BASIC EMERGENCY MANAGEMENT

MITIGATION
LESSON OBJECTIVES

• Define mitigation

• Learn different types of mitigation (structural and non-structural)

• Learn about and discuss mitigation programs at the community, provincial and federal levels

• Identify specific mitigation strategies
MITIGATION

Actions taken to reduce or eliminate the effects of an emergency or disaster
MITIGATIVE MEASURES

Structural measures
- Dams/dykes
- Building Reinforcements

Non-structural measures
- Land-use Planning
- Building Codes
- Public Awareness/Education
FEDERAL APPROACHES TO MITIGATION

• Federal government takes an “all-hazards” approach to potential risks and impacts
MITIGATION STRATEGIES

• Infrastructure investments and capital works to reduce the threat and impact of a hazard
• Regulations and standards such as building codes to reduce the impact of spills, floods, etc.
• Financial assistance, insurance and donations
• Land use planning, TDG routes
• Public Awareness and Public Education
COST-EFFECTIVE MITIGATION

• There is a need to consider the costs of mitigation, and where mitigation will be most effective

• Each municipality is required to identify critical infrastructure
WHAT IS CRITICAL INFRASTRUCTURE?

Interdependent, interactive, interconnected networks of institutions, services, systems and processes that

- Meet vital human needs
- Sustain the economy
- Protect public safety and security
- Maintain continuity of and confidence in government
IDENTIFIED CRITICAL INFRASTRUCTURE SECTORS

- Food and Water
- Communication Systems
- Electricity
- Financial Institutions
- Gas and Oil
- Public Safety and Security
- Transportation
- Continuity of Government
- Health Care
WHAT IS CRITICAL INFRASTRUCTURE ASSURANCE?

Once critical infrastructure has been identified,

**Assurance** is what you do to reduce its vulnerability so it continues to function
POINTS FOR DISCUSSION

What kinds of local mitigation programs or activities are there in your community?

What are some possible mitigation strategies related specifically to blackouts?
LESSON SUMMARY

• Mitigation is the actions taken to reduce or eliminate the effects of an emergency or disaster

• Mitigation can be structural or non-structural

• Critical Infrastructure Assurance Program is a mitigation program at the community, provincial and federal levels of government
MITIGATION

QUESTIONS?
BASIC EMERGENCY
MANAGEMENT

PREPAREDNESS
LESSON OBJECTIVES

• Define preparedness

• Understand the main elements of preparedness

• Learn about and discuss preparedness programs and strategies at the community, provincial and federal levels
PREPAREDNESS

Actions taken prior to an emergency or disaster to ensure an effective response
THE FOUNDATION OF EMERGENCY MANAGEMENT IS HIRA
Canadian Airport Regulations

The following must be established and approved at an airport:

- an Airport Emergency Plan 302-202
- subsequent Training of Personnel 302-207
- and Testing the Plan 302-208
Airport Emergency Plan 302-202

“the operator of an airport **shall** develop and maintain an emergency plan for the purpose of identifying ....”
EMERGENCY PLANS

All-Hazards
A generic emergency plan that describes activities and arrangements to deal with any emergency situation in the community

Hazard-specific
Emergency plans are developed based on identified hazards and risk assessments
EMERGENCY MANAGEMENT PROGRAM
PLANS

• Plans are living documents

• Planning is an ongoing process, not just writing the plans to be put on a shelf

• Planning should be a team effort
VARIOUS TYPES OF PLANS FOR AN EMERGENCY MANAGEMENT PROGRAM

• Some key plans are:
  ✓ Mitigation plans
  ✓ Emergency response plans
  ✓ Recovery plans
  ✓ Public Awareness/Public Education plans
  ✓ Continuity of operations/Business continuity plans

• Other supporting plans may be:
  ✓ Emergency information   ✓ Evacuation plans
  ✓ Hazard-specific plans   ✓ Telecommunications plans
BUSINESS CONTINUITY PLANNING

• Continuity of Operations/Business Continuity Program is an ongoing process supported by senior management

• Purpose is to ensure that necessary steps are taken to:
  ➢ Identify the impact of potential losses
  ➢ Maintain viable recovery strategies and recovery plans
  ➢ Ensure continuity of services through:
    ✓ Staff training
    ✓ Plan testing
    ✓ Maintenance
EMERGENCY OPERATIONS CENTRE

• Emergency Operations Centre (EOC) is a facility where the Community Control Group assembles to manage an emergency

• EOC is a required for communities under most Emergency Management Act(s)

• Communities should have a primary and an alternate location for the EOC
Training of Personnel 302-207

“The operator of an airport shall assign specific Emergency response duties, other than those of an on-scene controller or a supervisor, only to those Airport personnel who are identified in the emergency Plan and who …”
CARs

Testing the plan 302-208
“The operator of an airport shall test the emergency plan by conducting a full-scale exercise ...”
EXERCISES

• What is an exercise?

