needing significant medical help. A temporary morgue is set up as well. All goes according to plan because prior arrangements have been made to determine what sites are necessary for emergency response as well as suitable campus locations. Details were also pre-arranged to ensure that external ER Agencies had access and support to occupy rooms and areas for their operations.

17. Others Assume the Functions of Missing Group Leaders

When a Response Group Leader and their alternate are unable to be located their Group's functions are delegated to another. They are instructed to activate the resources of that Group by locating personnel from the area. Fortunately, the department had documented its role in sufficient detail for another person to step in and Environmental Health & Safety had been provided a copy of that plan.

18. The University Unites with Government Emergency Organizations

The President having been fully informed of the situation declares within the University a State of Emergency. A request is made privately to the City and the Province for a disaster declaration, to have the full assistance of their emergency response organizations. The Emergency Control Centre prepares to have the City Emergency Services and the Manitoba Emergency Management Office integrate their command posts with the ECC. The University Executive Team and City and Provincial ER representatives are already familiar with what roles and responsibilities exist in this situation. Expectations have been spelled out prior in a Mutual Aid Agreement. The Province later enlists the assistance of the University by using campus property to stockpile cars and debris from Pembina Hwy and nearby residential areas. Students not harmed from the event were also rallied to assist with staffing reception centers.

19. University Resources are Deployed

Evening began to fall several hours into the event, though the rain failed to subside. Physical Plant was acquiring additional machinery, tarps and tenting. Lighting and generators were impossible to obtain but the equipment from the city's supply is shared for rescue efforts underway at the University. Contractors were called in to board windows at the Dafoe Library and elsewhere and to assist with covering the roofs and exposed faces of several buildings.

Substantial effort had been directed towards accessing information to aid in emergency response, particularly where paper copies existed at alternate sites. Hospitals are given contact information for the dead and injured, as well as materials on the University's emotional support services and condolences. Other departments that were not severely effected activated their own ER plans. Following their plan's priorities they have begun to ensure that critical records and research projects are safe, where possible. They have also forwarded Situation Reports to the ECC, detailing their losses and their working capacity. Assets valuable to the cultural and academic life of the University are being retrieved and stored, as well. All operations cease, except those related to emergency response.

Some departments because they are not playing a primary role during a disaster are utilized for their personnel, resources and space. Human Resources were commandeered to assist with the administration of the ECC, to oversee volunteers, or to provide space for Civic and Provincial Emergency Leaders. Office space near an emergency site had been made to act as a Site Command Post, while a meeting area in another part of the Faculty Building is cleared for a CISD session.

20. External Responders Integrate with University Groups

Amateur Radio Emergency Services has been enlisted to aid response coordination. They rely upon a desk in the ECC to begin their message relays and also work out of Security Services. City of Winnipeg Transit is moving people out of the area and the City's Post Incident Trauma Program is being conducted at reception centers off campus. A staff member from Administration, also working out of the ECC is arranging pick-up sites on campus. A registry of fatalities is being

updated hourly by the Red Cross with inquiries being managed off campus. Information for notifying the next of kin is being obtained through Human Resources and Student Affairs. Student and Faculty records are also used to assist with identifying the victims. Make shift plywood signs with spray paint lettering point the way to medical help, a registry post, pick up locations, a water station, and relief services. Several people from Physical Plant have been put at the disposal of the ECC Administrator for marking locations.

Police have established patrols and perimeters around damaged facilities to prevent looting. Security Services has assisted them with information on where problems exist and entry and exit points to buildings and tunnels. Access is also contained to minimize traffic to certain University areas. Only University employees from select departments are allowed in to certain areas and the Campus Directory assists with identifying who should have access to where. Family and students are directed to reception centers away from damaged buildings and both the University and other Social Agencies are providing services. Arrangements are being made to escort some students and staff the following day to their rooms to gather their things. Observation aircraft begin to detail the extent of the damage.

Debris lays dangerously everywhere. Glass, metal and concrete rubble needs to be cleared from public fairways. In places overhanging building materials need to be removed before falling upon people passing by. Trucks and equipment already shake loose and weakened structures and demolition needs to begin on the remaining walls of buildings. Locations with known hazardous materials are earmarked for modified clean up methods and Manitoba Environment is brought in to assist. The retrieval of bodies continues. Cars pressed against each other in parking lots are cleared for a staging area for construction and recovery crews to operate from.

21. Recovery Team Formed

The Emergency Coordinator identifies a Recovery Team as being necessary to plan the restoration of teaching and support services. Headed by a senior member of Academics, the team is comprised of Deans from badly effected faculties, Human Resources, Space Planning, Physical Plant and Public Affairs amongst others. Academic Affairs starts to consider modifying the school calendar for Faculties badly effected by the tornado. Possible dates for resuming classes are being considered.

Other recovery functions are also underway. Chaplain Services, Student Counseling, Special Functions and Student Affairs are requested to coordinate a series of memorial services. Public Affairs, Information Services & Technology, and Administration arrange the implementation of a public inquiry line to advise the community on the progress being made. The Environmental Health & Safety Office is gathering documentation on the response process and evaluating it for the lessons to be learned. Costs involved in response and recovery are being compiled by Financial Services, with video and photographic records being developed by Media Services from IS&T. The ECC is closed, as restoration functions are resumed within individual departments. Grieving family members are formally offered condolences with a personal visit or letter from a member of the University and thank-you notices are offered to the Agencies and people who made a difference. Slowly things are returning to normal.

