

# St. John's Region Emergency Management Plan

11-21-2019

## Table of Contents

PREAMBLE .....	2
1.0 INTRODUCTION .....	4
2.0 GLOSSARY .....	6
3.0 ACRONYMS.....	10
4.0 PREPAREDNESS.....	11
4.1 INTRODUCTION.....	11
4.2 PREPAREDNESS PLANNING PRINCIPLES .....	11
4.3 RESPONSIBILITIES.....	13
4.3.1 <i>All members of the university community shall</i> .....	13
4.3.3 <i>Faculty and/or Instructional Personnel</i> .....	14
4.4 EDUCATION .....	14
4.4.1 <i>Training for the Campus Emergency Response Team</i> .....	14
4.4.2 <i>Exercise Design and Testing</i> .....	15
4.5 COMMUNITY PARTNERSHIPS.....	17
4.5.1 <i>Municipal Agencies</i> .....	17
4.5.2 <i>Provincial Departments</i> .....	18
4.5.3 <i>Federal Departments</i> .....	19
4.5.4 <i>Non-Governmental Organizations (NGOs)</i> .....	19
4.5.5 <i>Partners on-site</i> .....	20
4.5.6 <i>Memoranda of Understanding</i> .....	21
5.0 PREVENTION/MITIGATION .....	23
5.1 INTRODUCTION.....	23
5.2 CONTINUITY PLANNING .....	23
5.3 HAZARD ANALYSIS .....	24
5.4 FUNCTIONAL SUB-PLAN DEVELOPMENT.....	25
6.0 RESPONSE MANAGEMENT PLAN .....	26
6.1 INTRODUCTION.....	26
6.2 CONCEPT OF RESPONSE OPERATION/LEVELS OF EMERGENCY .....	26
6.2.1 <i>Emergency Management Activation Flow Chart</i> .....	29
6.3 INCIDENT COMMAND SYSTEM.....	30
6.3.1 <i>Standardization Features</i> .....	31
6.3.2 <i>Command Features</i> .....	31
6.3.3 <i>Planning/Organizational Features</i> .....	32
6.3.4 <i>Facilities and Resources Features</i> .....	33
6.3.5 <i>Communications and Information Management Features</i> .....	33
6.3.6 <i>Professionalism Features</i> .....	33
6.4 ORGANIZATIONAL STRUCTURE .....	34
6.4.1 <i>Campus Emergency Response Team</i> .....	34
6.4.2 <i>Executive Policy Group</i> .....	35
6.4.3 <i>Incident Commander</i> .....	36
6.4.4 <i>Command Staff</i> .....	37
6.4.5 <i>General Staff</i> .....	38
6.5 NOTIFICATION/ALERTING PROCEDURES.....	40
6.6 ACTIVATION OF CAMPUS EMERGENCY RESPONSE TEAM .....	40
6.7 EMERGENCY OPERATIONS CENTRE (EOC) .....	40
7.0 RECOVERY .....	42
7.1 INTRODUCTION.....	42

7.2	PSYCHOLOGICAL/EMOTIONAL IMPACT .....	42
7.3	OPERATIONAL IMPACT .....	43
7.4	COMMUNITY IMPACT .....	43
7.5	LITIGATION/INSURANCE ISSUES .....	44
7.6	POST-INCIDENT REVIEW .....	44
8.0	MAINTENANCE .....	46
APPENDIX A	CAMPUS EMERGENCY RESPONSE TEAM HANDBOOK .....	47
APPENDIX B	MEMORANDA OF UNDERSTANDING .....	47
APPENDIX C	HAZARD ANALYSIS TEMPLATE .....	48
APPENDIX D	EMERGENCY COMMUNICATIONS PLAN .....	49
APPENDIX E	DEPARTMENT/UNIT CONTINUITY PLANS .....	49
APPENDIX F	THREAT SPECIFIC FUNCTIONAL SUB-PLANS .....	49
APPENDIX G	RELATED DOCUMENTS .....	49

## **Disclaimer**

The St. John's Region Emergency Management Plan (the "plan") was developed specifically for St. John's, Signal Hill and Marine Institute Campuses (collectively "the campuses") of Memorial University of Newfoundland (the "University") and the particular emergency requirements thereof. The plan may not be suitable, in whole or in part, for adaptation and/or implementation by or for other locations, institutions, groups and/or any other entities other than the St. John's, Signal Hill and Marine Institute Campuses of Memorial University.

Memorial University makes no representations or warranties about the suitability of the contents of the plan for use outside of the St. John's, Signal Hill and Marine Institute Campuses, and shall not be held responsible for any injury, death, loss, expense or damage of any kind whatsoever related in any manner to such use.

Members of the Campus Emergency Response Team (CERT), when acting under the provisions of the Emergency Management plan (EMP), are deemed to be acting as agents of the university and are not individually responsible for decisions of the group. The university accepts liability for the actions and decisions of the CERT provided that such actions or decisions are shown to be made in good faith.

No persons are authorized to distribute, copy or reproduce any sections of this manual without the permission of the Office of the Chief Risk Officer.

All individuals on these campuses are expected to adhere to the emergency procedures outlined in this plan. Refusal to evacuate a building or follow the direction of emergency first responders, for example, is unacceptable and may be subject to discipline.

**©2019**

## Preamble

University campuses are communities in and of themselves, and from this perspective are vulnerable to threats and hazards in the same way as any municipality. Universities need to be aware of and resilient to these threats and hazards, and provide the necessary leadership and support to the planning process.

On April 6, 2009, Memorial University recognized the need to establish an Emergency Management Steering Committee (EMSC), chaired by the vice-president of administration and finance. This committee assumed the leadership role in setting the direction, developing policies, procedures and protocols with respect to the university's Emergency Management Program; and ultimately receiving and approving emergency management plans.

The EMSC had the mandate to establish planning groups to develop all-hazards plans for all campuses of the university. The EMSC was dissolved in 2014, with the mandate of this group absorbed under the Enterprise Risk Management Committee (ERMC). The ERMC is a sub-committee of the Vice Presidents council, and is a pan-university group that makes strategic recommendations to VPC and approves program development and risk mitigation measures.

In November of 2009, the Emergency Management Steering Committee appointed emergency management planning groups to develop a comprehensive and strategic Emergency Management Plan and oversee the development of functional sub-plans for the St. John's and Marine Institute Campuses, with the exclusion of separately incorporated entities (SIEs). The Office of the Chief Risk Officer provides oversight to ensure that training, education, exercise design and testing are implemented, subject to the attainment of appropriate resources.

The primary objective of the Emergency Management Plan is to enable the university and others to:

- Prepare students, faculty, and staff for potential threats on campus;
- Minimize the impact of threats/emergencies;
- Protect the lives of its students, staff, faculty, and guests;
- Co-ordinate the provision of emergency assistance;
- Provide for continuity of academic teaching, research, university administration and public engagement activities.
- Protect its property, infrastructure and reputation; and
- Expedite recovery and resumption of normal day to day activities at the university.

The plan is established under the authority of the president of Memorial University and is intended for use by Memorial University's St. John's, Signal Hill and Marine Institute Campus personnel. It is complementary to federal, provincial, and/or municipal legislation that governs the command, control, co-ordination, and declaration of emergency or disaster situations as is outlined in the provincial Emergency Services Act - Section 5.

