Municipal Emergency Management Program Guide

2015

Prince Edward Island

CANADA

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PREFACE

Why do we need to plan?

January 2008 Ice Storm

All municipalities will face emergencies. In the 21st century we have become more reliant on technology, communications, and transportation. As a result, we are more adversely affected by severe weather, floods, and epidemics. PEI is not immune to these threats.

Most emergencies are well managed at the local level from emergency service agencies such as ambulance, fire and police. However, a large-scale emergency will likely require more resources and personnel than primary responders can provide and manage. To be able to respond in an effective and coordinated manner in an emergency, it is vital that municipalities develop a comprehensive emergency management program.

"PEI is not immune to these threats."

The key element of emergency preparedness is municipal emergency management planning. When developing an emergency program, commitment is needed from local officials, input and support from PEI Emergency Measures Organization (PEI EMO), and other supporting agencies that will participate in an emergency response. Once the plan is developed, it is critical the plan is exercised to ensure that it functions as intended and to familiarize emergency personnel with their roles.

PEI EMO offers training and assistance across all activities in the emergency management spectrum. Working directly with all provincial government departments, liaising with volunteer agencies, and coordinating with federal departments, PEI EMO can provide the required guidance and expertise to municipalities.

Develop and exercise your emergency plan as soon as possible. Emergencies by nature are largely unexpected, so it is important to develop the plan before, rather than during – or worse after - an emergency. Planning ahead ensures that the municipality has taken all necessary steps to prepare for an emergency and reduces liability exposure.

"The key element of emergency preparedness is developing a municipal emergency management program."

Section 1

Developing a Municipal Emergency Management Program

E mergency Management is comprised of four distinct but intertwining phases: Mitigation/Prevention, Preparedness, Response, and Recovery. Mitigation/Prevention deals with taking corrective measures to ensure an area of potential risk is identified, and those measures are taken in order to reduce or eliminate the risk and potential impact on the community. Preparedness activities can help ensure staff and council are appropriately trained and resources are identified and accessible. The Response phase involves the community's actions to deal with a current risk. The Recovery phase involves the efforts of the community and residents to return to normal. These will be discussed in more detail throughout this guide.

The responsibility for the health and welfare of municipal residents rests with the elected officials of a municipal government. Every municipality must be prepared, to the extent of its own capabilities, to meet the threats that may arise from an emergency.

Hurricane Juan 2003

Emergency management activities at the municipal level include:

- ensuring the creation of an effective emergency management plan (municipal by-law and plan templates are available from PEI EMO on the website www.peipublicsafety.ca);
- conducting a Hazard/Threat Risk Assessment of the community;
- ensuring the plan is maintained and exercised annually;
- conducting public emergency management training, awareness and education programs; and
- providing leadership and direction during an emergency situation.

Your Emergency Plan

Citizens depend on and expect their local government to provide an effective, coordinated response that will minimize any injury, damage or losses to people, property, or the environment. Planning in advance and together will ensure an effective and efficient response.

When an emergency occurs in your community, police, fire, and/or ambulance personnel respond. When the emergency escalates beyond the capacity of these primary responders, the municipality needs to activate further personnel and resources.

Writing an emergency plan will help clarify roles and responsibilities, provide guidance to responders, define the scope of authority, identify resources and emergency contacts, and outline the concept of operations during an emergency. Chapter 3 deals specifically with writing a plan and the steps to complete.

Hazard Risk Assessment

Appropriate mitigation and preparedness activities can only follow once risks are adequately identified, assessed and rated.

The process of conducting a Hazard Risk Assessment is based on a review of the features of hazards such as their location, intensity, frequency and probability; the potential of physical, social, economic and environmental impacts, vulnerability, and exposure, while taking into account municipal capacity.

"Appropriate mitigation and preparedness activities can only follow once risks are adequately identified and assessed."

Hazard Risk Assessment is the foundation for emergency plans. However, learning what to ask for can require some specialist knowledge and individual municipalities may benefit from discussion at a wider regional level with other partner agencies and neighbouring municipalities. PEI EMO can assist and facilitate with this process.

The following components should be also be included to ensure a comprehensive emergency management program. Each component should be developed according to your municipality, its needs, and resources.

Business Continuity Planning

Business Continuity Management (BCM) is a holistic management process used to identify potential impacts that threaten an organization.

BCM offers tools that aim to improve an organization's resilience. By identifying, in advance, the impacts of a wide variety of potential disruptions to the organization,

personnel can prioritize actions to achieve resilience in areas such as security, facilities and Information Technology.

While concerned with all scales of resilience, the Business Continuity Plan identifies ways to survive the loss of part or all of its operational capability such as staff or equipment. Because an organization depends on its management and operational staff as well as technology and geographical diversity, resilience must be developed throughout the organization from senior management to shop floor, across all sites, and the supply chain.

Agencies' Emergency Plans

Another piece of a comprehensive municipal emergency management program is incorporating other agencies' emergency plans into the municipal plan. This section of the plan includes the planning and operating information for individual agencies and departments that may have a key response role in an emergency. This may include non-governmental agencies such as Canadian Red Cross or the local Lions Club, neighbouring municipalities or plans from industry and business who are located within your jurisdiction.

Evacuation Plan

Every municipality should have an evacuation plan as a "stand alone" or complementary document to the municipal emergency management plan. Sudden emergencies such as a dangerous goods spill, a forest fire, or encroaching flood waters may require the municipality to evacuate residents quickly and for an extended period of time.   It is far easier to plan how you will proceed with evacuation before the emergency occurs then wait to plan it once it happens.

Section 2

The Process to Writing a Plan

Writing the Plan

Mayor/Chairperson and Council are responsible to ensure their municipality develops and exercises a municipal emergency management program. The plan should be well thought out, researched, and practiced to ensure maximum effectiveness and acceptance. In addition the emergency management plan should be updated on an annual basis to ensure resources listed are current and contacts accurate.

Emergency Preparedness Week is celebrated across the country during the first full week of May. this is an ideal time for municipalities to designate for planning updates.

There are 10 steps to develop an effective emergency response plan; these steps are outlined on the following pages.

Step by Step Guidelines:

The purpose of the planning process is to produce a realistic assessment of the risks your community faces and develop a program for emergency response to effectively respond to those risks. This will also enable you to deal effectively with other risks you have not anticipated.

Step 1. Pass a municipal by-law

The process of developing an emergency plan begins and ends with the municipal council. The council must support the idea of emergency planning, provide funding, if applicable, and appoint the members of the emergency planning committee. Council gives the planning committee the authority through a by-law to develop an emergency plan. The municipal council should be involved at various points in the planning process, both to keep other elected officials informed about the content of the plan and to build support for it.

The by-law should enable council to

- o Appoint a standing committee of council including at least two council members
- o Appoint an emergency management coordinator for the municipality
- o Establish an emergency management planning committee
- o Allocate finances for extraordinary expenses incurred during an emergency

A By-law template is located in the Appendices section of this guide. Once the by-law has passed, legislation in PEI requires a copy be submitted to Municipal Affairs within seven days of it passing. Failure to do so may make it null and void.

Step 2. Form a standing committee to council

Municipal council should appoint two or more council members to a standing committee which will serve as the executive in an emergency situation and will represent executive concerns in emergency planning. The standing committee will liaise with the emergency management coordinator regarding planning issues and emergency threats in the region. The standing committee will also negotiate any mutual aid agreements with other municipalities or organizations.

Step 3. Appoint a Municipal Emergency Management Coordinator (MEMC); establish an emergency management planning committee

The standing committee to council should appoint an Municipal Emergency Management Coordinator (MEMC) who has the support and recognition of primary emergency responders, municipal officials and administrators, and representatives from agencies who participate in the emergency planning and response processes. The MEMC will motivate, amalgamate and coordinate a response when an emergency occurs in the municipality.

The Coordinator must have the delegated appropriate authority from the municipality to coordinate an emergency response on behalf of the municipality. This must include financial authorization to make purchases and commit resources. The MEMC will also act as the chairperson for the emergency management planning committee. This committee may include representatives from external organizations which will participate in a municipal emergency response, including persons from:

- o Police department
- o Fire department
- o Ambulance
- o Senior municipal administration
- o Public works and utility companies
- o Community services and others as the event requires.

Members of the committee should have experience in their respective fields, possess a sound knowledge of their operational roles, procedures, and resources, and have the authority to make decisions on behalf of their department or agency.

Avoid making the planning committee too large. It is usually better to develop a support group to provide expertise and assistance on specific topics as needed. A support group might include representatives from:

- o Industries or private utilities
- o Local schools
- o Provincial government departments, where applicable
- o Volunteer organizations: Canadian Red Cross, local amateur radio club, etc.
- o Transportation companies
- o Equipment suppliers
- o Other stakeholders or involved participants

The emergency management planning committee will report to the standing committee through the emergency management coordinator. The latter should periodically brief the standing committee to ensure ongoing support and approval of actions, plans or procedures, and decisions.

In jurisdictions where services are provided by external organization there is a need to consider impacts to these groups from other jurisdictions. For example the district for your fire department may include several other municipalities, and outside of the two largest cities are managed solely by volunteers. During an event involving several municipalities the strain and stretch on local resources may require a greater level of coordination then during an isolated local emergency only affecting one municipality.

Review the content of the emergency plan template to become familiar with its contents, understand the roles and responsibilities, and learn the concept of operations required to manage an emergency. A template can be found at PEI EMO website www.peipublicsafety.ca

Step 4. Delegate positions of the EOC Team

The plan is a blueprint for your emergency response. Part of the blueprint development involves assigning roles and responsibilities to specific groups or individuals for various aspects of emergency planning or response. Develop these responsibilities with the individuals or groups who will carry them out to ensure agreement and clear understanding of the roles.

Step 5. Conduct a Hazard Risk Assessment

Emergency planning includes identifying and assessing the risks your community faces. Through research, local historical records, and local knowledge, you can gain insight into potential threats your region faces and some probable effects of an emergency.

Be realistic. The goal is not to anticipate every possible risk, but to develop systematic procedures that provide an effective response to a probable, and not so probable emergency. Keep in mind the question: What would we do if…? Every community has specific risks: The goal is to identify those risks and provide a basis for dealing with them.

Hazard Risk Assessment is beneficial for developing an outline for everyone participating in an emergency response. Consider all possible resources your municipality has at its disposal, and where you may obtain items that are not available or may be in limited supply. If you face a lack of resources or qualified personnel to carry out necessary functions in an emergency, you can develop a mutual aid agreement or sign a memorandum of understanding (MOU) with another municipality or organization who have the required capacity or capability and will provide needed assistance in an emergency.

PEI EMO can conduct a Hazard Risk Assessment for your municipality. To learn more or to inquire contact the office for additional information or to arrange a session.

Step 6. Determine what resources you need

A municipal emergency management program is only as effective as the municipality's ability to carry it out. An effective emergency response involves two components:

- o Recognizing the developing emergency and responding quickly and effectively
- o Making the best use of existing resources in the municipality

"*The plan is essentially a blueprint for an emergency response.*"

Maintain a current contact list or directory of all necessary personnel, including council members, primary responders, and persons responsible for resources which may be needed. This listing should be included as an appendix to the main plan.

The directory should indicate contact names, all available phone numbers, and a designated alternate for all resources you may need in an emergency.

It is very important that you update this directory regularly. Your plan should outline a notification system which describes who initiates the call-out and how it will proceed. An established call-out procedure will ensure all necessary personnel and resources are contacted to respond to the emergency.

Consider the following:
- o Can you respond to more than one emergency at a time?
- o Where could you obtain additional people and equipment, if needed?
- o Do you have reliable communications and transportation system in place?

Step 7. Compile the Emergency Plan

Once all the positions are filled and resources identified it is time to pull it all together into one single point. Sharing the work of identifying resources with members of the Emergency Management Committee will make this process much easier. Before presenting the plan to Council for approval, organize all the information and compile into one document, print and place in a binder for better presentation and organization. Using the template on the www.peipublicsafety.ca website will help with this task.

The standing committee of council will present the plan to council. Council may approve it as is or suggest some changes. If changes are required, the necessary revisions will be made and when complete presented to council. These steps may be repeated until council approval is granted. Once approved it should be signed and dated. Copies should be provided to all members of the EOC team, partner agencies and to PEI Emergency Measures Organization.

Step 8. Training

Individuals with a role in the emergency plan must be fluent with their roles and be prepared to provide guidance to staff or volunteers who may also form part of the response team. PEI EMO offers a series of training programs on basic and advanced emergency management. Course calendar and applications can be found on www.peipublicsafety.ca website.

Step 9. Exercise the Plan

Exercise your plan, in part and in whole. Exercising the emergency plan is as important as writing it. Exercises can range from small drills, discussion based tabletop exercises, to a full-scale field exercise. An emergency exercise is not meant to test responders, rather it serves as a learning tool for all involved. It provides an opportunity for everyone to review and test their roles and responsibilities and to consider components and issues that could unexpectedly arise during an emergency.