• A focused practice activity that places participants in a simulated situation requiring them to function in the capacity that would be expected of them in a real event

• Airports are required to conduct annual exercises

• Airports should develop an exercise program
EXERCISES

- Should be based on the hazards and risks of the community (Airport Risk Profile)
- Can be designed to: test equipment, evaluate plans, or facilitate training
- Ensure that a plan’s elements are realistic and effective
- Ensure that the plan remains a living document and is supported by the annual exercising, reporting and plan revision
- Create interest, especially with the media

*Remember that we exercise the plan, not the people*
EMERGENCY INFORMATION

• Emergency Information is the communication of information to the public in order to protect their health, safety, welfare and property
EMERGENCY INFORMATION

• Emergency Information is a required part of an emergency response plan

• Emergency Information:
  ➢ Is usually directed to the media for the public
  ➢ Contributes to a well managed emergency
  ➢ May be delivered as
    ➢ Warnings (benign);
    ➢ Bulletins or,
    ➢ Advisories (most severe).
PUBLIC AWARENESS AND PUBLIC EDUCATION

• Provides information about emergency management, to suggest ways to reduce the risk of loss of life and property damage in the event of an emergency

• Enhances public willingness to follow instructions from authorities during an emergency

• Provides opportunities for public consultation during the planning process

• Secures public participation in exercises
PUBLIC AWARENESS

• Provides generic information to the broader public to raise awareness
• Not targeted to a specific audience
• For example, you might ask people to be aware of whether they live in “Tornado Alley”
PUBLIC EDUCATION

• Provides focused information to a target audience to educate about protective actions to reduce the risk of life and property damage, in the event of an emergency.

• For example, you might ask people who do live in “Tornado Alley”:
  Do you know what to do before, during and after the impact of a tornado in your community?
PILLARS OF PREPAREDNESS

THE FOUNDATION OF EMERGENCY MANAGEMENT IS HIRA
LESSON SUMMARY

- Preparedness is actions taken prior to an emergency or disaster to ensure an effective response.

- Preparedness includes emergency plans, maintaining an Emergency Operations Centre, training, exercises, emergency information, public awareness and public education.

- HIRA should be the foundation of the preparedness component of a community’s emergency management program.
PREPAREDNESS

QUESTIONS?
BASIC EMERGENCY MANAGEMENT COURSE

RECOVERY
LESSON OBJECTIVES

• Define recovery
• Learn about and discuss recovery programs and strategies at the community, provincial and federal levels
• Learn about key aspects of recovery planning and recovery management
WHAT IS RECOVERY?

Actions taken to recover from an emergency or disaster
RECOVERY

• Process whereby a community is returned to its state of functionality after an emergency occurs

• Recovery includes:
  • Physical infrastructure
  • Restoration of emotional, social, economic & physical well-being

• Recovery planning should be based on the community HIRA
MORE RECOVERY EXAMPLES

• Critical incident stress management
• Systematic return or re-location of evacuees
• Replacement housing
• Infrastructure repairs
• Donations management
• Equipment return
• Financial assistance
EFFECTS OF AN EMERGENCY ON A COMMUNITY

Physical

Psychosocial
RECOVERY PLANS

Recovery plans develop and formalize arrangements for the effective management of the recovery process

- May include details of inter-agency co-ordination
- Specify responsibilities for overall management
- Identify resources and define responsibility for the range of specific services
RECOVERY PLANS

• In most cases, it will not be possible to reconstruct and rehabilitate a community to 100% of its pre-emergency condition

• Recovery should be viewed as a developmental effort rather than a remedial effort
The illusion is that response and recovery are distinct.

The reality is that they often overlap.

There should be a seamless transition from response to recovery.
RECOVERY PLANNING AFTER AN EMERGENCY

- Recovery Management Team
- Human Needs Subcommittee
- Infrastructure Subcommittee
- Finance Subcommittee

Disaster Relief Committee
RECOVERY PLANNING INCLUDES:

- Accurate assessment of the emergency and the creation of information databases
- Establishing a Recovery Management Team
- Transition from the response phase to the long-term recovery
- Return/relocation of evacuees
- Restoration of infrastructure and environment
- Re-entry in the affected area
- Support and counseling services
RECOVERY PLANNING INCLUDES:

- Medical rehabilitation of casualties
- Emergency workers’ safety
- Compensation and financial management (including donations management)
- Emergency information and public education
- Coordination of community, provincial and federal activities
- Recording and analysis of data for accountability and post recovery analysis
RECOVERY OPERATIONS

Key Management Tasks include:

- Impact Assessment
- Resource Management
- Emergency Information
- Withdrawal of Services
- Other (i.e., allocation of tasks, setting of priorities, and ongoing monitoring of the recovery process)
LESSON SUMMARY

• Recovery is the actions taken to recover from an emergency or disaster

• Recovery planning includes facilitating the recovery of affected individuals, communities, and infrastructure as quickly and practicably as possible

• Disaster Relief Assistance Program is a financial assistance program to assist in recovery activities
RECOVERY