The planning groups endorsed all four pillars of emergency planning. These include **preparedness, prevention/mitigation, response, and recovery**. The planning groups prepared

an all-hazards plan which incorporates basic emergency management principles and concepts; accepts the standardization of emergency management definitions; adopts a response management model known as the Incident Command System (ICS); and establishes a three-level decision making process for the activation of the plan. The plan establishes responsibilities for all of the campus community.

The response section of this plan may be activated, in whole or in part, under the guidelines set out in this document following an assessment of a threat or hazard by the MUN first responders and/or senior university personnel. It may also be activated in response to a declaration of a state of emergency by federal, provincial, or municipal officials or upon request from outside agencies for emergency support and/or assistance. All members of the response team are referred to as the Campus Emergency Response Team. All members of CERT will be provided with proper identification and the necessary equipment and training to respond.

General Counsel will provide legal advice and guidance as appropriate, to any entity of the University for activities relating to any of the four pillars.

If an emergency occurs, the university may encounter situations whereby resources are overwhelmed and essential services are delayed or not available at all. Leadership, preparation, good judgment and common sense by personnel directing emergency efforts will determine the effectiveness of this plan.

The guidelines and procedures included in this Plan contain the best information and planning assumptions available at the time of preparation.

## 1.0 Introduction

Achieving organizational resiliency on a university campus is a complex process – one that should be implemented within a strategic emergency management framework. Emergency management in Canada is guided by the federal/provincial/territorial document published by Public Safety Canada entitled, *An Emergency Management Framework for Canada*.

This framework describes the major components of emergency management, and recommends common definitions, principles and a response model which many municipalities and organizations across Canada have adopted. The framework supports legal and policy frameworks, programs, activities, standards and other measures in order to enable and inspire all emergency management partners in Canada to work in better collaboration to keep Canadians safe.

The ultimate purpose of emergency management is to save lives, preserve the environment and protect property and the economy. The protection of life is of paramount importance. In the broadest sense, emergency management raises the understanding of risk and contributes to a safer, prosperous, sustainable, disaster resilient society in Canada.

Memorial University has adopted many of these emergency management components and modified them to fit the university environment. This framework recommends four strategic pillars to consider in any emergency management planning process. These four pillars are defined under this framework as:

- **Preparedness** – to be ready to respond to a disaster and manage its consequences through measures taken prior to an event, for example emergency response plans, memoranda of understanding, education and training and exercise programs.
- **Prevention and Mitigation** – to eliminate or reduce the risks of disasters in order to protect lives, property, the environment, and reduce economic disruption. Prevention/mitigation includes structural mitigative measures (e.g. construction of floodways and dykes) and non-structural mitigative measures (e.g. building codes, land-use planning, and insurance incentives). Prevention and mitigation may be considered independently or one may include the other.
- **Response** – to act during or immediately before or after a disaster to manage its consequences through, for example, emergency public communication, search and rescue, emergency medical assistance and evacuation to minimize suffering and losses associated with disasters.
- **Recovery** – to repair or restore conditions to an acceptable level through measures taken after a disaster, for example return of evacuees, trauma counseling, reconstruction, economic impact studies and financial assistance. There is a strong relationship between long-term sustainable recovery and prevention and mitigation of future disasters. Recovery efforts should be conducted with a view towards disaster risk reduction.

These four interdependent components of emergency management may be undertaken sequentially or concurrently but they are not independent of each other, are cyclical in nature and best depicted by the diagram below:



Emergency management is a comprehensive all-hazards approach, which coordinates and integrates preparedness, prevention/mitigation, response and recovery initiatives to ensure that a strong and seamless relationship exists among all appropriate emergency management partners.

## 2.0 Glossary

**Briefing** – means of communication used to pass information to selected groups at the university, to the media, government and the public, and/or used to facilitate decision-making processes during a response.

**Campus Community** – all members of the university community who teach, conduct research, study, live or work at or under the auspices of the university.

**Campus Emergency Response Team (CERT)** – individuals assigned to carry out response duties under the Incident Command System model. Please see Section 6.3 which identifies the full team which becomes activated fully or in part depending on the nature and/or scope of the incident and their responsibilities.

**Command Staff** – is the operational group assigned responsibility for the overall management of any Level 2 or 3 events/threats at each of the campuses.

**Debriefing** – a process to allow all responders involved in an incident to share their experiences, identify lessons learned and attain clear understanding of the event as it unfolded.

**Emergency** – an event/threat or an impending situation that constitutes a danger of major proportions that could affect the health, safety and well being of individuals; cause damage to infrastructure and/or could impact teaching, research activities, and the reputation of the university.

**Emergency Notification System** – methods by which the university community will be informed of an emergency situation (e.g. voice over capability, MUN Safe app, email, building alarms).

**Emergency Levels** – rankings classified as Level 1, 2 or 3 according to the severity of the incident which will determine the level of activation and/or response required.

**Emergency Management** - the process of preparing for, mitigating against, responding to, and recovering from an emergency. The core operational considerations are command and control; Communications; life safety; property protection; community (university) outreach; recovery and restoration; administration; and logistics. These operational components are under the responsibility of academic and administrative offices of the university and co-ordinated by the Office of the Chief Risk Officer.

**Emergency Management Plan (the Plan)** – the comprehensive plan detailing preparedness, prevention/mitigation, response and recovery strategies, to enable Memorial University to respond effectively to emergencies.

**Emergency Management Program (the program)** – All emergency, related functional sub-plans, policies, procedures and protocols; any human/financial resources; marketing

messages; Information Technology Services hardware and software; training programs; etc., which collectively address the responsibilities associated with the four strategic pillars of emergency management.

**Emergency Operations Centre (EOC)** – the physical location for the Command Staff outside of the scene of the incident which will have the capability for 24 hr/7 day operation if necessary.

**Enterprise Risk Management (ERM)** - A systematic, comprehensive and coordinated process of identifying, measuring, managing and disclosing key risks to increase value to stakeholders.

**Enterprise Risk Management Committee (ERMC)** – enhances and facilitates the achievement of strategic objectives through the implementation and maintenance of the ERM Framework and its governing principles. The ERM Framework is a set of components and tools that support and sustain ERM through the University.

**Exercise** – a real life simulation, tabletop or live activity, test or drill which evaluates and validates the plan.

**Finance and Administration Section** – Personnel who are assigned to provide incident management support in response under the ICS model. They will have responsibility for cost accounting, compensation claims, time keeping, liability, insurance coverage, purchase authorization, assessment of damage to property, authorization of equipment usage and vendor contracting, and other related business functions of the university.

**First Responder** – assigned Memorial University personnel, who upon being notified of an event or potential threat, conduct an assessment to determine the level of emergency.

**Hazard** – an event or threat which could be categorized under the following nine areas: agriculture/food; weather; forest; geological; human health; hydrological; critical infrastructure failure; technological; and human related.

**Hazard Analysis** – subjective analysis of potential threats completed in an effort to determine probability of occurrence, vulnerability to the hazard and severity of potential impact.

**Hotwash** – an immediate debriefing session where members of CERT discuss any immediate actions that need to be implemented to protect life safety.

**Incident Action Plan (IAP)** – written or verbal strategy for responding to the incident, developed by the planning and analysis section in conjunction with the incident commander and other section chiefs.

**Incident Commander (IC)** – during a response the person assigned to manage and direct the Command Staff and section chiefs and upon consultation with the president recommends the declaration of level of emergency.

**Incident Command System (ICS)** – a system which can be used to command, control and co-ordinate the efforts of individual internal resources and external agencies, if required, to help respond to the emergency.