PEI EMO Public Safety officers are available to attend your exercise event as a facilitator, observer, or evaluator as your needs require.

Make sure your emergency plan provides for the distribution of information to the public during an emergency.

"*Exercising your emergency plan is just as important as writing it.*"

Conclude the exercise with a debriefing session. Everyone who participated in the response should participate in the debriefing. This is an opportunity for everyone to share their perspectives on the response and to provide both positive and negative feedback.

A Public Safety Officer or evaluator should also provide feedback on the exercise, focusing particularly on the effectiveness of the plan and the coordination of personnel, resources, and events. It is likely the exercise will highlight some areas in your emergency plan which requires revision. Make appropriate revisions based on observations from the exercise. Ideally some testing should occur prior to an official approval process.

Step 10. Maintain Program and Public Awareness

Plans should be reassessed and updated annually. Resources and contacts frequently change and accessing them is the one area which causes the most challenges during a response. Through continued planning and exercising, a culture of awareness should develop, leading to those resources keeping their contact information current and up to date. There are software systems available for purchase to assist in the collection and maintenance of emergency plans.

Public awareness and support are critical elements in emergency planning. Seek public consultation during the planning stage. Representatives from other organizations or agencies, volunteers and citizens may provide you with feedback or issues you may not have considered.

"Public awareness and support are critical elements in emergency planning."

Share the emergency plan with all those who may play a role in the emergency response. Meet with representatives from participating departments and agencies to inform them and answer any questions about their roles and responsibilities in an emergency response.

Hurricane Juan 2003

Consult with PEI Emergency Measures Organization

Your municipal emergency management committee should call on PEI EMO for any or all of the following:

o Emergency resources to respond to a particular emergency if unavailable in your municipality or reached their capacity

o Assistance to ensure your plan is complete and sessions on developing an emergency management program for staff and council

o Training in basic emergency management, exercise design and advanced emergency management

"Emergency preparedness is a continuous activity; write your plan and exercise it!"

Contingency Plans

Contingency plans are arrangements for specific emergencies for which a municipality has a specific and considerable vulnerability to. Consider the following:

o What agencies should be involved?

o What is the specific role for each agency?

o What resources are needed to handle such an emergency?

o What skilled or qualified personnel are needed to respond effectively?

o How can those resources and personnel be reached?

o If those personnel or resources are unavailable locally, what other municipalities, agencies, or organizations have the specialized equipment or skills?

Stress Management and Debriefing

Schedule a debriefing session within 24 to 72 hours of the post-emergency stage. All personnel must be debriefed. This can happen in a variety of ways. Emergency managers may choose to debrief on a one-time basis, in a small group, together with all responders and agency representatives.

"Debriefing must be incorporated in your emergency plan that will allow for an open discussion to evaluate the success of the response…"

Debriefing sessions should include the following:
- o An objective assessment of the emergency and response
- o Difficulties individuals or groups faced (e.g., communication, misunderstanding of one's role, etc.)
- o Recommended changes for the municipal emergency management program and future response efforts
- o Comments from each individual

Debriefings must be incorporated in your emergency plan in a way which allows for open discussion to evaluate the success of the response and identify necessary changes for the municipal plan. Debriefing is a useful process allowing participants to express frustrations and anxieties experienced during the emergency.

Failure to address these feelings can result in increased stress related symptoms. Without proper debriefing, these symptoms may become evident shortly after the emergency and may last for years. For some individuals, even mock and tabletop emergency exercises can be stressful. It is important everyone gets adequate rest and relief during and after an emergency. At the onset of any event you should must

consider assigning someone to enforce relief and rest periods for everyone, including management personnel.

Emergency managers should be aware of the emotional impacts to personnel. For those having a difficult time coping they should be provided an opportunity to take the necessary breaks or be removed from the situation.

Debriefing session

Developing Memorandums of Understanding or Agreements

By definition, emergencies are unpredictable. This makes it almost impossible to ensure all necessary resources and qualified personnel are always available and accessible when an emergency happens. However, those personnel or tools are often vital to an effective, coordinated response.

One way to quickly access resources, assets and qualified personnel in an emergency is to develop a Memorandum of Understanding (MOU) or an agreement (MOA) with local organizations or neighbouring municipalities. An MOU or MOA outlines expected roles and responsibilities of both the municipality and the provider of additional or alternate services or resources, both before and during an emergency response.

Consider developing an MOU or MOA with the following resources:
- o Local school board for use of school facilities and other equipment in case an evacuation is necessary and a reception centre must be established
- o Transit companies for use of buses for evacuation
- o Neighbouring municipality for specialized equipment, additional personnel and/or facilities
- o Community service organizations such as Lions Club and Women's Institute to provide support services such as food services or use of private community centres

Your MOU or written agreement should include the following information:
- o The complete title of each of the parties involved
- o Definitions to clarify wording used
- o A brief description of the municipality and other organization describing their purpose and authority structures
- o The purpose of MOU or MOA
- o The municipal responsibilities in an emergency response as well as in conjunction with the other party (e.g., provision of training, etc.)
- o The responsibilities and roles of the other party prior to and in an emergency response
- o An outline of cost recovery for services incurred

- An account of insurance coverage and/or liability information
- The terms of agreement, including renewal, amendment, and termination information
- The appropriate signatures from the municipality and the participating party

A MOU template can be found in the annex of this document.

Developing Your Evacuation Plan

When creating an evacuation plan consider the following:

o Public/resident protection: Is evacuation the only way to protect them from harm?

o Municipal training: Who needs to be trained? What should they be trained in?

o Citizen rights and responsibilities in an evacuation: What method of public education does your municipality have in place to inform them of these questions?

o Public notification: How will you let people know they have to leave the area? Where will you send them?

o Demographics: What unique characteristics do residents in the affected area have such as cultural and language differences?

o Specialized needs: What special needs do people in the affected area have (e.g., disabilities, transportation, pets, livestock)? What information should they know?

o Evacuee numbers: how many people will need to be evacuated? Should others in the area be alerted? How will the municipality deal with separated family members?

o Effect on citizens: How will an evacuation affect the stress level and coping skills combined with a large-scale emergency? What kind of support is available to them?

o Effect on others: How will the evacuation affect neighbouring municipalities?

"Who does what in an evacuation?"

o Effects on other municipal components: How will the evacuation affect the local economy, political consequences and the social fabric of the community?

o Area considerations: What parts of the municipality are particularly at risk to evacuate? What can be done to reduce that risk?

- o Area needs: If many people need to be evacuated, can the municipal infrastructure (roads, bridges, etc.) handle the volume of traffic at this time?
- o Authority: Can the evacuation happen only when the municipality has declared a state of local emergency? Who "orders" an evacuation? What liability considerations are there? What are the consequences of these liabilities?
- o Agencies involved: Who does what in an evacuation?
- o Re-entry phase: Who will monitor and determine when it is safe for evacuees to return?
- o Recovery: What assistance is in place for evacuees who face damage or losses as a result of the emergency?

In answering the questions above, your municipality should be able to develop a comprehensive evacuation plan. For further evacuation training, planning or exercise assistance, please contact PEI EMO. You can find a template for an evacuation plan at www.peipublicsafety.ca.

Section 3

Municipal Emergency Operations Centres

Planning and Operating Guidelines

O nce your municipality has developed an emergency plan, the next step is to create an **Emergency Operations Centre** (EOC) and assemble an **Emergency Operations Centre Team (EOCT)**. Similar to the emergency plan, an emergency operations centre and team requires a commitment from local officials combined with input and support from provincial government agencies including PEI EMO, emergency services, and non-governmental agencies.

The Emergency Operations Centre (EOC):

One of the purposes for the Emergency Operations Centre (EOC) is as the designated location for gathering and disseminating information and conducting analysis. Clear, concise, and frequent communication is essential in the EOC in order for decisions and policies governing the emergency response to be planned and implemented in the best possible way.

For an emergency response to be effective, everyone staffing the EOC must be able to identify and access resources in an expedient manner. Develop and regularly update the list of contact names and phone numbers of potential personnel and lists of equipment, materials, resources, and supplies that may be useful in an emergency response.

EOC Physical Location, Equipment and Supplies

Consider the following factors when deciding where to locate your municipality's EOC:

- o How vulnerable is the location in an emergency?
- o How convenient is it for EOC staff to access in an emergency?
- o Does the EOC have back up power if the emergency causes a loss of electricity, water, and sewage services to the municipality?
- o Are there any budgetary restraints?
- o How well can the building be secured in an emergency?

Develop your EOC before an emergency occurs. Analyze potential hazards and take them into consideration when selecting the site. For example, locating your EOC in an area at high risk for flooding may be OK for certain events but if your Hazard Risk Assessment indicates your municipality has a very high probability and occurrence of flooding this may not make the best primary location.

The EOC ideally should be a self-sufficient and self-sustaining facility that can operate independently for a reasonable amount of time with its own electrical generator, an independent water supply and sewage disposal system, and adequate ventilation. Depending on your local resources you may only be able to provide partial self sustaining capacity.

Facilities must be located in an area where security personnel can manage and control people entering and leaving the EOC, particularly the operations room.

Ideally the following areas should be designated in the EOC:

- o **Operations Room** - the largest room or area in the facility should be designed to allow for effective management and coordination in the emergency response.
- o **Executive Room** - preferably separate but near the operations room, the executive room houses elected officials, who provide authority and direction in the response effort.
- o **Communications Room** - separate but close to the activity of the operations room; this is the heart of the EOC.
- o **Public Information Centre** - the public information centre is where news of the emergency is disseminated to the public.
- o **Rest areas** - stress and fatigue are natural consequences of an emergency; it is imperative to include a quiet area separate from the EOC where personnel can rest.
- o **Washrooms**.
- o **Kitchen and food storage facilities** that have sufficient equipment, supplies, and food to enable personnel to function effectively during the crisis.

The EOC design and layout for small and large municipalities will vary; each municipality will find it needs to design its EOC to fit the needs and building capacities of the municipality.

Equipping a Municipal Emergency Operations Centre

The following is a suggested list of basic equipment for a municipal emergency operations centre. Consider the specific municipal hazards and needs of EOC staff to ensure that the EOC is properly prepared.

o Desks	o Extension cords
o Chairs	o Telephone books
o Tables	o Identification tags
o Television set	o Emergency operations plans
o VCR / DVD player	o Coat rack
o Telephones (unlisted)	o Hangers
o Telephone / internet cables	o In/Out boxes
o Black/white board	o Photocopier
o Display boards	o Fax machine
o Projection screen	o Video and audio cassettes
o Overhead projector	o Flashlights
o Radio	o Camera
o Computer / printer	o Bookcase
o Calendar	o Food storage cabinet
o Local area maps	o Kettle
o Aerial maps of the area	o Garbage cans
o Clock	o Water jugs and glasses
o calculators	o Blankets
o Tape recorder	o Coffee pot, supplies
o Shredding machine	o Stove
o Easel	o Cots
o Food preparation, serving utensils and equipment	o Extra phone and laptop chargers

Basic Office Supplies

o Paper (8 1/2 X 11)	o Paperclips
o Paper towels	o Rubber bands
o Envelopes	o Rulers
o Printer toner	o Protractors, compass
o Note pads	o Hole punch
o Extension cords	o Post-it notes
o Thumbtacks	o Digital camera
o Message pads	o Flash lights
o Log forms	o Paper plates
o Message forms	o Disposable cups
o File folders	o Plastic utensils
o First-aid kit	o Garbage bags
o Clipboards	o Beverages
o Tape	o Snack foods
o Staples	o Toilet paper
o Rubber stamps, ink pads	o Batteries
o Pens, pencils	o Clipboards
o Markers, dry erase and felt tip	o Glue sticks
o Paper for easel charts	o Map tacks
o	o Bristol board

Suggested Inventory of Information Items

Plans

Plans and instructions listed below should be kept in a separate filing cabinet or bookshelf and be readily available for use in an emergency:

- o Your municipal emergency management plan
- o Emergency response plans from partner agencies (fire, police, ambulance)
- o Fan-out contact list for responders and agency representatives
- o Standing activation, operating and de-activation procedures for the EOC
- o Municipal evacuation plan
- o Mutual aid agreements or memoranda of understanding
- o Emergency plans of neighbouring municipalities
- o Current list of locations and description of dangerous goods within the municipality
- o Relevant documentation on dangerous goods (including the CANUTEC manual)
- o Directory of current media and public information resources for the area
- o Crisis Communication Plan

Diagrams and Charts

Display diagrams and charts listed below in easily visible locations. Ideally, laminate them and use dry-erase markers.