QUESTIONS?
BASIC EMERGENCY MANAGEMENT COURSE

RESPONSE
LESSON OBJECTIVES

• Define response
• Explain the responsibility for emergency response in Canada
• Explain principles of emergency declarations at the community, territorial and federal levels
RESPONSE

Actions taken to respond to an emergency or disaster
PROTECTING YOUR SAFETY BEGINS AT HOME
COMMUNITY EMERGENCY DECLARATIONS

• Council by consensus may declare an emergency

• Council by consensus, or the Premier may declare an emergency terminated

• Member of council may be appointed in the place of and assume all powers and duties of the Head of Council
EMERGENCY DECLARATIONS

• Premier may declare or terminate a territorial emergency
• Premier may take action and make orders necessary that are not contrary to law
• Premier may direct and control a municipality’s administration, facilities and equipment
• Premier may require any municipality to provide assistance
• Premier may designate a minister to exercise these powers
FEDERAL EMERGENCY DECLARATIONS

• Governor in Council may declare an emergency
• A declaration states the state of affairs constituting the emergency, anticipated special temporary measures, and the area affected
• Parliament or Federal Cabinet may revoke a declaration of emergency
FEDERAL EMERGENCY DECLARATIONS

• Governor in Council must consult with provincial governments before declaring an emergency

• A public order or public welfare emergency may not be declared if confined to one province without the consent of that province
APPROPRIATE RESPONSE CAPABILITY

• Includes the personnel, training, equipment, facilities and other resources required

• Involves the public and private sector

• May involve other communities through Mutual Aid and Mutual Assistance agreements
APPROPRIATE RESPONSE CAPABILITY

Communities may ask themselves...

• What do we need?
• What do we have?
• What can we justify?
• If we don’t have it, who has it, and how can we borrow it when we need to?
RESPONSE PLAN

Why have an emergency response plan?

• CARS 302-202 requires it
• Due diligence: to protect the health, safety, welfare, environment and economic health of the residents, businesses and visitors to your municipality when faced with an emergency
• Directs the Airports response
• Helps Airport Control Group (ACG) make decisions before an emergency!
RESPONSE PLAN

- Introduction
  - Aim
  - Authority
  - Notification Procedures
  - Airport Control Group (ACG)
  - Emergency Response System
  - Telecommunications Plan

Annexes:
- Response Plans for identified hazards
- Emergency Information Plan
- Notification Contact List & Procedures
- Logistics for establishing the EOC
- Resource List
- Mutual Aid agreements
- Mutual Assistance agreements
FIVE KEY ELEMENTS OF IMS

- Command
  - Information Officer
  - Safety Officer
  - Liaison Officer
- Operations
- Planning
- Logistics
- Finance/Administration
INTEROPERABILITY

• To coordinate/manage activities:

  • Tactical Level: Incident Command Post
  • Operational Level: Airport EOC
  • Strategic Level: Community / Provincial EOC
LESSON SUMMARY

• Response is the actions taken to respond to an emergency or disaster
• Responsibility for emergency response escalates from the individual, to the community, to the territory, and to the federal government
• Emergency declarations can be made at the the community, territorial or federal level
LESSON SUMMARY

• The *Emergency Management Act* states that the public has the right to access and copy the municipal Emergency Response Plan

• But...the *Emergency Management Act* also permits confidentiality of certain portions of the plan

• Keep the response plan updated

• Plans must be reviewed annually
LESSON SUMMARY

• Five key elements of IMS are:
  • Command, Operations, Planning, Logistics, and Finance & Administration

• Interoperability and linkages between three levels:
  • Incident Command Post
  • Airport EOC
  • Community / Provincial EOC
RESPONSE

QUESTIONS?
Incident Command
History of Incident Command

• This system was developed in response to the wild fires in California in 1970.
• Needed to work towards a common goal while using available resources
Components of ICS

ICS has a number of components which, when working together, provide the basis for an effective transition from concept to operation.
ICS provides for common terminology so everyone understands what is being said.

Communications are spoken using common language no code systems.

When communicating,

“say what you mean”

And

“mean what you say”
ICS is modular based on component sections, so that the response structure can expand and contract to fit the incident. The number of sections needed can vary according to the incident’s management needs.
ICS is usually organized around five major functional areas:

• Incident Command
• Operations
• Planning
• Logistics
• Finance/administration.
Basic Command Structure

- INCIDENT COMMAND
  - PUBLIC INFORMATION OFFICER
  - SAFETY OFFICER
  - OPERATIONS
  - LOGISTICS
  - PLANNING
  - FINANCE/ADMINISTRATION
Manageable Span of Control

• Manageable span-of-control is the number of subordinates one supervisor can manage effectively.
• The optimum safety level is five subordinates to one supervisor.
• Command must anticipate span-of-control problems and prepare for them
Command

The Incident Commander is the person ultimately in charge at the incident.

Under a Unified Command with another jurisdiction, two or more persons may share this position.
Command Staff

The I.C. appoints a command staff. Some positions may have been assigned in advance, while others may be assigned as the incident grows.