**Level 1** – A threat that minimally affects areas of life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such threats would not require the establishment of an EOC nor the activation of CERT. These threats are handled by academic and administrative offices as part of normal day-to-day operations.

**Level 2** - A threat that substantially affects life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such a threat will require partial or full activation of CERT and could involve the establishment of an EOC.

**Level 3** – A threat that critically affects life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such a threat will require full activation of CERT and the establishment of an EOC.

**Logistics Section** - Personnel who are assigned to provide incident management support in response under the ICS model. They will be responsible for resource procurement including transportation, supplies, equipment maintenance, fueling, food services, communications and medical requirements, and other related duties.

**Members of the university community** – see Campus Community

**Memorandum of Understanding (MOU)** – agreement(s) between the university and any external stakeholders which outlines specific services to be provided during an emergency.

**Mitigation** – strategies implemented to decrease the impact of a potential emergency situation. The terms prevention and mitigation are frequently used interchangeably.

**Operations Section** - Personnel who are assigned to provide incident management support under the ICS model. Responsible for managing the tactical operations to reduce the immediate hazard, save lives and property; establish situational control; set priorities; monitor site response; and quickly restore conditions to normal.

**Planning and Analysis Section** - Personnel who are assigned to provide incident management support under the ICS model. They are responsible for analysis of the threat; anticipating changes; developing incident action plans; monitoring required resources, facilities, managing maps and documenting the response; and other related duties.

**Prevention** – See mitigation.

**Span of Control** - as defined by the Incident Command System, should be no less than 1:3, optimum 1:5 and no greater than 1:7. This ensures efficient management, eliminates confusion and conflicting commands, and avoids duplication in the reporting structure.

**University** – Memorial University of Newfoundland

**University Community** – see Members of university community

### 3.0 Acronyms

CEP	Campus Enforcement and Patrol
CERT	Campus Emergency Response Team
CISM	Critical Incident Stress Management
EOC	Emergency Operations Centre
EM	Emergency Management
EMP	Emergency Management Plan
ERM	Enterprise Risk Management
ERMC	Enterprise Risk Management Committee
HSC	Health Sciences Centre
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MOU	Memorandum of Understanding
MUN	Memorial University of Newfoundland
SIE	Separately Incorporated Entity

## 4.0 Preparedness

### 4.1 Introduction

Memorial University is committed to ensuring the St. John's, Signal Hill and Marine Institute Campuses are prepared for any emergency that could occur and/or impact campus activities.

With executive leadership and a focused effort from faculty, staff and students, these campuses will:

- Develop and maintain an all-hazards emergency management plan supported by an over-arching emergency management policy;
- Adopt standardized emergency management principles;
- Identify clear expectations for the St. John's, Signal Hill and Marine Institute campus personnel;
- Identify and nurture relationships with municipal agencies, various provincial/federal departments, non-government organizations and internal partners;
- In consultation with the Emergency Communications Plan, educate the campus community with respect to this plan, any and all emergency procedures and related protocols;
- Develop and maintain a centralized emergency management website under the auspices of the Office of the Chief Risk Officer;
- Test and audit the plan as per the exercise design and testing plan; and
- Develop threat specific functional sub-plans which will provide standardized procedural direction for the campus community.

This section will provide more specifics on:

- our planning principles
- responsibilities of the campus community
- education/training
- exercise design and testing
- community partnerships

### 4.2 Preparedness Planning Principles

The university adopted seven generic principles of emergency management to guide the implementation of and approach to the emergency management preparedness phase. A list of these principles and their objectives are as follows:

- **Collaboration:** The campuses will build consensus while providing strategic direction, facilitate strong communication practices for dissemination of accurate information, create a team atmosphere, encourage trust and delegate responsibility wherever possible. At the

Marine Institute Campus, this will necessitate working closely with the landlord, the Provincial Department of Transportation and Works.

- **Co-ordination:** The campuses will strive to synchronize this plan with that of the applicable municipality and all applicable internal/external partners. This includes utilizing and sharing knowledge of notification systems, definitions and decision-making processes.
- **Communication:** The campuses will develop an Emergency Communications Plan which will support preparedness, prevention/mitigation, response and recovery initiatives university wide. The campuses will prepare staff/faculty/students and stakeholders for potential emergencies on campus, through an education and awareness campaign, and achieve open and timely communications during a response.
- **Comprehensiveness:** The campuses will conduct an analysis of all-hazards, include all phases of emergency management, and work with all stakeholders for speedy mobilization of human and material resources when and wherever required.
- **Flexibility:** The campuses will utilize existing emergency planning knowledge within the university, be creative in delegating, cross-training, and seconding employees outside of normal day-to-day responsibilities, and appoint key resource personnel as needed to committees. In particular, emphasis will be placed on academic fairness to students, academic integrity of programs and continuation of research.
- **Integration:** The campuses will engage all levels of the community, administrative, academic, research, and internal partners; the faculty, staff and students will be asked for input; senior administrative support will be involved for scope of activity, approval, direction and approach.
- **Progression:** The campuses will take measures to educate faculty, staff, and students with respect to the contents of this plan and their responsibilities within the plan via the media outlined in the Emergency Communications Plan. We will ensure their knowledge of early assessments of situations which may pose threats, ensure prevention and mitigation strategies are in place where possible, and conduct exercises to test the plan with internal/external partners.

### **4.3 Responsibilities**

Preparedness begins at the individual level. All members of the campus community have a responsibility to ensure that our campuses are a safe place to live, work, study, learn and play.

#### **4.3.1 All members of the university community shall**

- Self-educate with respect to emergency planning on campus. This includes being knowledgeable of procedures and protocols and knowing how to react appropriately (e.g. knowing when to evacuate or not to evacuate a building);
- Become self-prepared, identifying all mitigation strategies for protection when and wherever possible (e.g. knowing the location of the nearest Blue Phone);
- Know the campus emergency telephone number, 864-4100 (St. John's and Signal Hill campuses) 778-0644 or 911 (Marine Institute Campus);
- Know the evacuation route, and assembly points for the area in which you live, work, study or enjoy recreational activities;
- Participate in any applicable emergency management training related to the duties/responsibilities you have on campus;
- Become familiar with persons who live, study or work in your area who have disabilities or challenges. Be prepared to assist in emergencies to ensure their safety; and
- Implement the principles of emergency management outlined in section 4.2 when conducting any emergency preparedness/management work.

#### **4.3.2 President, Vice-Presidents, Deans, Directors, Heads, Managers, & Supervisors**

In addition to 4.3.1:

- Ensure all departments, units, and/or divisions identify critical functions that must continue to operate in the event of an emergency (continuity planning), including identifying required staffing for critical functions;
- Develop written procedures as may be required for specific areas within a department/unit which could require ERM approval (e.g. laboratory requirements, housing evacuation plans);
- Consider emergency management mitigation strategies when initiating new infrastructure, renovations and/or upgrades; and
- Encourage and support participation in exercise design and testing when made available to your academic or administration personnel.

### **4.3.3 Faculty and/or Instructional Personnel**

In addition to 4.3.1:

- Provide students with emergency information at the beginning of each semester, including the shortest exit route from the classroom and/or laboratory and the designated assembly/muster point(s) for the building;
- Encourage students to visit the emergency website for threat specific protocols/procedures (e.g. evacuation);
- Inform all students that those requiring assistance because of a disability can identify themselves to instructors, the Blundon Centre and/or Student Housing staff;
- Provide additional information on emergency related threats throughout the semester with respect to any impact on academic interruptions;
- Provide for academic fairness to students, the academic integrity of their programs and open and timely communications with respect to any impact from specific emergencies; and
- Implement any and all directions received from the senior executive of the university that is threat specific.