- o A list of municipal organizations, their locations and status
- o Personnel listing and roles and tasking
- o Schedule
- o Public Works status boards to document street closures and utility outages
- o Organization Chart of EOC
- o Communications status board
- o Key resource location boards
- o Shelter and Reception Centre Listing
- o Location of electronic new media transmitters, reporters, and coverage areas
- o Others as required

Forms

A supply of standardized forms should be kept in separate files or on different clipboards and marked accordingly. They include:

- o Operations logs
- o Message forms
- o Sign In/out registers
- o Incident Action Plan forms
- o Mutual aid request forms
- o Operational instructions
- o Situation report forms
- o News release templates
- o Resource requisition forms

Miscellaneous Information

Keep these other items readily available:

- o Department organizational charts
- o List of key officials and means to contact the following:
    - o provincial government
    - o municipal key officials and staff
    - o industry representatives
- o Distribution lists

Maps, Overlays and Photographs

- o Suggested maps available from the Department of Environment, Energy and Forestry include:
    - o Large scale master operations map, post on the wall of the operations room, preferably laminated, use dry-erase markers
    - o Planning map: a duplicate of the master operations map, for the executive council and EOC director
    - o 1:10,000 or 1:25,000 operations map of county or municipality and province
    - o Laminated large-scale map for duty officer
    - o Laminated maps of suitable scale as necessary for special tasks
- o Overlays showing
    - o Areas affected
    - o Site layout
    - o Plumes, wind direction affecting dangerous gases
    - o Flood lines based on empirical data
    - o Any other special requirements.

Aerial photographs of the municipality are an asset for planning in the EOC

"The EOC Executive Group is responsible for making operational decisions to support efficient response to an emergency or disaster at the site."

EOC Management Structure

Executive Group (Emergency Standing Committee)

In a municipality the Executive Group includes the Mayor and at least two members of Council. They are also referred to as the Emergency Management Standing Committee designated in the municipal emergency management by-law. They are authorized to make high level decisions concerning the community's response and recovery.

The Executive Group does not assume responsibility for direct emergency management at the site during an incident. The Standing Committee/ Executive Group should be present / or near the EOC or accessible at all times for consultation during an emergency, they are not required to report to the EOC.

Emergency Operations Centre Team

The Emergency Operations Centre Team (EOCT) is comprised of municipal representatives, staff or volunteers under the direction of the EOC Manager. The EOC Team is responsible for making operational decisions to support efficient response to an emergency or disaster at the site. When the EOC is activated it should be staffed to a level which matches the needs of the incident. The size and composition of the EOC may vary according to the requirements of the particular circumstances. Depending on the size of the municipality it may be required to have members of council also be members of the EOC Team.

The EOC Manager, identified earlier as the Municipal Emergency Management Coordinator, is responsible for overall emergency coordination, public information and media relations, agency liaison, and the required risk management procedures, through the joint efforts of local government agencies and private organizations.

There are four management functions required to manage an emergency:

- **Operations** – Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the Incident Action Plan.

- **Planning** – Responsible for collecting, evaluating, and disseminating information, developing the jurisdiction's Action Plan and tracking all resources, and maintaining all EOC documentation.

- **Logistics** – Responsible for providing facilities, services, personnel, equipment and materials for the EOC and the site when requested.

- **Finance / Administration** – Responsible for financial activities and other administrative aspects for the EOC and the site when requested.

The EOC Manager must establish and maintain communication with the Incident Commander (IC) who assumes command and control at the incident site. The IC sets priorities, develops strategies, selects tactics and assigns tasks in response to the emergency at the location of the emergency. The Incident Commander is given the widest possible scope to implement whatever response initiative they deem appropriate with minimal restrictions.

The Incident Commander may call upon the (Local Authority's) EOC at any time to provide support, coordination, and policy guidance.

Not every EOC function will be filled in every emergency or disaster. The situation will dictate the functions which need to be activated. An active EOC may require only an EOC Manager, in some situations.

EOC Personnel

EOC personnel and agencies may change throughout the course of an emergency. The usual emergency service organizations (police, fire, and ambulance) will be actively involved at the site during the initial and post impact stages.

During recovery and reconstruction, these emergency services agencies will be phased out of direct action and others will become the lead agencies.

The staff for the EOC will be made up of designated municipal employees or council as required and support agencies. All individuals should have received appropriate training in advance.

The EOC may include the following personnel:

COMMAND STAFF
- EOC Manager
- Safety Officer
- Liaison Officer
- Public Information Officer

GENERAL STAFF
Operations Section (may consist of the following agencies)
- Fire (Fire Chief)
- Police (RCMP / Municipal Police)
- Ambulance (Island EMS)
- Health (Dept of Health)
- Emergency Social Services
- Environmental
- Public Works
- Utilities (Maritime Electric, Bell Aliant, Eastlink etc)
- Transportation

Planning Section (conduct the following functions)

- Situation Awareness
- Resources Tracking
- Documentation
- Advanced Planning
- Demobilization
- Recovery
- Weather
- Other Technical Specialists as required

Logistics Section (conduct /manage the following functions)

- Information Technology
- Communications
- EOC Support (Facilities, Security, Food, Accommodations)
- Supply
- Personnel
- Mapping

Finance / Administration Section

- Financial
- Administration

External Agencies in EOC

Depending on the nature of the emergency, representatives from external agencies as follows may participate in the EOC:

- Island EMS
- Maritime Electric
- Canadian Red Cross
- Bell Aliant
- Eastlink
- RCMP
- Environment Canada
- Department of National Defense
- Other departments or key agencies

The function of each representative will be determined by the EOC Manager, and may be designated any position in the EOC Management or General Staff.

EOC Activation

The function of the EOC is to provide resource support to the site and the Incident Commander, maintain up-to-date information, coordinate activities, provide the public with information, and ensure that services remain available to those outside the site. The EOC also coordinates related activities that are beyond the scope of the on-site Incident Commander, such as large-scale media relations and evacuations.

Through the Municipal Emergency Management By-law the following positions may be delegated the authority to activate an emergency Operations Centre, in whole or in part:

• Mayor
• Councilors
• Municipal Administrator
• An Incident Commander from a municipal department
• Emergency Program Coordinator or Delegate

A declaration of state of local emergency or provincial emergency is not required to activate the EOC. However, the EOC must be activated if a local State of Emergency has been declared or if a Provincial State of Emergency is declared that includes the municipal jurisdiction.

ICS Organization for a
Municipal Emergency Operations Centre

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                                    ┌──────────────┐
                                    │  Executive   │
                                    └──────┬───────┘
┌──────────────────┐                ┌──────┴───────┐
│ Provincial Joint │                │ EOC Manager  │
│ Emergency        │- - - - - - - - │              │
│ Operations Centre│                └──────┬───────┘
└──────────────────┘         ┌─────────────┼──────────────┐
                       ┌──────┴───────┐            ┌────────┴──────────┐
                       │ Liaison      │            │ Public Information│
                       │ Officer      │            │ Officer           │
                       └──────────────┘            └───────────────────┘
```

Operations Chief	Planning Chief	Logistics Chief	Finance & Admin Chief

•Municipal Emergency Management Representatives such as:
  •Fire
  •Police
  •Transportation and Public Works
  •Health and Emergency Social Services
•Other Agency Representatives as required
	•Duty Officer (Situational Awareness)
	•Resources
	•Documentation
	•Advanced Planning
	•Demobilization
	•Recovery Planning
	•Technical Specialists
		•JEOC Support
		•Telecommunications
		•Information Technology
		•Mapping
			•Cost capturing
			•Procurement
			•Claims and Compensation
			•Time capturing

```
Incident
Management Team
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Not every function will be filled for every event

Incident Command System

The Incident Command System (ICS) uses a standardized approach to manage events that engage multiple agencies and span jurisdictional boundaries. ICS uses common terminology, roles and responsibilities, and can easily expand and contract based on the needs of the emergency.

PEI EMO provides training courses on Incident Command System and Emergency Operations Centre Management.

The following pages list the different roles and responsibilities at the incident site. EOC team member roles and responsibilities are located starting on page 48. More detailed position specific checklists are located in the appendices section.

You will notice the only difference between the site management roles and the EOC team is the title of the main supervisor; EOC Manager vs Incident Commander. The remaining roles are the same regardless of the location their span or scope of responsibility is the key difference. For example the Operations Section Chief (OPS) at the site is responsible for the Operations at the site only. The OPS at the EOC is responsible only for the strategies and tactics within the EOC. These suggested roles should be implemented as the needs exist and depending on the size of the emergency. In smaller events one individual may play several roles, while in larger events there may need a different person in each role.

COMMAND STAFF (at the site)

Incident Commander (may have a deputy if required)

- o Reports to Municipal Emergency Operations Centre (EOC) Manager if activated
- o Responsible for overall management of the incident at the site
- o Ensures planning meetings are scheduled as required
- o Approves and authorizes implementation of Incident Action Plan
- o Determines incident objectives and strategy
- o Authorizes release of information to media
- o Orders the demobilization of the incident when appropriate
- o May provides advice and information to the executive group as requested
- o Ensures overall incident objectives are being met by sections

Information Officer (may have assistants as required)

- o Reports directly to the Incident Commander
- o Advises the Incident Commander
- o Develops material for use for both media briefings and public communication
- o Ensures the monitoring of print and electronic media coverage of the event
- o Oversees the flow of information within the EOC and with all response agencies

Liaison Officer

- o Reports directly to the Incident Commander
- o Serves as the primary contact for agency representatives
- o Advises agencies of operational updates and status
- o Monitors incident to identify current or potential inter-organizational problems

Safety Officer (may have assistants as required)

- o Reports directly to the Incident Commander
- o Identifies hazardous situations associated with the incident
- o Reviews the action plan for safety implications
- o Exercises authority to stop and/or prevent unsafe acts

GENERAL STAFF

Operations Section

The Operations Section manages all tactical operations. The Section Chief is usually from the lead agency, for example during a large apartment fire this section should be managed by the Fire Chief (or designate)

- o Reports directly to the Incident Commander
- o Manages all tactical operations
- o Assists in development of the operations portion of the incident action plan
- o Creates branches / divisions, task forces to carry out the strategies in the action plan as required

Logistics Section

All incident supports are provided by the logistics section and ensures that, if resources are required for the operations, they are provided:

- o Reports directly to the incident commander
- o Monitors the resources for continuous operability
- o Requests and releases resources as required
- o Oversees the demobilization of logistics section

Planning Section

The planning section collects, evaluates, processes and disseminates information for use at the incident.

- o Reports directly to the incident commander
- o Collects and processes information for situational awareness
- o Provides input and supervises the preparation of the Incident action plan
- o Determines need for specialized resources
- o Monitors incident status and informs IC of any changes

Finance / Administration Section

The Finance / Administration Section manage all financial aspects of the incident.

- o Reports directly to the Incident Commander
- o Collects all documentation for incident and provide financial updates as required
- o Ensures procurement procedures for supplies are prepared and completed
- o Ensures that all personnel time records are accurately completed and inputted

Emergency Procedures

Step 1 Activate the Fan-Out

When an emergency exists or may exist, the Municipal Emergency Management Coordinator, or designate, contacts the following people:

- o Mayor and members of the executive council
- o Department officials as required
- o Communications personnel
- o Staff for EOC
- o Public information officer
- o Administrative support personnel

All contacts must be initiated quickly for maximum effectiveness. Each person may have a list of contacts to make. This depends on the fan out system used. An efficient fan out system will ensure the information is passed within minutes of the initial message.

Step 2 Activate the EOC

The EOC Manager, supported by command and general staff, will set up the Emergency Operations Centre. This may mean adapting an existing office, hall, council chamber, etc., into an executive room, an operations room, a communications room, a public information centre, security area, and rest and public information areas.

Boxes of emergency food, office supplies, additional telephones, logs, events display boards, and other materials and equipment necessary for the EOC should be readily accessible. Individual action lists in your emergency plan, included in the appendices, will outline the specific responses to those personnel in the EOC group.

Communications

Without proper communications, the effectiveness of the response will be seriously jeopardized. Design your EOC to facilitate movement and dissemination of information from the emergency site to the resource managers and to the public.

From the Incident Commander to the EOC

Depending on the nature of the emergency, the Incident Commander (IC) may not be able to establish a telephone link with the EOC from the site. There should be an alternative communications plan.

Once the information arrives at the EOC, it must be handled efficiently. All messages and actions are entered in the event log for reference and follow up ability.

Any significant messages pertinent to the conduct and planning of operations should be passed to the operations section. Such messages may include a declaration of a state of emergency, road closures, location of reception centres for evacuees, etc.

If the municipality requires the assistance of the Provincial Government the municipality may be requested to send a representative to the Provincial Emergency Operations Centre, PEI EMO to ensure coordination and communication flow.

"Without proper communications, the effectiveness of the response will be seriously jeopardized."

To the Public

The Municipality should make every effort to provide regular updates on the emergency to the citizens, including the ability to issue an emergency warning and give directions to the public. Make arrangements with your local media outlets in advance of an emergency so that they can be reached when needed.

Your emergency plan should include a Crisis Communications plan to most effectively manage the media in an emergency. Several notification tools may be used:

- o Special bulletins or newsletters issued out from the EOC
- o Print and electronic media
- o News briefings
- o Social media
- o Broadcast Emergency Alerts (issued by PEI EMO)

It is vital for the Information Officer to monitor the news and social media in order to balance rumors and misinformation with factual information. Regular briefings with accurate facts and timely information are important.