These positions are:

Safety Officer
Public Information Officer
Liaison Officer (depends on the incident)
Safety Officer

This person is a “free floater” who is responsible for the safe operation of all aspects of the response. This person has the authority to STOP any unsafe action at any time during the operation.
Public Information Officer
(PIO)

The PIO if needed, works closely with the press, releasing information the Incident Commander provides.
Liaison Officer

May be appointed for larger incidents. This person coordinates interdepartmental activities. (Our Team)
Command Post

The main working area. A “Command Post” should be at a separate location so when responding to the CP it would be easily recognizable.

One Command Post for the event.
Operations

This person is in charge of everything on-scene at the incident. This position could also include several branches or divisions, such as Staging, HazMat, Decon etc.
Planning

Every command system has a Planning Section, which develops the legally required written plans to handle incidents. Some of these sections also include a research branch to assist at incidents.
Logistics

This person is responsible in obtaining the equipment and supplies that response needs. Logistics works very closely with finance and planning to insure that all the bases are covered when an incident occurs.
Finance/Administration

This section commander is responsible for all expenditures of the response structure. This section usually handles all claims against a response.
S.M.E.A.C.

- Situation
- Mission
- Execution
- Administration
- Command, Control and Communications
Situation

**Operational overview**

- The who, what, where, when, why and how
- All relevant information summary of current circumstances
- Type of operation
Situation

**Operational overview continued**

- Sets the stage for the plan of action
- Case history
- Attached personnel
- Associated risk factors
Situation

**Location Overview**
- Address
- Description
- Geographic location
- Phone numbers
- Associated risks
Mission

• The “what”
• Task to be completed
• Usually stated in one or two sentences

Post the Mission Statement for all to see.
Execution

• The “how and when”
• Outline the plan for the entire group including the how the mission will be accomplished
• Use maps and photographs if available
Execution

Tasks
Give specific tasks to all group members.

- Where to go
- What to do
- When
Administration

- Equipment assignments
- Location of resources, ambulance, fire, hydro
- Arrangement for refreshments & meals (include timing and locations)
- Special equipment requirements
Command Control and Communications

- Who is charge
- Location of Incident command
- Location of Command Post
- Frequencies and call signs
- Code words
Command Control and Communications

- Cell phone and pager numbers
- Next shift (relief)
Remember.....

IF YOU FAIL TO PLAN

YOU PLAN TO FAIL
S.M.A.R.T.

- **Specific**
- **Measurable**
- **Attainable**
- **Result-orientated**
- **Time-limited**
S.M.A.R.T.

**Specific**
What is important to you?
If more than one objective is to be accomplished, more than one objective should be written.

**Stay Focused.**
S.M.A.R.T.

**Measurable**

How will you know if you have progressed?

An object must be measurable.
S.M.A.R.T.

**Attainable**
An objective must be attainable with the resources that are available.
What barriers stand between you and your objective?
How will each barrier be overcome and within what time frame?
S.M.A.R.T.

**Result-oriented.**
How will his objective help the organization move ahead?
Is the objective aligned with the mission of the organisation?
S.M.A.R.T.

**Time-limited:**
Are the time lines you have established realistic?
Will other competing demands cause delay?
Will you be able to overcome those demands to accomplish the objective you have set in the time frame you have established?
Briefings

• A meeting to disseminate information
• Necessary to communicate instructions and plans
• Should include sufficient information so that responders understand what is occurring and what is their role
• Getting the right information to the right person is crucial for the success of the operation
Briefings

• Follow **S.M.E.A.C.**
• **K.I.S.S.**
• Present information in a logical sequence
• Quiet free from interruptions
• Briefing may be oral, written, or visual aids
• Encourage questions at end
It is crucial that you tell the unit leaders exactly what you want done, where and how if appropriate. Failure to communicate your directions will compound itself and result in deficiencies and gaps in the implementation of the plan.
Individual
The purpose of debriefing an individual (s) is to extract and update information for the planning process of the incident.
Debriefings

• Informs the I.C. of the task status
• Individuals report to the CP following completed tasks
• All personnel **MUST** be debriefed.
Debriefings

**Team**

- Team debriefings should be held immediately after the team concludes its task
- Must be completed for immediate planning of next tasks
Debriefings

• Small scale events debriefing should be done at the conclusion
• Large scale events debrief by teams by team leaders.
Debriefings

Debriefings should be structured, in chronological order of the event, with input invited from everyone who was involved.
Debriefings

All suggestions or points of concern should be communicated in a positive way, so that all attending the debrief can focus on “If we had exactly the same incident tomorrow, would we handle it exactly the same way?”
Situational Review

• Identifies & summarizes lessons learned from an event
• A meeting of all stakeholders may be necessary to conduct and prepare the Situational Review
• Encourages the identification of potential or actual problems & strategies for preventative action
Situational Review

• Sharing of information is an effective planning strategy for future occurrences
• Seek improvements, not faults
• Situational Reviews should be conducted as soon as possible after the occurrence
• Hold follow-up meetings with sections where improvements are needed
Thank You.

Questions?