## **4.4 Education**

Preparedness requires raising awareness of the plan across the campus community, the key components of the plan and the responsibilities of all members. An education and awareness campaign will be supported by the strategies outlined in the Emergency Communications Plan, Appendix D.

The education of the campus community will be enhanced by a centralized emergency management website administered by the Office of the Chief Risk Officer.

### **4.4.1 Training for the Campus Emergency Response Team**

It is essential to train the Campus Emergency Response Team in a co-ordinated and collaborative manner. Training will be offered by the Office of the Chief Risk Officer or through external organizations such as Fire and Emergency Services NL.

Specialized training content could include, but is not limited to specifics of the Emergency Management Plan, emergency notification procedures, critical incident stress management (CISM), media training, basic emergency management, ICS training, and Emergency Operations Centre (EOC) management.

Generic training will be managed by the academic and administrative offices of the university for their specific areas of responsibility, e.g. first aid or WHMIS.

#### **4.4.1.1 External Agency Training Involvement**

Joint training with off-site (non-university) groups will be conducted whenever the opportunity arises. Requests will be made to these groups by the Office of the Chief Risk Officer to ensure university personnel are considered for provincial/federal emergency training programs (e.g. Basic Emergency Management or EOC Management).

Municipal Emergency Services will also be offered the opportunity to test and train with the university with respect to emergency management subject matter. Such training may include:

- reviewing the St. John's Region Emergency Management Plan;
- participating in emergency exercises; and
- touring the campus sites.

#### **4.4.2 Exercise Design and Testing**

##### **Exercise Design**

In order to ensure the university community is familiar with and confident in the Emergency Management Plan, the university will design exercises, which will test and validate the plan. These exercises will provide training opportunities and act as an audit of the entire plan. These exercises will have the following objectives:

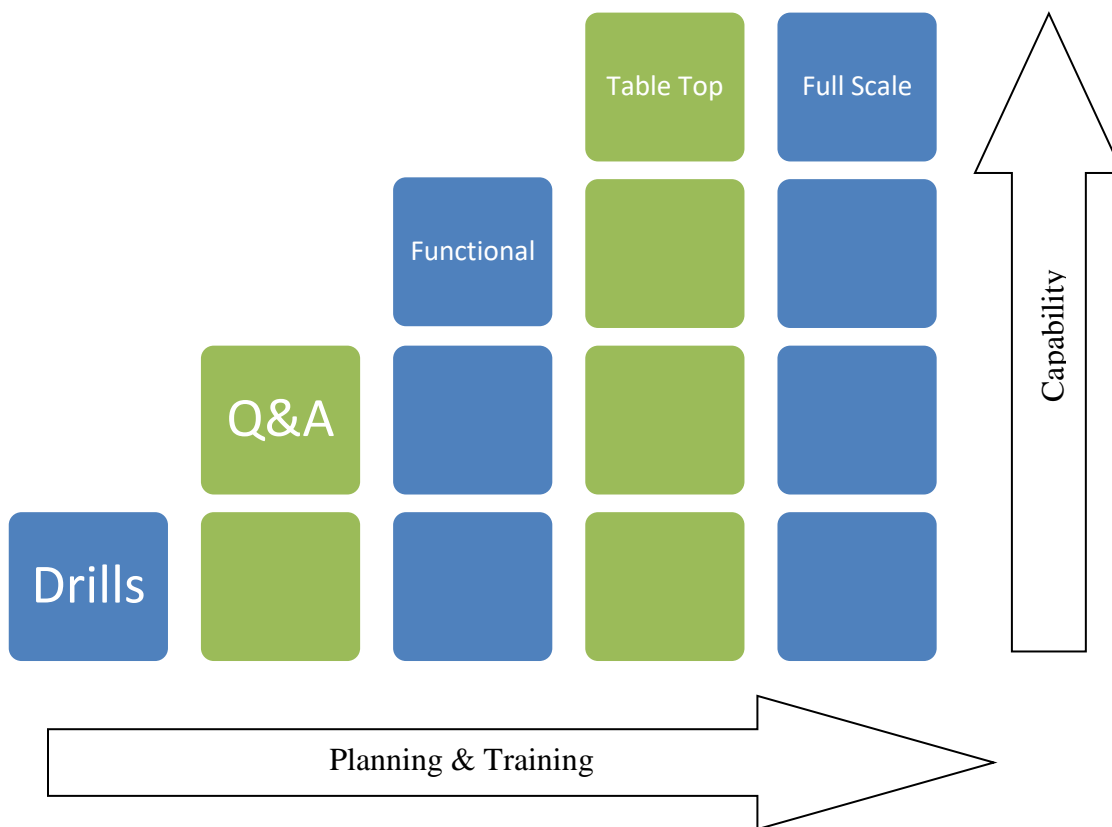
- Involve appropriate members of the university community and external stakeholders (when applicable) in evaluating and updating the plan;
- Ensure the plan meets the needs of vulnerable populations;
- Review the hazards which could impact the St. John's, Signal Hill and Marine Institute Campuses;
- Understand the respective responsibilities of the Campus Emergency Response Team and ensure new members are being trained;
- Identify any problem areas, resource shortfalls and lessons learned from exercises into a revised EMP;
- Co-ordinate the involvement of the community partners in exercise design, implementation and evaluation of the university's plan;
- Test the emergency notification system; and

- Identify any need to update physical maps and other records of the St. John's, Signal Hill and Marine Institute Campuses.

The design of the exercise content will be co-ordinated and developed by the Office of the Chief Risk Officer with assistance from other key university personnel and outside agencies.

### Testing

The university has adopted several types of emergency exercises to train emergency personnel and to test the effectiveness of the plan and the associated response capability. At a minimum, a drill and tabletop exercise will take place each year. A full-scale exercise will be held every three years, however, if a Level 3 emergency occurs within the past three years it will supersede the need to hold a full scale exercise. If a campus declares and responds to a Level 2 or 3 Emergency within the same timeframe as a scheduled exercise, it may be deferred taking into consideration the real life response experience. An assessment will be done every year to determine other exercise needs based on lessons learned, training and current capability.



### Discussion Based Exercises

- **Q&A Exercise:** an informal discussion exercise, designed to orient the participants to new or updated plans, policies or procedures.
- **Table Top Exercise:** an activity in which the CERT are gathered together, usually in the EOC, to discuss a simulated emergency. The focus is on examination and discussion of problems with resolution.

#### **Operations Based Exercises**

- **Drills:** an event involving organizational responses to a simulated accident or emergency exercise activity to develop, test and monitor specialized emergency skills that constitute one or more components (functions) of an emergency plan or procedure. It is a coordinated, supervised activity and is usually used to test a single, specific operation or function within a single entity (e.g. EOC activation, emergency notification system activation, fire drill).
- **Functional Exercise:** activities designed to test or evaluate the capability of individual or multiple emergency functions, with time constraints, and normally in the EOC. This activity, based on a scenario event, provides practice for participants without movement of personnel or equipment.
- **Full Scale Exercise:** an activity intended to evaluate the capability of emergency management systems over a period of time by testing the major portions of an emergency management plan and organizations, under a stressful environment. This will include the mobilization of personnel, equipment and resources, their actual movement and testing the coordination and response capability.