It is highly recommended for individuals delegated in this position from municipalities to participate in the training course titled *Emergency Public Information* offered by PEI EMO.

Step 3 Close the EOC

Once responders no longer need additional support or when municipal crews have begun to clean up, the EOC manager should begin to consider closing or demobilizing the EOC. Upon closure or shortly thereafter, the EOC Manager should lead an operational debriefing session for all participants to assess the emergency response; the discussion will include a review of how resources and personnel were used, and how tasks were distributed.

EOC Team Member Responsibilities

Located in the annex of this document are more detailed team member checklists.

EOC MANAGER

Reports to: Mayor and Council (Executive)

The EOC Manager's primary responsibility is to coordinate the efficient response in an emergency situation. The EOC Manager will coordinate and manage all resources required for the emergency. Responsibilities include:

a.   activating the Emergency Operations Centre if required;

b.   initiating the EOC fan-out/notification list;

c.   ensuring key EOC positions are staffed as required;

d.   ensuring an up to date contact list is maintained for fan out purposes;

e.   reporting major events to PEI Emergency Measures Organization;

f.   ensuring the development of an Incident Action Plan;

g.   ensuring EOC members take prompt and effective action in response to problems;

h.   ensuring action logs are maintained by all EOC staff;

i.   requesting expert assistance as required;

j.   advising Council if there is a need to evacuate a specific area;

k.   coordinating evacuation with other EOC staff;

l.   consulting with Health/Social Services Agency Representative on the selection and opening of shelter(s) and or reception centre(s);

m.   monitoring the capacity of the area resources and if overextended, requesting assistance through mutual aid and EMO, upon approval from Council;

n.   informing EOC staff of major events as they arise;

o.   ensuring communications are established;

p.   ensuring a thorough situation briefing is conducted during shift changes and transfer of command;

q.   ensuring that a main event log is maintained and safeguarded; and

r.   other duties as required.

LIAISON OFFICER

Reports to: EOC Manager

The Liaison Officer acts as a point of contact/coordination for agency representatives and volunteer organizations. Responsibilities include:

a.   contacting any agency representatives which have not acknowledged requests to report to the EOC;

b.   briefing agency representatives on their role and position within the EOC;

c.   acting as a point of contact for volunteers and/or volunteer organizations;

d.   providing specific services as requested by EOC managers;

e.   assisting with coordinating how volunteers and/or volunteer organizations can assist with the response; and

f.   other duties as assigned by the EOC Manager.

INFORMATION OFFICER

Report to: EOC Manager

The duties of the Information Officer are as follows:

a.   maintaining an up to date list of all media services in the area;

b.   implementing a crisis communication plan in order to support the incident action plan;

c.   leading an Emergency Public Information Team (if required);

d.   establishing a media-briefing centre;

e.   keeping the public informed of significant developments occurring during the emergency;

f.   briefing the media periodically;

g.   maintaining a log of all actions taken;

h.   briefing the EOC Manager during planning meetings;

i.   ensuring that replacement is thoroughly briefed during shift changes; and

j.   other duties as assigned by the EOC Manager.

OPERATIONS SECTION CHIEF

Reports to: EOC Manager

The Operations Section focuses on the current operational period by liaising with and supporting the Incident Management Team in accordance with the incident action plan. Responsibilities of the Operations Section Chief include:

a.   gaining and maintaining situational awareness;

b.   consulting with the EOC Manager to determine who will be in the Operations Section;

c.   receiving information from the Operations Section and forward to the appropriate people including the Duty Officer;

d.   ensuring situation reports are disseminated to the Operations Section;

e.   briefing the EOC Manager during planning meetings on the current situation;

f.   consulting with EOC manager, after planning meetings, on the appropriateness of the incident action plan;

g.   leading the operations section to achieve the objectives established in the incident action plan;

h.   keeping the EOC Manager and the Information Officer updated; and

i.   other duties as assigned by the Planning Section Chief.

PLANNING SECTION CHIEF

Reports to: EOC Manager

The Planning Section Chief oversees the conduct of planning meetings, the development of incident action plans for each planning cycle; and for managing and disseminating information. Responsibilities include:

a. chairing planning meetings;
b. providing leadership to additional planning staff;
c. recommending objectives and their priorities to the EOC Manager;
d. drafting incident action plans for the EOC Manager's approval;
e. disseminating incident action plans to the EOC team;
f. conducting planning for the next operational period; and
g. performing other duties as assigned by the EOC Manager.

DUTY OFFICER

Reports to: Planning Section Chief

The Duty Officer manages and disseminates information. Responsibilities include:

a.   assisting with setting up the EOC;

b.   assisting with notifying EOC participants;

c.   opening, maintaining, and displaying a main event log;

d.   maintaining situational awareness;

e.   drafting and disseminating situational reports to EOC participants, PEI Emergency Measures Organizations, and other pertinent stakeholders;

f.   maintaining a map of the incident indicating the location of incidents and resources,

g.   providing a briefing of the current situation for the initial planning meeting;

h.   other duties as assigned by the Planning Section Chief.

LOGISTICS SECTION CHIEF

Reports to: EOC Manager

The Logistics Section provides EOC support such as security, feeding, amenities, backup power, telecommunications, information technology, and mapping. Responsibilities of the Logistics Section Chief include:

a.   maintaining a list of all telecommunications resources in the area;

b.   providing telecommunications in support of emergency operations;

c.   ensuring EOC security arrangements are made;

d.   ensuring EOC has sufficient log sheets, markers, status boards, writing paper, etc.;

e.   preparing meals and sleeping arrangements for EOC participants;

f.   facilitating mapping requests;

g.   briefing EOC participants, during planning meetings, on matters of importance;

h.   working to support the incident action plan and/or fulfill direction given by the EOC Manager;

i.   providing operators for the radio networks and the message centre;

j.   establishing a back-up network using Amateur Radio systems and assigning frequencies;

k.   maintaining office machinery, equipment, stationary;

l.   maintaining a sign in sheet; and

m.   ensuring sufficient telephone resources for EOC participants.

FINANCE AND ADMINISTRATION SECTION CHIEF

Reports to: EOC Manager

The Finance and Administration Section concerns itself with the financial aspects of an emergency including capturing the costs of dealing with an incident, procuring items, dealing with claims and compensation, and recording the work hours of EOC participants. Responsibilities of the Finance and Administration Section Chief include:

a.   ensuring EOC participants sign in and out of the EOC;
b.   developing a plan for capturing costs dealing with the incident;
c.   briefing EOC participants during planning meetings on matters of importance;
d.   procuring of resources for the EOC or for resources requested by the Incident Management Team which have been approved by the EOC Manager;
e.   working to support the incident action plan and/or fulfill direction given by the EOC Manager;
f.   obtaining EOC participant's sign in/sign out times during deactivation; and
g.   assisting with DFAA claims, as required during the recovery phase.

FIRE AGENCY REPRESENTATIVE

Reports to: EOC Operations Section Chief

The Fire agency representative coordinates all area emergency fire and rescue services. Responsibilities of the fire services representative include the following:

a.   maintaining an up to date list of all fire and rescue resources in the area;

b.   determining where specialized equipment and operators may be obtained depending on the nature of the emergency;

c.   providing specialized equipment and operators when requested by the Incident Commander (IC);

d.   coordinating requests from the IC for mutual aid;

e.   providing advice to the Emergency Operations Centre Manager when evacuation appears likely;

f.   ensuring that dangerous goods support agencies are contacted if necessary;

g.   updating maps and notice boards as necessary;

h.   ensuring that replacements are thoroughly briefed during shift changes;

i.   maintaining a log of all actions taken; and

j.   other duties as assigned by the Operations Section Chief.

POLICE AGENCY REPRESENTATIVE

Reports to: EOC Operations Sections Chief

The police agency representative coordinates area emergency police and security services.

a.   maintaining an up to date list of all police and security resources in the area;

b.   providing police and security resources when requested by the Incident Commander (IC);

c.   establishing priorities for the use of resources in concert with the Operations Section Chief;

d.   determining where specialized equipment and operators may be obtained depending on the nature of the emergency and providing these resources to the Incident Commander when requested;

e.   determining evacuation routes in concert with the Transportation Agency Rep and the Operations Section Chief;

f.   providing advice to the Emergency Operations Centre Manager when evacuation appears likely;

g.   providing security for specific facilities as requested;

h.   updating maps and notice boards as necessary;

i.   ensuring that replacements are thoroughly briefed during shift changes;

j.   maintaining a log of all actions taken; and

k.   other duties as assigned by the Operations Section Chief.

TRANSPORTATION AGENCY REPRESENTATIVE

Reports to: EOC Operations Section Chief

The Transportation Agency representative is responsible for coordinating area emergency transportation services.

a.   maintaining an up to date list of all transportation resources in the area;

b.   determining where specialized vehicles and operators may be obtained depending on the nature of the emergency, and providing them to the IC when requested;

c.   providing transportation services when requested by the IC;

d.   establishing priorities for the use of resources in concert with other Services and the Operations Section Chief;

e.   selecting evacuation routes and pick-up points as necessary, in concert with the Police Agency Rep;

f.   informing transportation drivers of the locations of the Reception Centres, or other places where evacuees may be housed;

g.   providing transportation as requested by the EOC Team;

h.   providing advice to the Operations Section Chief when evacuation appears likely;

i.   updating maps and notice boards as necessary;

j.   ensuring that replacements are thoroughly briefed during shift changes;

k.   maintaining a log of all actions taken; and

l.   other duties as assigned by the Operations Section Chief.

PUBLIC WORKS AGENCY REPRESENTATIVE

Reports to: EOC Operations Section Chief

The Public Works Agency representative is responsible for coordinating emergency engineering services

a.   maintaining an up to date list of all engineering resources in the area;

b.   determining where specialized equipment and operators may be obtained depending on the nature of the emergency and providing these to the Incident Commander (IC) when requested;

c.   responding to other engineering needs of the IC;

d.   coordinating the repair, construction and erection of emergency services;

e.   establishing priorities for the use of resources in concert with other EOC staff and the Operations Section Chief;

f.   informing the Operations Section Chief of major events or requirements;

g.   determining where and how portable water may be obtained and distributed during an emergency;

h.   updating maps and notice boards as necessary;

i.   ensuring that replacements are thoroughly briefed during shift changes;

j.   maintaining a log of all actions taken; and

k.   other duties as assigned by the Operations Section Chief.

HEALTH AGENCY REPRESENTATIVE

Reports to: EOC Operations Section Chief

The Health Agency representative is responsible for coordinating all area emergency health services.

a.   maintaining an up to date list of all health related resources in the area;

b.   alerting area hospitals of the emergency ;

c.   coordinating the continuation of public health measures including supervision of water supply, waste disposal operations, pest control, and control of communicable diseases;

d.   selecting emergency morgue facilities and informing all concerned of the location;

e.   ensuring security is provided at emergency morgues;

f.   acquiring additional trained medical personnel as required;

g.   establishing priorities of resources with other staff, and the Operations Section Chief;

h.   informing Operations Section Chief of significant events;

i.   updating maps and notice boards as necessary;

j.   ensuring that replacements are thoroughly briefed during shift changes;

k.   ensuring Reception Centres are periodically inspected;

l.   maintaining a log of all actions taken; and

m.   other duties as assigned by the Operations Section Chief.

EMERGENCY SOCIAL SERVICES AGENCY REPRESENTATIVE

Reports to: EOC Operations Section Chief

The Emergency Social Services Agency representative is responsible for coordinating all aspects of Emergency Social Services including lodging, feeding, clothing, personal services and Registration & Inquiry.

a.   ensuring that an up to date list of all emergency social services resources are maintained;

b.   providing overall supervision of all social services activities;

c.   registering all evacuees as they arrive at the reception centre;

d.   predetermining resources that may be required depending on the situation;

e.   informing the Emergency Operations Centre Manager of major events as they occur;

f.   responding to the needs of the Incident Commander;

g.   maintaining a list of all staff assisting with emergency social services and ensuring that replacements are thoroughly briefed during shift changes;

h.   monitoring the capacity of area resources and if overextended requesting assistance through the Operations Section Chief;

i.   maintaining a log of all actions taken; and

j.   other duties as assigned by the Operations Section Chief.

Lodging Responsibilities

o selecting emergency Reception Centres or other emergency facilities as required and confirming availability;

o informing all Emergency Operations Centre (EOC) staff of the selected sites;

o informing Reception Centre Managers of selected facilities and ensuring that they proceed to the facilities;

o determining if overcrowding of any facility has occurred and initiating remedial action;

o monitoring periodically, the situation at the facilities; and

o selecting people to assist the Reception Centre Managers.