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Crisis Communication & Information Management
Mission

The mission of an effective disaster communication strategy is to provide timely and accurate information to the public in all four phases of emergency management:

• Mitigation
• Preparedness
• Response
• Recovery
Mission

Mitigation:
• To promote implementation of strategies, technologies, and actions that will reduce the loss of lives and property in future disasters.
Mission

Preparedness:

• To communicate preparedness messages that encourages and educate the public in anticipating of disaster events.
Mission

Response:

• To provide to the public notification, warning, evacuation, and situation reports on an ongoing disaster.
Mission

Recovery:

• To provide individuals and communities affected by a disaster with information on how to register for and receive disaster relief.
Major Components of a Communication Plan

- Outline
- Development
- Install
- Train - Test
- Update
Major Components of a Communication Plan

• Outline:
  • Conduct meetings with appropriate people.
  • Create a realistic plan outline.
  • Set project strategic, time, and cost parameters.
Single Spokesperson

You need to consider the following if you have only one spokesperson:

- Spokesperson is incapacitated (injured/dead)
- Spokesperson is sick
- Spokesperson has virtually no clue about the problem or the cause of the disaster
- Spokesperson is indicted or incarcerated
Single Spokesperson

You need:

• A Chief spokesperson
• Back up spokespeople
• Subject experts to assist the spokesperson
• Training-testing
What is the most scariest part of the media?
Media

“QUESTIONING PERIOD”

If you can prepare your spokes person as well as you can then it is not that scary at all.
Casualties:

- Number killed or injured or who escaped (use caution with initial numbers).
- Nature of injuries received.
- Care given to the injured.
- Disposition of the dead.
- Prominence of anyone who was killed, injured or escaped.
- How escape was handicapped or cut off.
What the Media Will Ask

Property Damage:

- Estimated value of loss.
- Description of property.
- Importance of the property.
- Other property threatened.
- Insurance protection.
- Previous emergencies in the area.
What the Media Will Ask

Causes:

• Testimony of participants.
• Testimony of witnesses.
• Testimony of key responders—the crisis management team, police, fire, EMS, security, public health, etc.
• How emergency was discovered.
• Who sounded the alarm.
• Who summoned aid.
• Previous indications of danger.
What the Media Will Ask

Rescue and Relief:

• The number of people engaged in rescue and relief operations.
• Any prominent person in relief crew.
• Equipment used.
• Physically disabled persons rescued.
• Care of destitute and homeless.
• How the emergency was prevented from spreading.
• How property was saved.
• Acts of heroism.
What the Media Will Ask

Description of the crisis or disaster:

- Extent of emergency.
- Blasts and explosions.
- Crimes of violence.
- Attempts at escape or rescue.
- Duration.
- Collapse of structures.
- Colour of flames.
- Extent of spill.
Dealing with the Media during a Crisis.
The Dos and Don’ts
Do

During an emergency **DO:**

- Release only verified information.
- Escort the news media everywhere on the emergency site.
- Have a designated spokesperson.
- Keep accurate records and logs of all inquiries and news coverage.
- Learn media deadlines and try to meet them.
- Provide equal opportunities and facilities for print and electronic media.
Do

• Have a clear idea of what can and cannot be released.
• Carefully coordinate planning and implementation of public relations activities with other aspects of the comprehensive emergency plan.
DON’T

During an emergency **DO NOT:**

- Speculate on the causes of the emergency.
- Speculate on the resumption of normal operations.
- Speculate on the outside effects of the emergency.
- Speculate on the dollar value of losses.
- Interfere with the legitimate duties of news people.
DON’T

• Permit unauthorized spokesperson to comment to the media.
• Attempt to cover up, or purposely mislead the news media.
• Place blame for the emergency.
• Use jargon.
• Make promises that you can not keep.
• Include humor.
INFORMATION MANAGEMENT COMMUNICATION DECISIONS

• What to release
• When to release it
• How to release it
• Where to release it
• Whom to release it to
• Why release it
FIVE STEPS TO SUCCESS

• Execute a solid communications plan
• Be the first source for information
• Express empathy early
• Show competence and expertise
• Remain honest and open
FIVE FAILURES THAT KILL

• Mixed messages from multiple people
• Information release late
• Paternalistic attitudes
• Not countering rumours and myths
• Public power struggles and confusion
WHAT ARE THE VICTIMS FEELING DURING THE DISASTER

• Fear, anxiety, confusion and dread
• Hopelessness and helplessness
• What about panic?
• Uncertainty
Media Partnership

The media plays a primary role in communicating with the public. The spokesperson MUST establish a partnership with their local media outlets.
Media Partnership

The partnership is to provide accurate and timely information to the public during a disaster.