## **4.5 Community Partnerships**

### **4.5.1 Municipal Agencies**

The university will adhere to the emergency plan(s) set out by applicable municipalities. These municipal plans are authorized by the appropriate council in accordance with the provincial Emergency Services Act, Section 5. These plans clearly outline the responsibilities of the municipality, fire, police, the local health authority board, Advanced Education, Skills and Labour and other local municipal/provincial agencies.

The university recognizes that a mayor and/or council can declare a state of emergency that may affect the operation of the St. John's, Signal Hill and Marine Institute Campuses. This could include the banning of public gatherings; the evacuation of buildings; restriction or prohibition of vehicles, and/or water restrictions; or any other action they may feel necessary to protect the lives and safety of ALL residents within the boundaries of the municipality, including the university.

The St. John's Regional Fire Department, Royal Newfoundland Constabulary and Eastern Health are critical partners during a response and the University will continue to enhance its current relationships.

The university also recognizes its role to act as a resource and a support to the municipality and other community partners in their efforts to respond to emergencies not impacting the university directly. Such agreements to provide support during an emergency will be considered on a case-by-case basis or can be formalized in advance via a memorandum of understanding (MOU).

The university supports and encourages participation in preparedness and exercise design/testing at the municipal level in an effort to ensure full understanding of our respective responsibilities in emergency management.

#### **4.5.2 Provincial Departments**

There is an ongoing day-to-day business relationship with provincial departments to ensure compliance with various Acts and Regulations (i.e. Occupational Health and Safety Act and the Fire Prevention Act).

The relationship that the university has with the many provincial government partners in all aspects of emergency management will depend upon the nature and scope of the emergency. Some of the provincial departments which could interface with the University in the event of an emergency include, but are not limited to:

- Department of Advanced Education, Skills and Labour who will have a vested interest because of our academic status;
- Transportation and Works, who may assume joint command for incident response specifically affecting the Marine Institute Campus, and will be a key partner to the MI in all four pillars of this plan.
- Fire and Emergency Services, Department of Municipal Affairs, which could provide consultation, guidance and direction on all issues related to emergency management and to assist in education, training and exercise design when requested;
- Service Newfoundland and Labrador to avail of the expertise from Health Inspectors for the purpose of emergency food services, congregate shelter occupancy and/or with respect to a serious injury or death on campus;
- Department of Health and Community Services for designated Medical Officers when required;

- Department of Justice for labour disruptions and/or injunctions; and the involvement of the Royal Newfoundland Constabulary (RNC) for all criminal activities.

#### **4.5.3 Federal Departments**

Federal government agencies play a key role in supporting the province and in most emergencies would activate their role upon a request from the province. The partnerships the university maintains with federal government agencies are critical, most importantly in the preparedness and prevention pillars of emergency management.

Given the broad provincial scope of the St. John's, Signal Hill and Marine Institute Campuses activity, there are relationships with agencies of the federal government in ensuring the day-to-day delivery of program responsibilities. For example, each campus needs to ensure it is in compliance with the Canada Marine Act; Canada Shipping Act; Canadian Food Inspection Act; Emergencies Act; Emergency Management Act; Marine Transportation Safety Act; National Fire Code; Life Safety Code; and the Transportation of Dangerous Goods Act among others.

In most cases the Royal Newfoundland Constabulary will be the first external contact for response support. However, some of the university's specialized centres are under the jurisdiction of a federal agency, the Royal Canadian Mounted Police (RCMP), and in the event of an emergency, they would be the first responders.

Overall, this emergency management plan recognizes the role of Public Safety Canada, and the Public Health Agency of Canada's Centre for Emergency Preparedness and Response. These agencies manage emergencies of national scope, and provide training and consultation on recommended best practices which have been incorporated into this plan.

#### **4.5.4 Non-Governmental Organizations (NGOs)**

The St. John's, Signal Hill and Marine Institute Campuses recognize the vital role that The Salvation Army, the Canadian Red Cross, St. John Ambulance, Ground Search and Rescue and other non-profit groups have in emergency management, both from a collaborative role with the applicable municipality and as independent entities.

This university will primarily utilize non-profit services provided by these agencies. The management of their response activities, including financial costs, will be under the terms of agreement that they may have with the municipality, and in some areas the municipality may have with the province.

The university supports working collaboratively with these agencies in preparedness and exercise design activities. For small-scale emergency situations, the university could develop a response partnership with a non-governmental organization (e.g. Red Cross for registration and inquiry and the Salvation Army for food services).

#### **4.5.5 Partners on-site**

##### **Health Sciences Complex**

The following programs of Memorial University are housed within the Health Sciences Complex (HSC), a building managed by the Eastern Health Authority Board:

- Academic
  - Faculty of Medicine
  - School of Pharmacy
  - School of Nursing
- Research
  - Animal Care Services

The physical location of these programs automatically lends itself to the sharing of resources and day-to-day administrative interactions.

Training and awareness by both HSC and university personnel will be co-ordinated by the Office of the Chief Risk Officer to ensure a full understanding of the similarities and differences within both emergency plans and the responsibilities of faculty/staff/students of the university who are located at this site. This initiative will also ensure mitigation strategies are implemented to avoid potential risk associated with exercising and testing emergency plans and ultimately having to respond jointly to emergencies.

A full copy of a document entitled “Accepted Eastern Health Emergency Codes” is available by contacting the Office of the Chief Risk Officer. Special training will need to occur to ensure that MUN personnel understand the Level 1, 2 and 3 response requirements within the EMP versus the Health Sciences Complex definition of Level 1, 2 and 3 under Code Green-non-emergency evacuation procedures.

##### **National Research Council of Canada**

The National Research Council of Canada (NRC) is located on the St. John’s Campus and will be contacted by university personnel should any incident on the St. John’s Campus affect their egress/access to their site or any other possible activities and/or the many faculty and students who

access this site as part of their academic programs and/or research activities.

The National Research Council also leases an office within the Marine Institute that is co-located with CCFI. They have one Industrial Technical Advisor (ITA) on site that facilitates linkages between small and medium enterprises in a variety of industries with the applied research and development capabilities of the Marine Institute.

### **Associated/Separately Incorporated Entities**

Academic and administrative offices may have relationships with leaseholders and non-university personnel. The university has management agreements with six separately incorporated entities. Assistance can be provided by Memorial's Enterprise Risk Management unit should these partners require support in the development of their own emergency management plans and/or fully understanding their responsibilities as it relates to this plan. Memorial University references the specific responsibilities of both partners under separate management agreements and shall reference emergency management related expectations.

The respective academic and/or administrative office will inform its partners and non-university personnel of the applicable contents of this document related to their operations.

### **College of the North Atlantic**

The College of the North Atlantic (CNA) occupies space within the MI. In addition, because they have a campus located adjacent to the Marine Institute and under agreement between MI, CNA and the Province, owner of both facilities, CNA students are on campus using classrooms, labs, the library, the cafeteria and other common areas of the Marine Institute.

### **Transportation and Works**

Memorial University leases the Marine Institute Ridge Road building from the provincial Department of Transportation and Works. As owners of the building, Transportation and Works has an office located at the Marine Institute and in addition provides security to MI (one security guard located adjacent to the main lobby). In addition to the security guard, there are 2 Transportation and Works personnel on site on a regular basis.

## **4.5.6 Memoranda of Understanding**

Memorial University, St. John's Campus, currently has a memorandum of understanding (MOU) and standard operating procedure with the Eastern Health Authority Board for use of the Field House if they require alternate accommodations for patient care or for use by staff in the event of a major emergency at the Health Sciences Complex. The parties agree that this relocation would be temporary and every effort would be made to return to normal operations as soon as possible. See Appendix B.