Section 7

The Executive Officer in a Campus Emergency

Rarely is a university's emergency plan activated outside of an exercise, but some instances do exist. The information about what occurred is sketchy because plan problems are not readily publicized and plan evaluation occurs after the media leaves. Nevertheless, a few examples follow about the role of the leading decision-maker on campus. Almost always this is a member of the president's office, but not the president himself.

Brown University

Student protestors forcefully took over the university's administration building and after a period of several hours several hundred refused to leave. Twice, protestors were asked to go without penalty, by an alternate for the University's two most senior executive officers. Those who stayed were arrested one-by-one hours later by campus police officers paired with a department dean. Internal arrests were felt to be less threatening than involving city police. The president and provost were unavailable, breaking the routine chain of emergency command so existing executive officers jointly assessed the situation. Legal and policy alternatives were discussed to avoid a potentially explosive situation. The acting executive affirmed a commitment to students by later assisting them with bail and legal counsel, appearing on their behalf in court, and reinstating their university careers. All that was asked of students was an apology given to staff harmed by the incident.

Cal State University, Northridge Campus

A major earthquake hit Northridge, California early January 4th, 1994. One of the worst hit areas was the Cal State Campus, where over \$300 million in damage was reported. The campus was fortunate, despite a delayed response from the city's emergency services. It was deserted at the time, with classes out until after the Christmas break. Response efforts consisted of salvaging and repairing University property. Classes were reorganized into tents and trailers within weeks. However, three years later entire departments were still displaced. The university emergency plan was activated but not followed, being outdated and of limited use. With the massive scale and lack of a plan the President himself assumed leadership. The plan later was redeveloped to follow a team approach.

Illinois State University

When pipes exploded flooding 3 stories of a library several large and valuable collections of books were in peril. Extensive efforts were made to protect or rescue materials at the time. Restoration of library services was considerably delayed while attempting to limit the damage. The incident, because it was contained to one facility, was deemed not to be an emergency even though it threatened millions worth of damage. It was managed by a group of key stakeholders in the situation and the executive officer was kept advised for added support. The departmental emergency plan was activated but the campus plan was not.

Loyola University

This campus is very vulnerable to hurricanes, a routine and serious threat in the region. It was decided that the Executive Officer would assume full leadership in the case of an because a coordinated campus wide effort was felt required. A second reason was the existence of a well-established and routinized plan. This enabled him to assume this role with a ready awareness of the logistics of response. Because of the great need to have a well-maintained plan, with departmental plans in compliance with it, his authority was also critical to overseeing its development.

Southern Methodist University

The campus football team was suspended from operations, because of a payments scandal, involving the athletics department, senior administration and the Board of Governors. The one-year suspension from college ball cast a serious pallor over the sports program, which was also left without leadership. The harm to the university's reputation, however was far greater. The President's Office was vacated and the Board of Governor's disbanded and replaced with an ad-hoc committee. To restore credibility, serious reform was necessary. The executive officer abolished the lucrative college ball program for an additional year so that strict controls might be developed. He also undertook an open policy and spoke frankly about what the problems were and how they were being fixed. The scandal was discussed in terms of national issues, such as the skewed importance of sports to universities. Out of this, SM was given the opportunity to show leadership in addressing a widespread problem.

University of North Carolina

When a fatal fire occurred killing 5 students in a fraternity the emergency plan was activated but without the executive officer assuming his planned for role. It occurred on the day of commencement day ceremonies, when the executive officers were prominently required elsewhere. It was felt that the situation could be overseen and managed by a senior administrator.

University of North Dakota

When floods were approaching the executive officer undertook the difficult task of setting priorities for which campus resources were to be saved or secured and those that were to be left. This included which buildings were chosen for embankments and water pumps and what items to move. In conjunction with a team he was advised of the areas at risk and where rescue efforts could work. While he made the decisions, delegates of his office undertook the logistics of the response and its coordination.

Ecole Polytechnique, Universite de Montreal

When a gunman fatally shot 14 female students on a 25minute walk through the Engineering School the university was without a prepared response. Leading executive officers were in France and there was no ready emergency plan or emergency management team. Arising from that, the response was an emergent one as departments did as they thought best. The University however was seen as not responding because of a lack of an orchestrated effort. Police and external agencies were prominent, with the university playing an incidental role.

A key area of concern was the lack of internal coordination of communications within the University and with those immediately impacted by the deaths. Comments made by the some University officials created problems. The Chief of Security inappropriately offered excuses for why the shooter, Marc Lepine had done as much damage as he had. A department head portrayed the University badly by explaining that he and the Administration had nothing to do with responding to an event that occurred in their area. Criticism followed that the University had left students feeling uncertain, angry and afraid. At a key moment there may have been a lack of leadership and resources may not have been effectively mobilized to reduce the impact on this community.