This partnership requires a level of trust between both parties.
Questions
Lesson 1 – Introduction
The Airport Control Group

The Airport Control Group is an established, recognized body responsible for providing direction, coordination, communications and support during emergency operations.
Composition of ACG

• The ACG may consist of the following officials:
  • Senior Administrative Officer, or alternate, who becomes the Operations Officer in the EOC
  • Clerk/Emergency Management Coordinator, or alternate
  • Police Representative, or alternate
  • Fire Chief, or alternate
Composition of ACG (cont’d)

• Works Director, or alternate
• Emergency Medical Services (EMS) Director, or alternate
• Emergency Information Coordinator;
Composition of ACG - Other Possible Members

• Emergency Management Representative (Community, Provincial / Territorial, Federal);

• Liaison staff from Provincial / Territorial ministries;

• Any other officials, experts or representatives from the public or private sector as deemed necessary by the ACG.
Convening the ACG

• Fire, police and EMS routinely respond to emergencies

• However, a situation such as a widespread emergency, which is not located at one specific site, may require the ACG to coordinate the response

• The ACG function is to ensure continuity of services and provide support to the site or sites during an emergency.
Roles and Responsibilities of the ACG

• Detailed roles and responsibilities should be included in every emergency response plan
• Duties should be clearly stated and understood to ensure efficient and effective coordination of activities and accountabilities
Understanding The Emergency - HIRA

• Knowledge and understanding of the Airport Risk Profile (HIRA based)
• Consider the “big picture” over the extended timeframe of an emergency to include recovery and strategies to meet the objectives
• ACG mandate to address:
  • Ongoing potential of expanding emergency
  • Threat to broader Airport
  • Health, safety, well being and stability of the Airport
Summary

• ACG is composed mainly of members of the airport, in addition to key representatives of other service groups and support agencies

• Roles and responsibilities need to be clearly established in the Emergency Plan

• The ACG is responsible for ensuring the health, safety and well being of the public, continuity of municipal services and support for the site
Airport Control Group

Lesson 2: Activation and Notification
LESSON OBJECTIVES

• Define the term “Activation of the EOC”
• Determine when the EOC could be activated
• Describe who is responsible for activating the EOC and notifying the ACG
• Determine who is responsible for up-dating the ACG contact list
• Describe the primary and alternate notification systems
Define the term “activation of the EOC”

Actions taken to open, set up, and adequately staff the EOC
ACTIVATION

When could the EOC be activated?

- Training/Exercise
- Warning phase
- Impact phase
- Recovery phase
- Large event planning
- Other situations
ACTIVATION

Emergency Response Plan should identify who may activate the EOC

Examples are:  ?
NOTIFICATION

Emergency Response Plan should clearly spell out who is responsible for notifying the members of the ACG
NOTIFICATION

• Names on the ACG contact list should be detailed in the Emergency Response Plan (Annex)

• List must also include the contact information for at least one alternate per position
ACG CONTACT LIST

• List of the ACG members to be contacted
# ACG CONTACT LIST

**Annex B: List of the ACG members to be contacted**

<table>
<thead>
<tr>
<th>Appointment</th>
<th>Name</th>
<th>Address</th>
<th>Business phone Number</th>
<th>Cell Phone</th>
<th>Pager</th>
<th>Home phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport CEO</td>
<td>Bart Simpson</td>
<td>1111 Tower Rd.</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
</tr>
<tr>
<td>Security</td>
<td>Ned Flanders</td>
<td>2222 Cedar St.</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
</tr>
<tr>
<td>Fire</td>
<td>Barney Gumble</td>
<td>3333 Pine St.</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
</tr>
<tr>
<td>Works</td>
<td>Clancy Wiggum</td>
<td>4444 Church St.</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
<td>(XXX) XXX-XXXX</td>
</tr>
</tbody>
</table>
UPDATING THE ACG CONTACT LIST

• Who is responsible for up-dating the ACG contact list?

• What are some of the benefits of up-dating the contact list?

• How often should the list be up-dated?
ACG CONTACT LIST

• Contact list should be kept private, and only shared among members of the ACG

• Should have limited distribution

• Contact information protected from public distribution by the Freedom of Information Act
PRIMARY MEANS OF NOTIFICATION

• In most instances, the ACG will be contacted via phone call
ALTERNATE MEANS OF NOTIFICATION

• There should also be some redundancy built into the notification process in case of a failure of the local phone system

• Alternatives include cell phones, text messaging system, pagers, satellite phones, email (DSL/cable)
ACTIVATION AND NOTIFICATION ACTIVITY

• Who should be included on the ACG contact list?

• What are the primary and alternate notification systems utilized in your Airport?

• You are working, and you have just been notified

• that there has been a severe chemical spill in your Airport. Who is the first person you will call? Why?
LESSON SUMMARY

• The EOC can be activated for: training/exercise, warning phase, impact phase, recovery phase, and large event planning

• The ERP should indicate who can notify the ACG

• Each member of the ACG is responsible for up-dating their information in the contact list

• The ACG contact list in the annex contains private information, and thus must be kept secure

• The primary and alternate contacts must be prepared to respond to an emergency
ACTIVATION AND NOTIFICATION

QUESTIONS?
Lesson 3: EOC SET-UP
FUNCTIONS OF THE EOC

- Centralized Coordination and Control
- Planning (e.g., recovery)
- Operations
- Information gathering
- Dispersal of emergency information
- Continuity of community services

The Nerve Centre
LOCATION

• Primary and alternate EOC should have these characteristics:
  • Self-sufficient, and capable of 24/7 operations
  • Good telecommunications
  • Accessible
  • Secure
FACILITY REQUIREMENTS

• Must meet the requirements of the Occupational Health & Safety Act
• Reception area / access point (e.g., registration log)
FACILITY REQUIREMENTS CON’T.