There is a MOU effective March 1, 2011 for Campus Enforcement and Patrol (CEP) to respond to all calls of assistance at the Marine Institute from Transportation and Works Security on issues of personal safety. Urgent calls requiring immediate intervention will still be routed to the Royal Newfoundland Constabulary however CEP may also be notified and will also respond if called, to assist the RNC in any capacity. See Appendix B.

Other MOUs related to emergency management will be developed depending upon requests for services and/or resources.

## **5.0 Prevention/Mitigation**

### **5.1 Introduction**

Emergency prevention/mitigation processes will require regular review and revision. The St. John's, Signal Hill and Marine Institute Campuses will:

- identify mitigation strategies that speak to the university's current capability to lessen the impact from potential emergencies and reduce the response time;
- identify critical functions which will need to be maintained; and
- complete a biennial hazard analysis and identify new strategies to lessen the impact of the highest rated threats.

This section will further define the processes that will be implemented.

### **5.2 Continuity Planning**

In addition to responding to any emergencies, the university will be required to maintain essential services for the university community and to continue, if possible, all day-to-day critical functions of the university. The identification of critical services expedites the university's ability to resume, partially or completely, any interrupted critical function within a predetermined time after an incident.

Continuity planning is a proactive planning process, which enhances the university's capability to respond and recover. All departments/units of the university will identify their critical functions. These include any essential personnel, critical information requirements, equipment, alternate space allocation and financial budget requirements. This planning process identifies critical functions which will ensure no or minimal interruption to the availability of time-critical services and assets of the university. Services that are required 24/7 are identified as priority with respect to restoration and recovery followed by those required but can operate with reduced functioning, then functions that need to be resumed with 72 hours and lastly, those that can be deferred.

Continuity Plans will also address policies and protocols for the protection and storage of critical and sensitive documents which may be required to expedite the administrative recovery effort, and maintain administrative, research initiatives and academic continuity.

Continuity Plans must be completed within Memorial's Incident Management System. This information will be made available for prompt use by CERT in the event of an emergency.

Consultation and/or support for continuity planning will be available through the Office of the Chief Risk Officer upon request.

### 5.3 Hazard Analysis

The university recognizes that forecasting a potential emergency with a high degree of accuracy is difficult, if not impossible. There is also the possibility that any type of incident can occur at the campuses and therefore it is essential to adopt an all-hazards approach. This approach will increase efficiency by recognizing and integrating common emergency management elements across all hazard types and supplementing these common elements with threat specific functional sub-plans (see Appendix F for a comprehensive listing of functional sub-plans and Appendix G for related documents).

The categories of hazards and specific threats contained in Appendix C were adapted from the document *Business Continuity Planning Guidelines* from the Business Continuity Secretariat, Government of Newfoundland and Labrador.

The Enterprise Risk Management Committee completed a ranking of each specific threat based on the University's risk framework and calculated a score. This ranking took into consideration the severity, probability and vulnerability. Each factor was ranked on a scale from 1-5. Severity is the impact or "how bad" something could be if it did occur. Probability is the likelihood or chance of an event occurring. Vulnerability is based on current controls that are in place that reduce the probability and/or severity of the risk.

#### **Severity (1=minimum impact, 5 = extreme impact)**

Severity is evaluated according to four factors. These are:

- Safety (e.g. minor/major injuries and/or loss of life)
- Reputation (e.g. stakeholder complaints, loss of stakeholder trust, stakeholder intervention)
- Financial (e.g. the monetary cost of the hazard, what is considered an acceptable loss)
- Recovery (e.g. 1 day to recover vs 5 days)

#### **Probability (1=almost impossible, 5 = almost certain)**

Probability that the hazard would occur at the Campuses is considered from the following eight perspectives:

- Historic (e.g. number of occurrences in the past)
- Demographic (e.g. the university profile)
- Geographic (e.g. proximity to flood plains, etc.)
- Technological (e.g. what was unlikely in the past may be probable due to technology)
- Transportation (e.g. movement of dangerous goods)
- Human error (e.g. poor training and/or maintenance)
- Physical (e.g. hazardous material storage, ongoing construction)
- Legal/regulatory (e.g. non compliance)

**Effectiveness of Controls (1=excellent controls, 5= ineffective or no controls)**

Controls are assessed based on

- current mitigation strategies and controls put in place; and
- how effective those strategies and controls are.

After each hazard is analyzed and the score calculated, potential hazards are arranged in descending order from the highest score to the lowest to prioritize planning requirements for the St. John's Region. Results of the Hazard Analysis can be found in Appendix C.

#### **5.4 Functional Sub-Plan Development**

The functional sub-plans are developed, managed and maintained by the applicable academic and administrative offices of the university. The Office of the Chief Risk Officer is available to assist with any or all functional sub-plan development and/or will lead in the consultation of such development activities if directed by the Enterprise Risk Management Committee to do so.

## **6.0 Response Management Plan**

### **6.1 Introduction**

This section of the plan will provide the direction for the St. John's, Signal Hill and Marine Institute Campuses on how to manage its response operations including:

- Concept of response operation
- Levels of emergencies
- Emergency Management Activation Flowchart
- Incident Command System
- Organizational structure
- Notification/Alert procedure
- Activation of CERT
- Emergency Operations Centre

The Campus Emergency Response Team Handbook contains standard operating procedures, guidelines, tools, checklists, maps, forms and a phone listing which will be used during emergency response. See Appendix A for more information.

### **6.2 Concept of Response Operation/Levels of Emergency**

The primary objective for the emergency management response is to provide a co-ordinated effort from the campus community and all the necessary supporting agencies required to respond to either a localized or widespread emergency.

The St. John's, Signal Hill and Marine Institute Campuses have adopted three levels of emergency in which to control its operational response to incident reports.

#### **Level 3**

A threat that critically affects life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such a threat will require full activation of CERT and the establishment of an EOC. The threat could involve one or more of the following:

- fatality
- serious injury
- serious acts of violence
- serious threats which could impact university property and the surrounding area
- serious health issues (e.g. pandemic)
- major infrastructure damage (e.g. an entire building or buildings)

These threats could result in the closure of the all or some campuses or specific areas of a campus, and attract significant media and political interest.

### **Level 2**

A threat that substantially affects life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such a threat will require full or partial activation of the CERT and could involve the establishment of an EOC. The threat could involve the following:

- injuries
- moderate health issues (e.g. epidemic)
- threats that are localized to the university property
- moderate damage to infrastructure (e.g. a floor of a building)

These threats could result in a partial closure of a campus and attract localized media and political interest.

### **Level 1**

A threat that minimally affects areas of life and safety, university infrastructure, academic programs, research, administrative operations, environment and/or reputation. Such threats would not require the establishment of an EOC nor the activation of CERT. These threats are handled by academic and administrative offices as part of normal day-to-day operations. The threat could involve the following:

- localized threats (e.g. a small chemical spill, computer virus, winter storm)

These threats could result in the need for a response from local fire departments, police departments, or ambulance services.

The first person arriving at the scene of an incident should follow the process outlined in the first section of the Emergency Management Activation Flowchart, 6.2.1. The first responder will vary depending on the threat (e.g. Campus Enforcement and Patrol, Information and Technology Services, and/or Facilities Management).

The notified first responder will follow the protocol outlined in the remaining sections of this flowchart to assess the potential impact and to determine the level of emergency and will initiate contact with the incident commander (IC) if they assess the need to declare a Level 2 or 3 response.