Feeding Responsibilities

o determining the feeding requirements of persons displaced by the emergency situation;

o acquiring, transporting and ensuring the distribution of food supplies;

o selecting cooks, food service helpers and others to cater to the feeding of persons at the Reception Centres or other places;

o monitoring the need for food over an extended period of time;

Clothing Responsibilities

o determining the clothing requirements of persons displaced by the emergency situation;

o acquiring, transporting and ensuring the distribution of clothing at Reception Centres or other places;

o selecting persons to assist with the distribution of clothing at Reception Centres or other places; and

o monitoring the need for clothing over a prolonged period.

Personal Services Responsibilities

o ensuring the personal needs of evacuees are assessed as they arrive at the reception centre by qualified people;

o monitoring the long-term needs for special care.

Emergency Response Logs

The EOC and the site team must keep sufficient documentation to support operational decisions and actions and any other records in accordance with municipal planning and legal requirements. These records may include information; specific instructions handled by each staff member and may also include details about expenditures. Logs and records are collected, labeled and stored at the end of the operation.

Demobilization

When the incident commander advises the team that site operations are about to be demobilized (stood down), all appropriate contacts and incoming replacements must be informed at the same time.

Section 4

Crisis Communications

A crisis communication plan is a vital part of emergency preparedness and response. Having a robust crisis communication plan, which has been integrated with your crisis management or operations plan, is well-tested, understood and practiced, can not only save an organization's reputation, but at times, it can also save lives.

The first pages of a crisis communication plan should clearly outline the steps the organization will take in the event of a crisis, who is responsible for taking these steps, and how to contact the crisis communication team. The crisis communication plan should be reviewed and approved by operational and communications staff and should be updated, regularly, to verify that the information and protocols are accurate.

A copy of the plan should also be maintained in the office and offsite both electronically and in paper format. A copy of the plan should be made available to each team member, other staff and key emergency response partners for use in the event of a crisis. Ensure that all the team members understand its contents.

Section 5
Emergency Social Services (ESS)

Emergency Social Services (ESS) are the essential services which meet immediate non-medical needs in the event of a disaster or emergency. The Public Health Agency of Canada lists five essential services as follows:

- Emergency Clothing
- Emergency Lodging
- Emergency Feeding
- Personal Services
- Registration and Inquiry Services

Municipalities are primarily responsible for providing emergency social services within their jurisdiction during and after an emergency. The government of Prince Edward Island works in partnership with community agencies, such as the Canadian Red Cross, Salvation Army and other local service organizations to deliver emergency social services. This enhances the resiliency of the community and the province.

When community officials need support in response to an emergency, it is important that they clearly understand where and how they can locate assistance.

The more prepared individuals and municipalities are, the better able they are to respond and recover. Individuals are encouraged to prepare in advance to take care of themselves and their family for 72 hours following any emergency or disaster. This allows emergency personnel time to respond to the most immediate emergency requirements and incidents. Additionally during severe weather such as a blizzard it may take several days before roads are passable and accessible. You need to be prepared to take care of yourself and your family under various conditions. When individuals are no longer able to cope on their own they look to their municipality for support. When a municipality exceeds their own capacity for response, or requires special resources the municipality can turn to the province for assistance.

In order to access these supports municipalities should be aware of the following:

- Municipalities have the overall responsibility for taking mitigative action, preparing for, responding to and recovering from emergencies or disasters.
- PEI EMO is responsible to coordinate and manage the emergency response on behalf of the Province of PEI.
- Requests that are made to the province from municipalities for support must be submitted to PEI EMO
- Requests may be made initially verbally but will require follow up in writing.
- Municipalities should submit the following information when requesting support from the province:
    - Details of request for resources – what, how much, when and for how long – completion of requisition request form.
    - Requests must be made by an authourized entity from the Municipality, i.e. Mayor or designate; a copy of the requisition form can be found in Appendix section..
- Once EMO has responded to the request with information based on the availability of the resource and with an estimated cost for the resource, the municipality must provide acknowledgement prior to resources being released.

The municipality may submit claims for eligible expenses through the Disaster Financial Assistance Agreement, if activated and applicable; requests made outside the above process may not be eligible for reimbursement.

Section 6

Municipal Emergency Exercises

A n emergency exercise is a simulation of an actual emergency. The exercise enables people to practice their roles and responsibilities, rehearse using relevant equipment, enhance partnerships with other agencies, and learn to whom they are reporting. It is an opportunity for responders to test plans and identify gaps without the consequences that might occur in a real emergency.

Exercising your emergency plan allows for the following opportunities:

- o Identify planning gaps or omissions
- o Identify needed resources, trained personnel, equipment, or supplies
- o Identify training needs for those participating in an emergency response
- o Ensure pre-established authority structures function properly
- o Provide the most cost-effective response
- o Limit damage or losses to the municipality, residents, or environment in a real emergency
- o Provide an effective, coordinated response in a real emergency

Types of Exercises

There are two types of exercises, Discussion Based and Operations Based.

Discussion Based: are exercises that familiarize participants with current plans, policies, agreements and procedures. They are also used to develop new plans, policies, agreements and procedures.
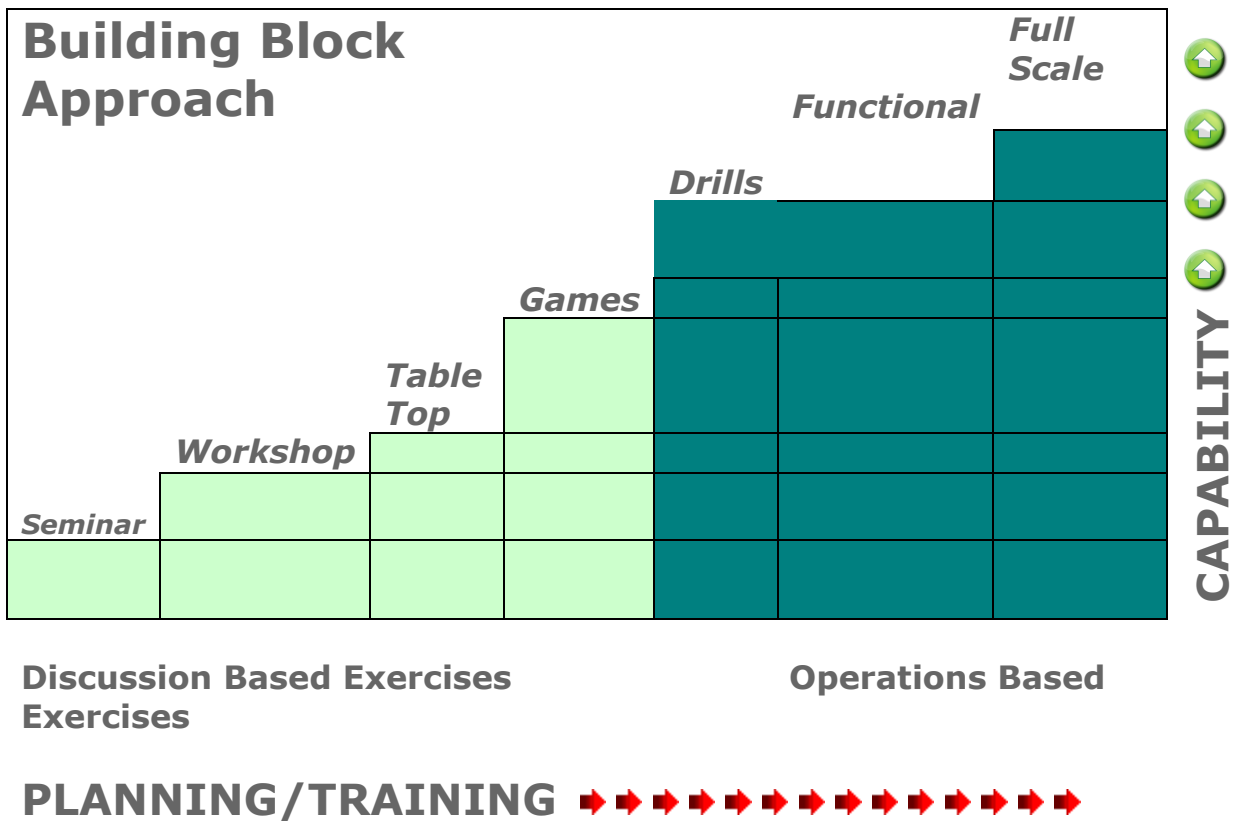
Examples of discussion based exercises are:

- o Seminars
- o Workshops
- o Table Top Exercises
- o Games

Operations Based: are exercises that validate plans, policies, agreements and procedures, clarify roles and responsibilities, and identify resource gaps in an operational environment.

Examples of operations based exercises are:
- o Drills
- o Functional Exercises
- o Full Scale Exercises

Choose your exercise based on the objectives you wish to achieve, the abilities and limitations of those participating, equipment, and municipal resources. To be most effective organizations should run an exercise on a yearly basis regardless of the type. When designing an exercise program it should be developed on the Building Block Approach (see figure below) with a cycle of training and exercises that escalates in complexity, with each exercise designed to build upon the last.

Building Block Approach

Full Scale

Functional

Drills

Games

Table Top

Workshop

Seminar

CAPABILITY

Discussion Based Exercises Exercises

Operations Based

PLANNING/TRAINING ➤➤➤➤➤➤➤➤➤➤➤➤➤➤

The success of an exercise is measured by whether it provides a realistic setting to practice an emergency response in order to identify gaps and to take corrective action. These findings are vital for determining what further training is needed for agency representatives, for acquiring necessary resources, or for developing agreements with other municipalities or organizations to provide assistance in an emergency.

Every emergency exercise should be followed with a debriefing session. This session will give participants an opportunity to talk about his/her role in the emergency response, thoughts and feelings about the process, and what changes to the plan or response are recommended.

A debriefing gives everyone a chance to objectively assess the emergency, assess performance, and identify ways to improve the overall response and emergency plan.

"The success of an exercise is measured by whether it provided a realistic setting to practice an emergency response in order to identify mistakes and to take corrective action."

PEI EMO can provide assistance in designing and facilitating exercises to test your municipal plans. You can also participate in a training course titled Exercise Design that will allow you to design your own exercises.

Appendices

Appendix A   Sample Municipal Emergency By-law

Appendix B   Sample Mutual Aid Agreement

Appendix C   Reception Centre Service Checklist and Guideline

Appendix D   EOC Position Specific Checklists

Appendix E   Resource Requisition Form

(City/Town/Community of   )
BY-LAW #   _____

This is a bylaw to establish and maintain an Emergency Measures Organization and Plan for the (City/Town/Community of   ). This bylaw may be referred to as the (City/Town/Community of   ) *Emergency Measures Bylaw*.

WHEREAS it is deemed expedient to establish an emergency measures organization and plan to serve the (City/Town/Community of   );

AND WHEREAS Section 8(a) of the *Emergency Measures Act* (the "Act") states that each municipality may establish and maintain a municipal emergency measures organization by passage of a bylaw;

AND WHEREAS Section 8(b) of the *Emergency Measures Act* states that each municipality may prescribe duties that contain the preparation and co-ordination of emergency measures plans for further emergency planning;

THEREFORE be it, and it is, enacted by the Council of the (City/Town/Community of   ), under authority vested in the (select one) (*Municipalities Act* R.S. P.E.I. 1988 Cap. M-13; or *Charlottetown and Area Municipalities Act* R.S.P.E.I. 1988 Cap. 4-1; or *City of Summerside Act*, R.S.P.E.I. 1988 Cap. C-9.1) and section 8 of the *Emergency Measures Act* R.S.P.E.I. 1988, Cap. E-6.1, a bylaw of the municipality as follows:

1. For the purpose of this by-law, (Remove any that do not apply)
    a. "chairperson" means the chairperson of the Community of council or designate
    b. "council" means the Council of (City/Town/Community of)
    c. "councillor" means a member of Council;
    d. "emergency" means a present or imminent event in respect of which the (City/Town/Community of) believes prompt coordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of residents of the (City/Town/Community of)

e. "emergency measures plan" means any plan, program or procedure prepared by the municipality that is intended to mitigate the effects of an emergency and to provide for the safety, health and welfare of the civil population and the protection of property and the environment in the event of such occurrence.

f. "mayor" means the mayor of the (City/Town of   ) or designate;

g. "Minister" refers to the member of Executive Council charged by the Lieutenant Governor in Council with the administration of the *Emergency Measures Act* (the Act) R.S.P.E.I. 1988, Cap. E-6.1

h. "Municipal Emergency Measures Standing Committee" means the standing committee established pursuant to this by-law;

i. "Municipal Emergency Measures Coordinator" means the person appointed by Council pursuant to this by-law;

j. "Municipal Emergency Measures Organization" means the organization established pursuant to this by-law;

k. "Municipal Emergency Measures Planning Committee" means the committee established pursuant to this by-law;

l. "state of emergency" means a state of emergency declared by the Minister pursuant to *Emergency Measures Act* subsection 9(1);

m. "state of local emergency" means a state of emergency declared by a local authority pursuant to *Emergency Measures Act* subsection 9(2) or by the mayor or chair of a municipality pursuant to subsection 9 (2.1);

2.   A Municipal Emergency Measures Organization is hereby established, hereinafter referred to as the (City/Town/Community of   ) Emergency Measures Organization and shall consist of the following persons and/or committees:

   a. a Municipal Emergency Measures Coordinator;
   b. a Municipal Emergency Measures Standing Committee; and
   c. a Municipal Emergency Measures Planning Committee.