• Public Enquiry Centre
• Room for advisory staff
• Separate location for media (another building?)
• Rest, food & washroom areas
• Parking
• Storage for EOC equipment
FACILITIES AND SUPPLIES FOR 24/7 OPERATIONS

Physical
• First Aid station/kit
• Personal care kits
• Meals and accommodations
OTHER CONSIDERATIONS FOR 24/7 OPERATIONS

- EOC orientation training for each new shift
- Briefing for replacement shift(s) (handover)
- Housekeeping staff
- Critical Incident Stress Management (CISM)
- Employee assistance programs
THE EOC

- CCG executive group meeting room
- Administration & Registration
- Map
- Control
- Operations
- Display Board
- TV
- Printers
- Faxes
CCG MEETING ROOM
EQUIPMENT

- Generator
- Computers
- AV systems
- Phones (landline & cell)
- Log-keeping
- Work stations
- Media monitoring
- Stationery
- Radio

- Display boards and clock
- Maps
- Radio & antennae (ARES)
- Procedure/resource manuals
- Filing capability
- Copier, fax (incoming/outgoing)
- ID/Signage
- Flashlights, batteries
KEY MAINTENANCE RESPONSIBILITIES

• Staffing/Notification
• Budget
• IT / Set-up
• Security
• Equipment and Supplies / Set-up
• Maintenance and Testing
• Training
• Annual Needs Assessment
MAINTENANCE RESPONSIBILITIES
CONSIDERATIONS

• Who is best suited for task?
• Frequency of Testing / Training
• Involvement of outside agency CCG members
• Is JEPP funding available? (Speak with Nunavut EMO)
• Consider a separate EOC plan
Lesson 4: Roles and Responsibilities of the Community Control Group
COMMUNITY CONTROL GROUP (CCG)

• Responsible for leading, managing and coordinating community emergency response and recovery activities
• Also ensures continuity of service to non-emergency areas
CCG FUNCTIONS

Collective responsibilities of the CCG:

• Designate EOC site
• Direct and coordinate overall response to an emergency
• Designate or confirm emergency site(s)
• Support the emergency site(s)
CCG FUNCTIONS

• Designate an Emergency Site manager
• Continuation of service to non-affected areas
• Request external assistance and liaise with other levels of government
CCG FUNCTIONS (cont’d)

- Discontinue / restore services and utilities
- Coordinate evacuations
- Authorize emergency expenditures
- Maintain records and logs of actions taken
COMPOSITION OF THE CCG

- May vary depending on the nature of the community
- Should reflect the participation of all individuals and agencies required to respond to the emergency
- May represent several levels of government, the private sector, NGO’s
COMPOSITION OF THE CCG (cont’d)

The CCG should include:

• The head of Council
• The senior civil servant (CAO or Clerk-Treasurer)
• Senior municipal officials
• Representatives of external agencies or governments may also participate in the CCG either as members or in support roles
CCG MEMBERS

A typical CCG could include:
• Head of Council
• SAO
• Police, Fire, EMS
• Medical Officer of Health
• Public Works
• Social Services
• Emergency Information
CCG MEMBERS (cont’d)

• Municipal Clerk
• Municipal Solicitor
• Municipal Treasurer
• Municipal CEMC
• Telecommunications / IT Coordinator
Non-municipal CCG Participants

- Nunavut Emergency Management
- RCMP
- Utilities (hydro, telephone)
- Other Territory ministry reps (e.g: MOE, MOHLTC)
Non-municipal CCG Participants

- Conservation authorities
- School Board reps
- Amateur radio (ARES)
- Hospital reps
- Others as required
CCG INDIVIDUAL MEMBERS RESPONSIBILITY

• Attend at EOC
• Authorize or perform fan-out of own department or agency
• Provide an ESM (if required)
• Advise CCG on matters relating to emergency
CCG INDIVIDUAL MEMBERS RESPONSIBILITY

- Declare emergency (Head of Council)
- Mobilize and deploy departmental or agency resources
- Maintain communications with own department / agency
CCG INDIVIDUAL MEMBERS
RESPONSIBILITY (cont’d)

• Maintain individual records and logs
• Familiarize self with own and department / agency emergency roles and plans
• Designate an Alternate and train in emergency role
• Participate in training and exercises
• Ensure departmental / agency staff familiarity with roles and responsibilities
RELATIONSHIP TO EMERGENCY SITE

The CCG should ...