## **Responsibilities for MUN First Responders**

- Make every effort to ensure the life and safety of people is a first priority, university property second and environment third.
- Assess the threat and provide information to the incident commander who will determine Level 2 or 3 response requirements.
- Contact applicable departments/units depending on the type of emergency as per Section 6.2.1.
- Assume responsibility to ensure safety until an incident commander is appointed.
- Oversee the scene to ensure the integrity of the incident scene is protected for investigative purposes.
- Submit accurate and detailed reports at post-incident debriefings.

### Incident Scenario Examples:

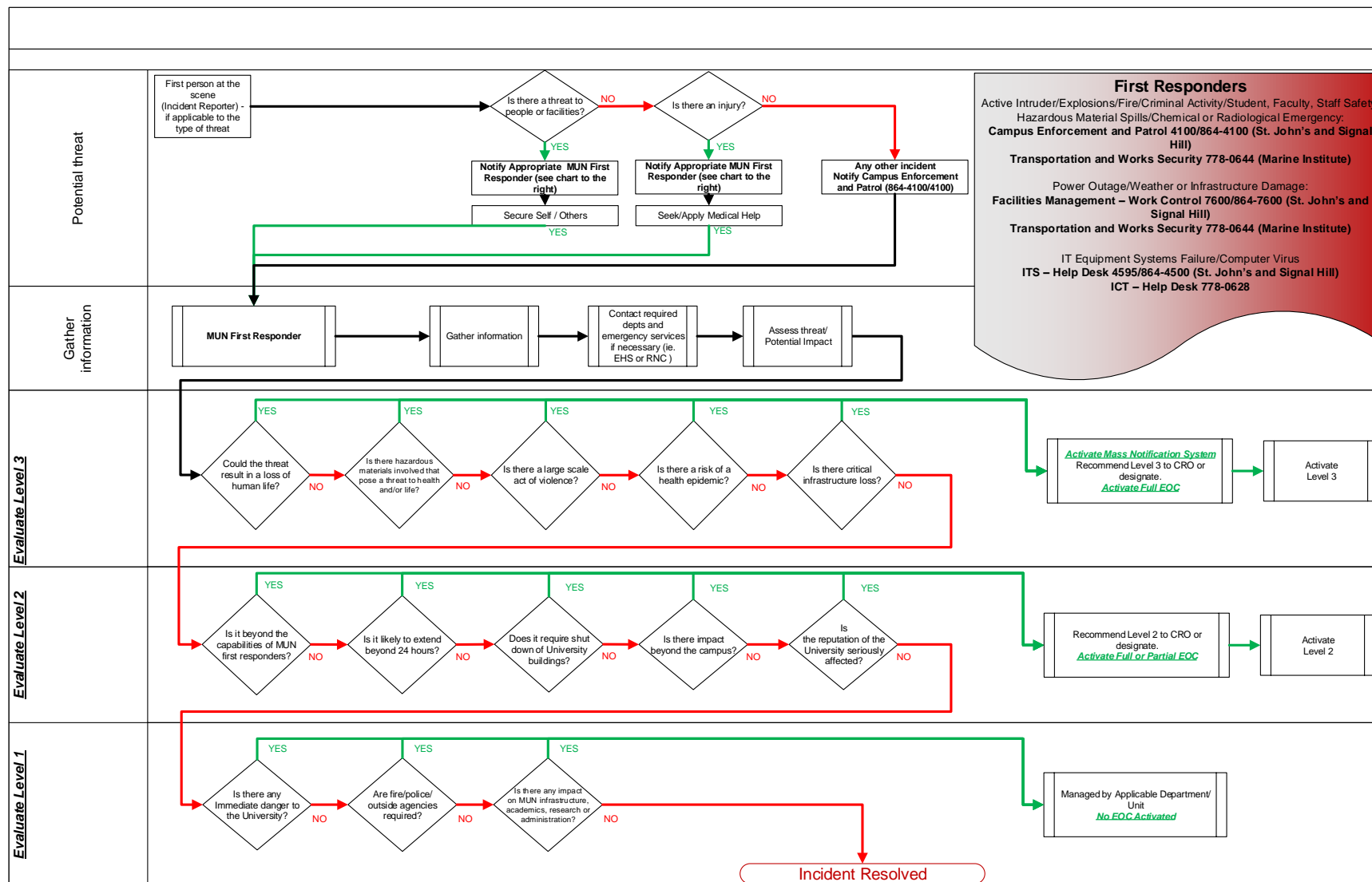
The following scenarios provide examples of how these levels are activated using the Emergency Activation Flow Chart.

**Level 3** – Active intruder on campus – Any person becoming aware of potential life threatening situation will immediately notify campus security and/or 911. Campus security personnel will follow the questions outlined in Section 6.2.1 and assess the potential danger. They will activate the emergency notification system, call 911, and advise the incident commander. Upon notification from campus security, the incident commander will activate the CERT and the EOC.

**Level 2** – Non-life threatening explosion in science lab – Any person becoming aware of an explosion will activate the fire alarm system and notify campus security. Security will notify the Facilities Management, Environmental Health and Safety, and the incident commander who will assess the potential impact and activate the CERT and EOC in part or full.

**Level 1** – Winter storm – The associate vice president (facilities) and the executive director of Marketing and Communications in consultation with the president/senior executive will make the decision with respect to closure. In a Level 1, it will not be necessary to activate the CERT/EOC.

## 6.2.1 Emergency Management Activation Flow Chart



### 6.3 Incident Command System

The university follows the structure of the Incident Command System (ICS) in addition to an Executive Policy Group. The overall team is referred to as the Campus Emergency Response Team (CERT). CERT consists of the Executive Policy Group, Command Staff and General Staff. The incident commander oversees the Command and General staff.

There is no correlation between the ICS structure and the administrative structure and hierarchy of the University or any single agency or jurisdiction. For example, someone who serves as a director every day may not hold that title when deployed under an ICS structure.

ICS is a standardized on-scene, all-hazard incident management approach. ICS allows campus personnel and first responders to adopt an integrated organizational structure that matches the complexities and demands of incidents without being hindered by jurisdictional boundaries. ICS allows all involved to know their roles and work together. Canadian municipalities, fire, police, health officials, non-government organizations and many North American post-secondary institutions have adopted this model.

The essential ICS features are listed below and further described in the following sections.

#### Standardization

- Common Terminology

#### Command

- Establishment and Transfer of Command
- Chain of Command
- Unity of Command

#### Planning/Organizational Structure

- Management by Objectives
- Modular Organization
- Incident Action Planning
- Manageable Span of Control

#### Facilities and Resources

- Incident Locations and Facilities
- Comprehensive Resource Management

#### Communications/Information Management

- Integrated Communications
- Information and Intelligence Management

#### Professionalism

- Accountability
- Dispatch/Deployment

### 6.3.1 Standardization Features

ICS establishes common terminology allowing diverse incident management and support entities to work together. Common terminology helps to define:

- **Organizational Functions** – Major functions and functional units with incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.
- **Incident Facilities** – Common terminology is used to designate the facilities in the vicinity of the incident area, such as a staging areas and bases, that will be used in the course of incident management activities.
- **Resource Descriptions** – Major resources – including personnel, facilities and major equipment and supply items – used to support incident management activities are given common names and are “typed” with respect to their capabilities to help avoid confusion and to enhance interoperability.
- **Position Titles** – At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users, and also make it easier to fill ICS positions with qualified personnel. ICS titles do NOT correspond to the titles used on a daily basis.