3.   Municipal Emergency Measures Standing Committee
      The mayor/chairperson shall appoint the members of the (City/Town/Community of)   Emergency Measures Standing Committee, which members may include:

   a. the Mayor/Chairperson or Deputy Mayor/Vice Chairperson; and

b. no fewer than two council members.

4. The Municipal Emergency Measures Standing Committee shall:

    a. advise Council on the development of a Municipal Emergency Measures Program;

    b. submit emergency measures policy recommendations to Council;

    c. name or assign such persons, as it may deem advisable, to perform duties related to the continuity of Municipal government in the case of an emergency or disaster;

    d. present the Municipal Emergency Measures Plan to Council for approval; and

    e. inform and update Council on developments during an activation of all or part of the Municipal Emergency Measures Plan.

5. Municipal Emergency Measures Coordinator

The Council will appoint a Municipal Emergency Measures Coordinator (MEMC) who reports to, and receives direction from, the Council.

6. The Municipal Emergency Measures Coordinator shall:

    a. develop and coordinate the Municipal Emergency Measures Program;

    b. coordinate plans for the continued functioning of municipal services which would be required in the event of an emergency;

    c. coordinate and conduct, on an annual basis, training and exercises to test the Municipal Emergency Measures Plan for the training of personnel who have an emergency role;

    d. coordinate public education programs related to emergency management; and

    e. coordinate and manage the municipal operational response for an emergency upon activation of all or part of the Municipal Emergency Measures Plan or a declaration of a state of local emergency.

7. The Municipal Emergency Measures Planning Committee shall consist of

    a. the Municipal Emergency Measures Coordinator

    b. the manager(s) or person(s) responsible for each municipal department which is assigned emergency functions under the

municipal emergency measures plan and, where no department exists, a person to represent the functions of:

    1) law enforcement;

    2) fire protection;

    3) transportation;

    4) water/wastewater service;

    5) communications;

    6) human resource management;

    7) public information;

    8) finance and administration; and

    9) social services including, emergency feeding, shelter, clothing and personal services.

8. The Municipal Emergency Measures Planning Committee shall:

    a. prepare recommendations for the Municipal Emergency Measures Standing Committee;

    b. assist the Municipal Emergency Measures Coordinator (the coordinator is already a part of the committee) in the preparation and coordination of municipal emergency measures plans;

    c. prepare an emergency measures plan for their municipality;

    d. respond and participate as members of the Emergency Operations Centre staff upon full or partial activation of the Municipal Emergency Measures Plan;

    e. establish plans, including the development of memorandums of understanding or mutual aid agreements for cooperation and mutual assistance between municipal governments in the event of a disaster or emergency;

    f. cooperate with authorities of the municipality, neighbouring municipalities and provincial authorities who have been assigned comparable duties.

9. Council shall approve a Municipal Emergency Measures Plan and may do so under the authority of this bylaw.

10.   Council may approve agreements with and payments to persons and organizations for the provision of services in the development and implementation of the Municipal Emergency Measures Plan.

11.   Council may, when satisfied that an emergency exists in the municipality, declare a state of local emergency. Where the council is unable to act promptly in declaring a state of local emergency in the municipality the mayor or chair of the municipality may, pursuant to Section 9(2.1) of the *Emergency Measures Act*, , after consulting a majority of the members of Council where practicable, declare a state of local emergency in the municipality.

12.   This Bylaw comes into effect <u>on   (Date of formal adoption or some other date certain as set in the bylaw).</u>

13.   Any and all (unless there is more than one and one or more are being retained) Emergency Measures bylaws passed previous to this Bylaw, by a Council of the (<u>City/Town/Community of   </u>), are hereby repealed.

First Reading:

The EMO Bylaw was read a first time at the Council meeting held on the _____
day of _____.

The EMO Bylaw was approved by a majority of Councillors present at the Council
meeting held on the _____ day of _____.

Second Reading:
The EMO Bylaw was read a second time at the Council meeting held on the
_____ day of _____.

The EMO Bylaw was approved by a majority of Councillors present at the Council
meeting held on the _____ day of _____.

Adoption and Approval by Council:
The EMO Bylaw was adopted by a majority of Councillors present at the Council
meeting held on the _____ day of _____.

The EMO Bylaw is declared to be passed on the _____ day of
_____.

_____   _____

 (Chairperson / Mayor)   (Administrator / CAO)

(signature sealed)   (signature sealed)

MUTUAL AID AGREEMENT

EMERGENCY MUTUAL AID AGREEMENT/
LETTER OF UNDERSTANDING

"DRAFT"

Between the Municipality of *enter name here* and

Community or Organization *enter name here*:

WHEREAS an emergency could affect any municipality/community to such a degree that their resources would be insufficient to manage with the situation;

AND WHEREAS the above-name municipality/community wish to make prearrangement for prompt emergency action in support of any municipality/community in the group which may be affected or threatened by an emergency and require assistance: (the areas of mutual concern are listed in paragraph 2 below)

THEREFORE, the above named agree as follows:

1.   The parties to the agreement will render all possible help to each other upon request when required subject to the following conditions:

   a.   The normal channels of communication shall be between the Mayor/Chairman responsible for emergency measures services of the municipality/community or any official designated by them.

   b.   On receipt of a call for assistance, whether general or specific as to resources required, the extent of the assistance given will be at the discretion of each responding authority having regard to its own local needs/situation at the time.

   c.   Any costs incurred in connection with the mobilization, movement and deployment of mutual aid resources will, in the first instance, be borne by the municipality/community requesting/receiving the aid.

2.   The areas of mutual concern within the planning responsibilities of the municipality/community are as follows:

   a.   Preservation of law and order.

   b.   Control of traffic.

   c.   Reception services, including the provision of emergency lodging, emergency feeding, emergency clothing, personal services and

registration and inquiry for people who have lost or were forced to evacuate their homes, or who require emergency assistance because of the breakdown of normal assistance.

d. Co-ordination of medical services, hospitals and public health measures.

e. Maintenance and repair of highways.

f. Maintenance and repair of water and sewage systems.

g. Co-ordination and control of fire fighting services. (This agreement does not nullify any existing forest fire control agreements of other fire mutual aid arrangements approved by the mayor/chairman of the responsible municipality/community.

h. Repair and maintenance of other utilities.

i. Other local emergency services as may be required.

j. Agricultural emergencies.

k. Flood control and action after flooding.

l. Dangerous goods incidents or other emergencies.

3. It is further agreed that the appropriate municipality/community authorities will have their staff meet as necessary to develop and update guidelines for compatible planning and emergency arrangements within the areas of common concern outlined in this agreement.

4. **Termination of Agreement**

This Mutual Aid Agreement/Letter of Understanding shall terminate when mutually agreed upon by the two parties involved.

In witness where of this Mutual Aid Agreement/Letter of Understanding has been executed on behalf of the two parties involved.

_____ _____ _____
Witness   Municipality/Community   Date

_____ _____ _____
Witness   Municipality/Community   Date

RECEPTION CENTRE SERVICE CHECKLIST

Reception Centre Service –
Priority Action Checklists and Guidelines

A Reception Centre (RC) is a one-stop service site or facility – located in a school gym, church hall, community hall, arena, or other appropriate location. In a disaster or emergency, a reception centre can provide immediate basic needs to displaced residents through the five Emergency Social Services (ESS) response teams: Emergency Clothing, Emergency Lodging, Emergency Food Service, Registration and Inquiry Service, and Personal Services.

Past disaster experience has shown that displaced residents may arrive at centres with minor injuries, without necessary medication or may be ill or recovering from an illness. First Aid and Public Health Services should be provided in addition to the five basic Emergency Social Services. Other municipal emergency services may also be needed by evacuees in the RC such as transportation, sanitation and recreation.

These checklists and guidelines are based on the Public Health Agency of Canada's Reception Centre Services Manual.
http://www.phac-aspc.gc.ca/emergency-urgence/index-eng.php

Priority Action Checklist - Before Evacuees Arrive

The Reception Centre Supervisor is responsible for opening, managing, coordinating, the delivery of services to disaster survivors or evacuees, and for closing the Reception Centre.

When the RC Supervisor receives a request to open a reception centre, his/her first operational priorities are as follows:

First Priorities:

1. Clarify authority and restrictions on expending money with the EOC. Ensure all expenditures are documented.
2. Contact building owner/custodian to secure access.
3. Initiate Reception Centre Services (RCS) staff call-out.
4. Report to the reception centre.

Priorities - As Reception Centre is Opened:

1) Establish RC Supervisor's office and administrative services.
2) Start RC operations log to record decisions, status, activities, and problems. Record date and time of RCS staff arrival.
3) Brief RCS staff, ESS supervisors and Support Agencies on:
   a) Type of disaster or emergency
   b) Number of people expected and time of arrival
   c) Special requirements or problem areas, if any and
   d) Unusual resource requirements.
4) Check operational status (personnel, supplies, equipment available or required, space allocation, operational procedures, etc.) of the following services:
   a) First aid for evacuees that may have injuries.
   b) Emergency clothing:
      i) To prevent loss of life due to exposure.
      ii) To meet clothing needs until normal sources are available.
   c) Safe, immediate, temporary lodging for evacuees such as:
      i) Private accommodations. Lodging with persons volunteering their own homes or cottages.

ii) Commercial accommodations. Motels, Hotels, Hostels, etc.

d) Group lodging facilities. Buildings not normally used for living purposes such as schools, community halls, arenas, etc.

e) Provision of food or meals:

i) For those without food or food preparation facilities, including special food requirements for infants, elderly, and for women who are pregnant or nursing.

ii) Possibly for recovery workers and volunteers.

f) Registration and inquiry:

i) To collect information and answer inquiries on the condition and whereabouts of survivors.

ii) To assist in reuniting families.

iii) To determine general and special requirements such as medical, feeding, clothing, and lodging.

g) Personal services to provide survivors/evacuees with:

i) Temporary care for unaccompanied children, dependent elderly persons, residents from special care facilities.

ii) Information on financial and material aid available.

iii) Emotional support to people with personal problems aggravated by a disaster.

h) Public health services including health inspections of reception centres/shelters and public health nurse services.

i) Health care services to meet medical needs beyond first aid. Primarily for evacuees who were previously hospitalized or experiencing medical conditions.

j) Telecommunication services may include additional telephones. Amateur radio operators will be useful in maintaining contact with the EOC during power outages as cellular telephone systems are easily overwhelmed.

k) Maintenance of the facility.

l) Sanitation of the facility.

m) Security of the facility and people.

n) Administration of the facility to include documentation of financial expenditures, borrowed or loaned items, posting of notices, and safekeeping of evacuees/survivors' valuables.

5). Ensure all staff members wear some identification.

6). Have RCS personnel immediately check readiness of and address any shortcomings of:

   a) Sanitation facilities – garbage disposal, showers, sinks, toilets, toilet paper, paper towel, soap, etc.
   b) Fire exits – unlocked, easy to access, and well marked.
   c) Emergency generator- ready for operation
   d) Emergency lighting
   e) Heating equipment
   f) Ventilation or air conditioning operation
   g) Internal communications such as walkie-talkies, public address system
   h) Source of drinking water

7). Designate a first aid room or area as soon as possible. Room should have running water.

8). Post appropriate signs on main streets leading to the RC indicating the location of the RC.

9). Arrange parking control if not provided by police.

10). Post appropriate signs in the RC indicating where and what services are offered, and any rules such as pet restrictions, lights out, quiet hours, and curfews.

11). Establish telecommunication centre close to RCS Supervisor's office. Maintain communication with the municipal emergency operations centre and other key contacts

12). Restrict use of telephone and two-way radio to authorized personnel.

13). Consider measures that may be required to protect evacuees from media intrusion. Liaise with the EOC Public Information Officer for direction on staff giving media interviews.

14). Take an inventory of equipment and materials that belong to the facility and assess and record general condition of the facility. Use a video camera for a visual record of the state of the facility prior to the evacuees' arrival

15). Establish a fire plan and post it. If the facility is to be used as a shelter, a fire watch/security shift should be conducted overnight.

16). Establish a rest area for workers.

Priority Action Checklist- As Evacuees Arrive

1) RCS personnel posted in the front entrance or foyer of the RC meet and greet the evacuees and inform them of the various services available.

2) Personal Services volunteers may also meet and greet victims or evacuees to offer emotional support or personal care to unaccompanied children, dependent adults or elderly or groups with special needs.

3) Accompany persons requiring First Aid or with any health concerns to the First

4) Aid Room or Health Care Services.

5) Depending on the nature of the disaster event, general well-being or condition of disaster survivors, people are directed to the Service they judge to be the most pressing, e.g., clothing, food, registration and inquiry etc.

6) Emergency Food Service would usually have hot drinks, juices, snacks, sandwiches, fruits available for evacuees upon arrival.