• Provide material and human support to the emergency site  
• Acquire additional resources or assistance if required  
• Coordinate strategic actions of participating agencies  
• Coordinate evacuations at the strategic level
RELATIONSHIP TO EMERGENCY SITE

• Liaise with other levels of government and external agencies
• Approve emergency information
• Maintain service throughout the community
• Maintain communications with the emergency site
RELATIONSHIP TO EMERGENCY SITE

The CCG does not...

- Direct tactical operations at the emergency site
- Supercede organizational chains of command (except ESM)
- *Request DND assistance except through EMO*
Education and Training of Community Control Group and Staff

An important element of building emergency response capability is carrying out training and conducting exercises, so that in an actual emergency, people know what they are supposed to do. For CCG Staff, such training should be held once a year at a minimum.
Education and Training of Community Control Group and Staff

The Emergency Management Act requires annual training for CCG. Such training may be used to:

- Review any updates to the emergency plan
- Review of the community HIRA
- Review roles and responsibilities
- Review operational functions
- Exercise the plan
Education and Training of Community Control Group and Staff

The goals of the training should be to:

- Create awareness on the part of those who will be involved in an actual emergency.
- For operational staff, build the skills needed to set up, maintain, and operate the Emergency Operations Centre.
- For the community control group, practice functioning as a group.
Lesson 5 – The Operations Cycle
Provide an understanding of:

• The purpose of an operations cycle
• The recommended timeframe for scheduling of the operating cycle
• How to conduct an effective business meeting
• Key questions which direct the business meeting portion of the cycle
• Explain the operations cycle and continuity of operations
The Operations Cycle

An operations cycle is a scheduled cycle of:

• planning
• action
• reporting
Continuity Of Operations

• During the emergency, the normal operating procedures of the community will have to continue in the areas not affected by the emergency.

• These include:
  • Fire/Police/EMS services
  • Public works
  • Normal day to day activities (e.g., marriage licenses)
Purpose of The Operations Cycle Meetings

• During the activation of a municipality’s Emergency Plan it is important that the CCG meet regularly to share information and make decisions.

• It is also important that individual CCG members have time to perform their assigned responsibilities and to inform members of their ‘team’ as to what is happening and what is required.
Timeframes Operations Cycle
Meetings

• The most important component of the operation cycle is the business meeting of the CCG
• Often on an hourly schedule
• Less frequently during on-going, or long-term emergencies
• EOC manager, CAO or CEMC may assume resume responsibility for scheduling & coordinating
Structured Meeting

Questions to structure the business meeting around:

• Assessment and prognosis:
  • What is happening?
  • What is required?
Structured Meeting (cont’d)

• Establish priorities:
  • What is important?
  • What can be done in a timely manner?
  • What are the alternatives?
Structured Meeting (cont’d)

• Set objectives
• Action plan:
  • Who does what?
  • What tasking is required?
  • What is a reasonable timeframe?
Structured Meeting (cont’d)

• Timelines for assigned tasks

• Monitoring and reporting:
  • Who is recording assignments? (use of a flip chart or display board)
  • Use of short briefings on and coordination of assignments.
Keys to an Effective Operations Cycle

• EOC manager chairs the meetings and determines the schedule
• Regular schedule
• Maintain an event/assignment log
• Short, focused meetings based on formulated agenda
Summary

- The operations cycle is an important component in a timely and cohesive response to an emergency.
- The EOC manager is responsible to schedule the operations cycle.
- The business meeting is a tightly scripted process involving the CCG.
- A detailed log must be maintained to record decisions, actions, tasking and assignments.
Community Control Group

Lesson 6: Recovery
LESSON OBJECTIVES

• Learn about and discuss recovery programs

• Learn about key aspects of recovery planning and recovery management
RECOVERY EXAMPLES

• Critical incident stress management
• Systematic return or re-location of evacuees
• Replacement housing
• Infrastructure repairs
• Donations management
• Equipment return
• Financial assistance
COMMUNITY SERVICES AFFECTED BY AN EMERGENCY

- Residential
- Commercial
- Government
- Recreation/Entertainment
- Environmental
- Other community services
RECOVERY PLANNING *DURING* AN EMERGENCY

- Manages the emergency
- Usually chaired by the Mayor or CAO
- May include some of the same people as the Program Committee
- Works under the authority of the CCG
- Reports to the Head of Council, Council or CAO
RECOVERY PLANNING INCLUDES:

- Accurate assessment of the emergency and the creation of information databases
- Establishing a Recovery Management Team
- Transition from the response phase to the long-term recovery
- Return/relocation of evacuees
- Restoration of infrastructure and environment
- Re-entry in the affected area
- Support and counseling services
RECOVERY PLANNING INCLUDES:

- Medical rehabilitation of casualties
- Emergency workers’ safety
- Compensation and financial management (including donations management)
- Emergency information and public education
RECOVERY PLANNING INCLUDES:

• Coordination of community, territorial and federal activities
• Recording and analysis of data for accountability and post recovery analysis
LESSON SUMMARY

• Recovery is the actions taken to recover from an emergency or disaster

• Recovery planning includes facilitating the recovery of affected individuals and communities, as quickly and practicably as possible
QUESTIONS?