7) Evacuees would be asked to register as soon as possible after they have arrived but not until their immediate basic needs have been met.

8) As soon as the basic needs of evacuees are met, the RC Supervisor should hold an information meeting to:
   a) Introduce him/herself and supervisors,
   b) Reassure evacuees about the safety of the location,
   c) Bring them up to date regarding the disaster or emergency,
   d) Inform them of services available, locations of emergency exits, smoking areas, and evacuation procedures.
   e) Answer questions evacuees may have.
   f) Request volunteers if the need exists.

9) The RC Supervisor would let evacuees know when updated information about the event will be next presented. Evacuees should be briefed even if there is no information to report. In some emergencies or disasters, newspapers, radio and television sets are provided so evacuees can follow news reports. In some sensitive circumstances such as a mass casualty incident, it may be beneficial for officials to brief evacuees/survivors within the reception centre prior to conducting conferences with the media.

10) Ensure adequate telephone services are installed for the use of evacuees.

11) RC Supervisor needs to check with the Municipal EOC to determine how long evacuees are expected to remain in the RC. This information is essential for the Emergency Food Service who will either have to prepare or order food in.

12) If appropriate, request the Municipality's Parks and Recreation department or other organization to organize activities for children.

13) Maintain accurate records of equipment and supplies purchased or borrowed.

14) Maintain a reception centre operations log.

Priority Action Checklists - Continuing Priorities

Once evacuees have settled in and Services are fully operational, the RC Supervisor is responsible for:

1) Briefing evacuees daily at set times
2) Monitoring the morale of evacuees and staff. Ensure staff has access to copies of Appendix P to the Public Health Agency of Canada Reception Centre Services Manual (*Emergency Workers and Volunteers-Coping with Stress During and After a Disaster*).
3) Monitoring operational status of facility.
4) Maintaining daily schedules for each Service.
5) Briefing the municipal EOC on the needs of evacuees, nature of activities and problems encountered.

<u>Priority Action Checklist - Closing</u>

Plans for closing the RC begin as soon as evacuees return to their home or are transferred to Group Lodging Facilities or Commercial Accommodations or other forms of temporary lodging, unless it is used as central information and meeting site. Once the RC Supervisor is informed of the closing of the RC, he/she would:

1) Ensure that the Reception Centre facility and grounds are cleaned by RCS personnel. Collect volunteer ID cards.
2) Arrange for the inspection of the facility by owner. Conduct a joint inspection with the owner. Resolve any problems and document unresolved issues. If damage is serious, video tape and report to the Emergency Operations Centre.
3) Arrange for inventories of supplies and equipment.
4) Restock equipment and supplies.
5) Return borrowed and rented equipment to suppliers. Obtain final invoices for equipment and supplies purchased or rented.
6) Arrange for disconnection and removal of additional telephone services and for final billing for utilities and disconnections.
7) Turn over Operations Log, receipts and outstanding invoices to the EOC.
8) Post a notice informing disaster survivors or evacuees where further assistance is available.
9) Arrange for letters of appreciation or recognition of staff, donors of goods, services and facilities used during the operation.
10) Prepare final report on the Reception Centre operation for the EOC's Social Services Manager in order to update the reception centre/shelter plan for the next emergency.

MUNICIPAL EOC GUIDANCE CHECKLISTS

MUNICIPAL EOC GUIDANCE CHECKLIST – EOC MANAGER

.

Introduction

The purpose of this checklist is to provide guidance on managing a Municipal EOC within the Incident Command System framework.

The EOC Manager is responsible to the Executive for the leadership and direction of EOC participants to ensure that they fulfill their assigned roles.

The EOC Manager is responsible to supervise and coordinate the activities in the EOC, in order to return the municipality to normal as quickly as possible.

Serial	Task	Initials
1	**Activation**. Once the decision to activate the EOC is made, the EOC Manager will normally do the following: • Consult with executive on the decision to activate the EOC • Open an operations log • Determine appropriate staffing for the EOC and ensure they are notified to report to the EOC. • Ensure EOC Security arrangements are implemented • Arrange for the distribution of situation reports to include other supporting organizations and stakeholders • Establish communications with the Incident Management Team; if a team is not identified, appoint one if practical • Setup the EOC to include a practical seating plan, log sheets, sign in sheet, writing materials, telephones, and maps	

Serial	Task	Initials

2	**Response.** Once sufficient participation is present in the EOC, he EOC Manager will normally do the following:
	
	• Ensure all EOC participants are introduced including their ICS position and who they report to. For example, most agency reps normally report to the Operations Chief.
	
	• Ensure all participants have an applicable EOC ICS Positional Checklist for their assigned role.
	
	• Inform participants:
	
	    o On the layout of the EOC, security measures for entering and leaving the EOC, location of washrooms, and actions on a fire alarm
	
	    o Availability of telephones
	
	    o That logs and status boards are to be maintained
	
	    o That situation reports will be distributed periodically
	
	    o The requirement of each organization to record the cost of responding to the event
	
	• Provide any other initial direction to EOC participants prior to the commencement of the first planning cycle
	
	• Direct the Planning Chief to commence the initial planning cycle with an information briefing.
	
	• During planning cycle meetings, receive all briefings from participants and ask questions from participants if required
	
	• At the conclusion of all planning cycle briefings provide leadership by:
	
	    o Determining what objectives must be achieved and their priority. (This may be accomplished based on the advice of the Planning Chief.) Objectives should be specific, realistic, and achievable. Prioritization of objectives must consider the protection of people, property, the environment, and the reduction of the impact of the incident on the economy.
	
	    o Forecasting and announcing when the next planning cycle will commence
	
	    o Providing any further comments	

Serial	Task	Initial
	• Coordinate with/provide direction to the Information Officer • In conjunction with the Information Officer, and Section Chiefs, approve the Planning Chief's written incident action plan • Provide direction to Logistics and Admin/Finance staff if they did not have any representation in planning meetings • Provide regular briefings to the Executive • Ensure PEI Emergency Measures Organization is informed as necessary. Arrange requests for assistance as required. • Supervise Section Chiefs, and Command Staff in the implementation of the incident action plan • Make operational decisions • Re- commence the planning cycle as necessary	
3	**Deactivation.** As the situation stabilizes, planning can begin to focus towards the demobilization of resources and EOC participants. • Brief the Executive on the intent to deactivate the EOC. • Ensure the incident management team, supporting organizations, and stakeholders are notified. • Ensure PEI Emergency Measures Organization is informed as necessary. • Ensure that original log sheets, Incident Action Plans, main event log, and sign in sheets are collected by the Planning Section and retained on file. • Begin to determine the costs associated with response, recovery and restoration of the community to normal. • Conduct a detailed damage assessment;	

Serial	Task	Initial

4	**Post Event Activities**
	   • Ensure the EOC is re-stocked with forms
	
	   • Conclude determining the costs associated with response, recovery and restoration of the community to normal in order to access DFAA funding if applicable or substantiate potential new mitigation measures
	   • Conduct an after action review
	   • Prepare and distribute an after-action report.
	• Implement recommendations from the after-action review.
	• Make any applicable changes to this checklist	

MUNICIPAL EOC GUIDANCE CHECKLIST - LIAISON OFFICER

Introduction

The purpose of this checklist is to provide guidance to the EOC Liaison Officer working within the Incident Command System framework.

Responsibilities

The EOC Liaison Officer is responsible to the EOC Manager for acting as a point of contact/coordination for Agency Representatives and volunteer organizations.

Serial	Task	Initial
1	**Activation.** Once the decision to activate the EOC is made, the Liaison Officer will normally do the following: • Report to the EOC and sign in. • Open a logbook • Report to the EOC Manager to obtain a briefing on the situation and learn which Agency Representatives will be participating and which sections/roles they will be assigned to • Assist in contacting any Agency Reps which have not acknowledged any request to report to the EOC • Assist in setting up the EOC • As Agency Reps arrive to the EOC ensure they: o Obtain sufficient log in sheets and writing materials o Are provided an Agency Representative ICS Guidance Checklist or applicable EOC ICS Positional Checklist o Report to their assigned Section Chief	

Serial	Task	Initial
2	**Response.** During the response phase of an event, the Liaison Officer will normally do the following. • Act as a point of contact for volunteers or volunteer organizations • In consultation with the EOC Manager and/or any applicable EOC participants, coordinate how volunteers or volunteer organizations can assist with the response.	
3	**Deactivation.** As the situation stabilizes, and Agency Representatives begin to demobilize, the Liaison Officer will normally do the following: • Ensure demobilizing Agency Representatives: o Return original log sheets to the Planning Section o Cleanup their work areas and status boards o Sign out • Thank Agency Reps for their participation in the EOC • Once demobilized, the Liaison Officer will: o Close log sheets and return to the Planning Section o Assist with tidying up the EOC o Sign out	
4	**Post Event Activities** • Prepare points for an after action review. Points to include recommended amendments to EOC policy, procedures, and training activities, and any new mitigation measures • Make recommendations for changes to this checklist	

MUNICIPAL EOC GUIDANCE CHECKLIST – INFORMATION OFFICER

Introduction

The purpose of this checklist is to provide guidance to the Information Officer participating in the EOC within the Incident Command System framework. It is not designed to explain how to create a crisis communications plan. Information Officers are encouraged to contact the Office of Public Safety for participation in the Emergency Public Information Course and to obtain a plan template prior to an emergency.

Responsibilities

The Information Officer is responsible to the EOC Manager for the development of a crisis communication plan and may be responsible for directing an Emergency Public Information Team.

Serial	Task	Initial
1	**Activation**. Upon reporting to an activated EOC, the IO will normally do the following: • Sign in to EOC • Receive a briefing from the EOC Manager. Determine the requirement for an assistant or the need to assemble an Emergency Public Information Team • Open a log book, create a status board • Gain awareness of the event through situation reports, media reports, and EOC status boards • Carry out any other applicable duties in accordance your municipal crisis communication plan • Provide direction to any assistants or Emergency Public Information Team.	
2	**Response.** During a response to an event, the Information Officer will normally conduct the following activities: • Activate the municipal crisis communication plan accordingly	

	• Provide direction to any assistants or Emergency Public Information Team.
	• Maintain a status board
	• Attend Planning Meetings unless directed otherwise. Be prepared to do the following:
	    o Brief the EOC Manager on information that is important for all meeting members to know
	    o Take notes to improve your awareness of the situation
	• After the Planning Meeting, be available to the EOC Manager and Section Chiefs for consultation on the Incident Action Plan
	• Coordinate with/receive direction from the EOC Manager
	• Implement the municipal crisis communication plan in order to support the Incident Action Plan
	• Record any Information Officer costs incurred	

3	**Deactivation.** As the EOC begins to demobilize, the Information Officer will normally do the following:
	
	• Continue to implement the municipal crisis communication plan as required
	• Continue to provide direction to any assistants or Emergency Public Information Team
	• Upon deactivation of the assistants and/or Emergency Public Information Team:
	    o Submit log sheets to the Planning Section
	    o Ensure work areas are cleaned up, everyone signs out	

4	**Post Event Activities** • Ensure any Information Officer costs incurred are sent to the appropriate person • Prepare points for an after action review. Points to include recommended amendments to EOC policy, procedures, and training activities, and any new mitigation measures • Make recommendations for changes to this checklist	

Municipal EOC Guidance Checklist - Operations Section Chief

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Introduction

The purpose of this checklist is to provide guidance to the Operations Section Chief participating in the EOC within the Incident Command System framework.

Responsibilities

The Operations Section Chief is responsible to the EOC Manager for the leadership and direction of the Operations Section to ensure that they fulfill their assigned roles.

The Operations Section focuses on the current operational period by liaising with and supporting the Incident Management Team in accordance with the Incident Action Plan.

Serial	Task	Initial
1	**Activation**. Once the decision to activate the EOC is made, the Operations Section Chief will normally do the following: • Sign in to EOC • Open an operations log • Receive a briefing from the Duty Officer or EOC Manager • Gain awareness of the event through situation reports, the main event log, media reports, and EOC status boards • In consultation with the EOC Manager, determine who will be in the Operations Section and its ICS structure. Consider who will liaise with the Incident Management Team and consider appointing a deputy. • Arrange a suitable seating arrangement for the Operations Section • Ensure log sheets are available • Consider mapping requirements	

Serial	Task	Initial

	• Brief and provide direction to Operations Section Staff to include the following:
	     ○ Where they fit in the Operations Section ICS Structure
	     ○ Log Sheet requirements
	     ○ Status board requirements
	     ○ Flow of information; Important info to be forwarded to Operations Section Chief
	     ○ Of telephone availability
	 • Ensure any Agency Reps assigned to your section receive an Agency Representative ICS Guidance Checklist	

2	**Response.**
	
	 • Receive information from Operations Section, forward to appropriate people including the Duty Officer
	 • Ensure situation reports are disseminated to section members
	 • During Planning Meetings be prepared to:
	     ○ Provide a briefing on the current situation
	     ○ Take notes to increase awareness of the situation
	 • After the Planning Meeting, be available to the Planning Section Chief and EOC Manager for consultation on the Incident Action Plan
	 • Lead the Operations Section in achieving objectives established in the incident action plan
	 • Keep the EOC Manager and Information Officer updated
	 • Record any costs incurred by your section	

Serial	Task	Initial
3	**Deactivation.** As the situation stabilizes, operations can begin to focus towards the demobilization of resources and EOC participants. • Conduct a detailed damage assessment • Have Operations Section Staff begin to determine the costs associated with response, recovery and restoration of the community to normal. • Ensure the incident management team, supporting organizations, and stakeholders are notified of the demobilization of resources or deactivation of the EOC. • Ensure that original log sheets from the section are collected and turned in to the Planning Section. • Assist with the cleanup of the EOC	
4	**Post Event Activities** • Ensure costs incurred by the Operations Section associated with the event are sent to the appropriate person • Prepare points for an after action review. Points to include recommended amendments to EOC policy, procedures, and training activities, and any new mitigation measures • Make recommendations for changes to this checklist	

MUNICIPAL EOC GUIDANCE CHECKLIST – PLANNING SECTION CHIEF

Introduction

The purpose of this checklist is to provide guidance to the Planning Section Chief participating in the EOC within the Incident Command System framework.

Responsibilities

The Planning Section Chief is responsible to the EOC Manager for the leadership and direction of the Planning Section to ensure that they fulfill their assigned roles.

The Planning Section is responsible for conducting Planning Cycle Meetings, developing an Incident Action Plan for each planning cycle, and for managing and disseminating information. Normally the Planning Section will consist of at least a Planning Section Chief and a Duty Officer/Situational Awareness Unit Leader (See separate checklist).

Tasks

Serial	Task	Initial
1	**Activation**. Once the decision to activate the EOC is made, the Planning Section Chief will normally do the following: • Sign in to EOC • Receive a briefing from the EOC Manager • Open a log book, obtain blank incident action forms • Determine how planning meetings shall occur: Where the meeting will take place, who shall participate, and in what order will they speak • Ask if the EOC Manager will want your recommendations on objectives and their priority at the end of planning meetings. • Gain awareness of the event through situation reports, media reports, and EOC status boards	

Serial	Task	Initial
	• Ensure any Agency Reps assigned to your section receive an Agency Representative ICS Guidance Checklist • Provide direction to any additional planning staff • Consider potential objectives basing their priorities on the protection or people, property, the environment, economic factors, and gaps in information	

2	**Response.** Once the EOC Manager directs the Planning Section Chief to commence the initial planning meeting, the Planning Section chief will normally conduct the following activities:
	
	 • Inform participants how the planning cycle will be conducted to include:
	     o The purpose of the meeting
	     o Who speaks and in what order
	     o Speakers are to direct their comments to the EOC Manager
	     o Comments are to be brief and include only information that is important for all to know.
	     o With the exception of the EOC Manager, EOC participants will hold their questions until the end
	 • Have speakers brief the EOC Manager
	 • Take pertinent notes; draft and prioritize recommended objectives while assessing the risks to people, property, environment, and the economy
	 • After the last speaker, allow the opportunity for questions
	 • Be prepared to recommend objectives and their priority to the EOC Manager
	 • After the planning cycle concludes, draft an incident action plan	

	• In consultation with the other section chiefs, and the information officer have the EOC Manager approve the Incident Action Plan • Distribute copies of the signed Incident Action Plan to EOC participants • Monitor the event through situation reports, media reports, the Main Event Log, and EOC status boards • Concentrate on future planning for the next operational period. Anticipate potential problems or events. • Record any costs incurred by your section	

3	**Deactivation.** As the situation stabilizes, planning can begin to focus towards the demobilization of resources and EOC participants.
	• Objectives for the Incident Action Plan should consider:
	    o Determining what resources should be demobilized and how
	    o Conducting a detailed damage assessment
	    o A method for determining the costs associated with the response, recovery, and restoration of the community to normal in order to assist with claiming Disaster Financial Assistance and substantiate future mitigation measures
	• Upon deactivation of the EOC:
	    o Collect log sheets from EOC participants, main event log, original Incident Action Plans, and sign in sheet and maintain on file.
	    o Ensure that the Planning Section signs out	

4	**Post Event Activities** • Ensure costs incurred by the Planning Section associated with the event are sent to the appropriate person • Prepare points for an after action review. Points to include recommended amendments to EOC policy, procedures, and training activities, and any new mitigation measures • Make recommendations for changes to this checklist	

MUNICIPAL EOC GUIDANCE CHECKLIST - DUTY OFFICER

Situational Awareness Unit

Introduction

The purpose of this checklist is to provide guidance to the EOC Duty Officer operating within the Incident Command System framework.

Responsibilities

The Duty Officer is responsible to the Planning Section Chief for managing and disseminating information.

Serial	Task	Initial
1	**Activation**. Once the decision to activate the EOC is made, the Duty Officer will normally do the following: • Receive a briefing from the EOC Manager • Assist the EOC Manager with the setup and activation of the EOC • Open, maintain, and display the main event log	
2	**Response.** • Receive information from EOC Command Staff and Section Chiefs • Draft and disseminate Situation Reports • When practical, maintain a status of resources available • When practical, maintain a map of the incident indicating locations of incidents and resources • During Planning meetings, the Duty Officer will normally conduct the following activities: o Provide a briefing of the overall current situation for the initial planning meeting o Collect information for subsequent situation reports by taking notes from speakers	

Serial	Task	Initial
3	**Deactivation.** Upon deactivation of the EOC: • Provide a copy of the main event log to the Planning Section Chief • Assist with returning the EOC to its original state • Sign out	
4	**Post Event Activities** • Prepare points for an after action review. Points to include recommended amendments to EOC policy, procedures, and training activities, and any new mitigation measures • Make recommendations for changes to this checklist	

MUNICIPAL EOC GUIDANCE CHECKLIST – LOGISTICS SECTION CHIEF

Introduction

The purpose of this checklist is to provide guidance to the Logistics Section Chief participating in the EOC within the Incident Command System framework.

Responsibilities

The Logistics Section Chief is responsible to the EOC Manager for providing the following support to the EOC:

- The EOC facility (security, feeding, amenities, backup power, etc.)
- Telecommunications
- Information technology
- Mapping

Serial	Task	Initial
1	**Activation**. Once the decision to activate the EOC is made, the Operations Section Chief will normally do the following: • Sign in to EOC • Open an operations log • Receive a briefing from the EOC Manager to include who will be in the Logistics Section and its ICS structure, and any other immediate direction. • Ensure EOC Security arrangements are implemented • Ensure sufficient log sheets, markers, and status boards are available • Be prepared to make meal and sleeping arrangements for EOC participants • Be prepared to produce mapping as requested	

Serial	Task	Initial

2	**Response.**
	
	• During Planning Meetings be prepared to:
	    ○ Provide a briefing on matters important to EOC participants
	    ○ Take notes to increase awareness of the situation
	• After the Planning Meeting, be available to the Planning Section Chief and EOC Manager for consultation on the Incident Action Plan
	• Work to achieve applicable objectives established in the incident action plan and/or fulfill direction given by the EOC Manager
	• Continue to manage the EOC facility and provide routine communications, IT, and mapping support to the EOC
	• Maintain office machinery, equipment, and stationary
	• Maintain sign in sheet and security measures for shift changes
	• Record any costs incurred by your section	

3	**Deactivation.** As the situation stabilizes, operations can begin to focus towards the demobilization of resources and EOC participants. • Ensure original log sheets from the Logistic Section are collected and turned into the Planning Section • Direct the cleanup of the EOC	
4	**Post Event Activities** • Ensure costs incurred by the Logistics Section associated with the event are sent to the appropriate person • Prepare points for an after action review. Points to include recommended amendments to EOC policy, procedures, and training activities, and any new mitigation measures • Recommend changes to this checklist • Implement recommendations from the after-action review.	

MUNICIPAL EOC GUIDANCE CHECKLIST – FINANCE AND ADMIN SECTION CHIEF

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Introduction

The purpose of this checklist is to provide guidance to the Finance and Administration Section Chief participating in the EOC within the Incident Command System framework.

Responsibilities

The Finance and Administration Section Chief is responsible to the EOC Manager for the financial aspects of dealing with an emergency.

The Finance and Administration Section is normally responsible for the following:

- Capturing the cost of dealing with an incident
- Procuring items
- Dealing with claims and compensation
- Recording EOC Participant work hours

Serial	Task	Initial
1	**Activation**. Once the decision to activate the EOC is made, the Operations Section Chief will normally do the following: • Sign in to EOC • Open an operations log • Receive a briefing from the EOC Manager to include who will be in the Finance and Administration Section, its ICS structure, and any other immediate direction. • In consultation with the Logistics Section Chief, ensure EOC participants input sign in and sign out times on the EOC sign in sheet	

Serial	Task	Initial

2	**Response.**
	
	• Develop a plan for capturing costs of dealing with the incident
	• During Planning Meetings be prepared to:
	    o Provide a briefing on matters important to EOC participants
	    o Take notes to increase awareness of the situation
	• After the Planning Meeting, be available to the Planning Section Chief and EOC Manager for consultation on the Incident Action Plan
	• Work to achieve objectives established in the incident action plan and/or fulfill direction given by the EOC Manager	

3	**Deactivation.** As the situation stabilizes, operations can begin to focus towards the demobilization of resources and EOC participants. • In consultation with the Logistics Section Chief, obtain EOC participant sign in/sign out times • Ensure your log sheets are turned in to the Planning Section • Assist with the cleanup of the EOC	
4	**Post Event Activities** • Collect and determine the costs associated with incident • Be prepared to assist with any DFAA Claims procedure • Prepare points for an after action review. Points to include recommended amendments to EOC policy, procedures, and training activities, and any new mitigation measures • Recommend changes to this checklist • Implement recommendations from the after-action review.	

MUNICIPAL EOC GUIDANCE CHECKLIST - AGENCY REPRESENTATIVES

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Introduction

The purpose of this checklist is to provide guidance to EOC participants who represent a parent organization. These participants may include private industry representatives, municipal and non-governmental representatives, and any other people requested to participate in the EOC.

Responsibilities

Upon activation of the EOC, the EOC Manager will determine an organizational structure of people based on the Incident command System. Therefore different Agency Representatives may be responsible to different leaders within the EOC. For example, a municipal finance representative may be placed in the Finance and Administration Section, and a public works representative may be placed in the Operations Section. Agency Representatives are responsible to the EOC Manager (through their Section Chief) for coordinating/reporting their organization's planning and response activities.

Serial	Task	Initial
1	**Activation**. Upon learning of an activation of the EOC Agency Reps are expected to monitor EOC notifications. When requested to report to an activated EOC, Agency Reps will normally do the following: • Sign in to the EOC • Receive a briefing from the Liaison Officer or EOC Manager and report to designated Section Chief • Open an operations log • Establish/maintain contact with parent organization • Gain awareness of the event through parent organization and from EOC situation reports, main event log, briefings, and maps	

Serial	Task	Initial
2	**Response.** • Act as main contact between parent organization and EOC • If practical, maintain a status board of important information pertaining to your parent organization • Keep appointed EOC Section Chief informed about parent organization's activities • Be prepared to provide advice to the Planning Section on matters particular to your parent organization/specialty • If participating in Planning Meetings be prepared to: o Provide a briefing on parent organization's activities/capabilities o Take notes to increase awareness of the situation • Coordinate activities to achieve objectives established in the incident action plan • Keep appointed EOC Section Chief updated on any developments	
3	**Deactivation.** As the situation stabilizes, operations can begin to focus towards the demobilization of resources and EOC participants. Upon being deactivated, Agency Reps normally do the following: • Notify parent organization • Close log sheet and return to the Planning Section • Cleanup work area • Sign out	
4	**Post Event Activities** • Prepare points for an EOC after action review. Points to include recommended amendments to EOC policy, procedures, and training activities. • Make recommendations for changes to this checklist	

RESOURCE REQUISITION FORM	Request number	Prince Edward Island CANADA Office of Public Safety

1. PERSON MAKING REQUEST

Name: Position: Phone No:

2. REQUEST DETAILS

Detailed description of resource (include size, capacity, use)

Location (destination – where the task/resource is to be completed/delivered)

Target date & time (time for completion/delivery of task/resource)

Date: Time: am/pm

Contact person (the person taking delivery of the task/resource if different from person making request)

Name: Position: Phone:

Authorization (the person that has authourity to make the request)

Name: Signature: Position:

3. ACTION DETAILS – Office Use

Referred to (the person who will take action on the request)

Name: Position: Phone No:

Referral date & time

Date: Time: am/pm

Estimated Cost $

Recommended – Section Manager

Name: Signature:

Position: ID No:

Approval– (same person who authourized request)

Name: Signature: Position:

4. COMPLETION DETAILS

Name: ID No:

Date: Time: am/pm

Final Cost: $