### 6.3.2 Command Features

ICS defines “command” as the act of directing, ordering or controlling by virtue of delegated authority. During an emergency, the chief risk officer, or their delegate, has the authority to appoint the incident commander who then has the authority to assume command.

The IC should have the level of training, experience and expertise to serve in this capacity. It is possible that the IC may not be the most senior official.

- **Transfer of Command** – The process of moving the responsibility for incident command from one IC to another is called transfer of command. The transfer of command process always includes a briefing, which may be oral, written or a combination of both. When a transfer of command takes place, it is important to announce the change to the rest of the CERT. It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current IC. Transfer of command may take place when:
  - A more qualified IC arrives and assumes command.

- The incident changes in complexity.
- The current IC needs to rest.
- Chain of Command – Chain of command is an orderly line of authority within the ranks of the CERT. Chain of command
  - Allows incident supervisors to direct and control the actions of all personnel under their supervision
  - Avoids confusion by requiring that orders flow from supervisors.

Although information is exchanged freely through the ICS structure, strict adherence must be paid to the top-down direction. To make ICS work, everyone must commit to following the command and control approach.

- Unity of Command – Under unity of command, personnel
  - Report to only one ICS supervisor.
  - Receive work assignments only from their ICS supervisor.

### **6.3.3 Planning/Organizational Features**

- Management by Objectives – Incident objectives are used to ensure that everyone within the ICS structure has a clear understanding of what needs to be accomplished.
- Modular Organization – The ICS organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated. The ICS organizational structure is flexible. When needed, separate functional elements can be established and subdivided to enhance internal organizational management and external coordination. As the ICS organizational structure expands, the number of management positions also expands to adequately address the requirements of the incident.
- Incident Action Planning – Every response has a strategy called an Incident Action Plan (IAP). The incident commander must ensure that the IAP
  - Specifies the incident objectives.
  - States the activities to be completed.
  - Covers a specified timeframe, called an operational period.
- Manageable Span of Control – Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an incident. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations. Effective span of control on incidents may vary from three to seven, and a ratio of one supervisor to five personnel is recommended.

### **6.3.4 Facilities and Resources Features**

- Facilities – Incident activities may be accomplished from a variety of operational locations and support facilities. The incident commander identifies and establishes needed facilities depending on incident needs. Standardized names are used to identify types of facilities such as incident command post, staging area, base, etc. The emergency operations centre is considered a support facility.
- Resources – In ICS, resources include personnel and major items of equipment, supplies and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources at an incident must be managed effectively. Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resource management includes process for:
  - Categorizing, credentialing and pre-identifying resources
  - Ordering resources
  - Dispatching resources
  - Tracking resources
  - Recovering resources

### **6.3.5 Communications and Information Management Features**

- Integrated Communications – A common communications plan is essential for ensuring that responders can communicate with one another during an incident. Prior to an incident, Memorial will work with local responders to ensure that communications equipment, procedures and systems can operate together during a response.
- Information and Intelligence Management – The analysis and sharing of information and intelligence is an important component of ICS. Incident management must establish a process for gathering, sharing and managing incident related information and intelligence.

### **6.3.6 Professionalism Features**

- Accountability – Effective accountability during incident operations is essential. Individuals must abide by Memorial policies and guidelines and any applicable municipal, provincial and/or federal rules and regulations. The following principles must be adhered to:
  - Check In – All responders must report in to receive an assignment in accordance with the procedures in the CERT handbook.

- Incident Action Plan – Response operations must be coordinated as outlined in the IAP. The IAP template can be found in the CERT Handbook, Appendix A.
- Unity of Command – Each individual will be assigned to only one supervisor.
- Span of Control – Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
- Resource Tracking – Supervisors must record and report resource status changes as they occur.
- Documentation – All responders must document their actions via the applicable forms in the CERT handbook.
- Dispatch/Deployment – Another key feature of ICS is the importance of managing resources to adjust to changing conditions. When an incident occurs, you must be dispatched or deployed to become part of the incident response. In other words, until you are deployed to the incident organization, you remain in your everyday role. Unless you must take immediate life-saving action, you should not start responding without being deployed.

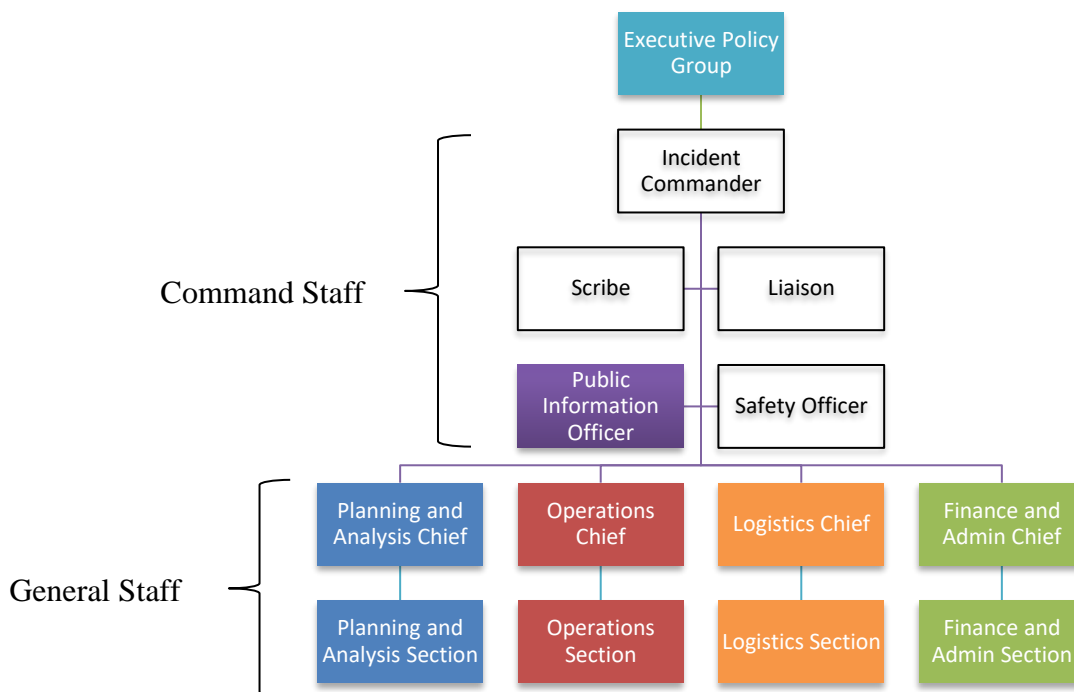
## **6.4 Organizational Structure**

In addition to the Executive Policy Group which provides strategic policy direction, Memorial University will approach its emergency response to Level 2 and 3 emergencies under the ICS utilizing two sections - command staff and general staff. All personnel assigned responsibilities in a response are referred to as the CERT. Further details on the responsibilities of specific positions can be found the CERT Handbook, Appendix A.

### **6.4.1 Campus Emergency Response Team**

The CERT provides the command and control infrastructure that is required to manage the planning, operational, logistical, fiscal, safety, communications and campus issues related to any and all emergencies. CERT is made up of the individuals from the St. John's, Signal Hill and Marine Institute campuses who would serve as members of the Executive Policy Group, the incident commander, command and general staff. CERT participants are representative of all administrative, academic and research units of the campuses. An emergency's type and size will dictate whether all or some of the CERT members are activated.

### **CERT Organizational Chart**



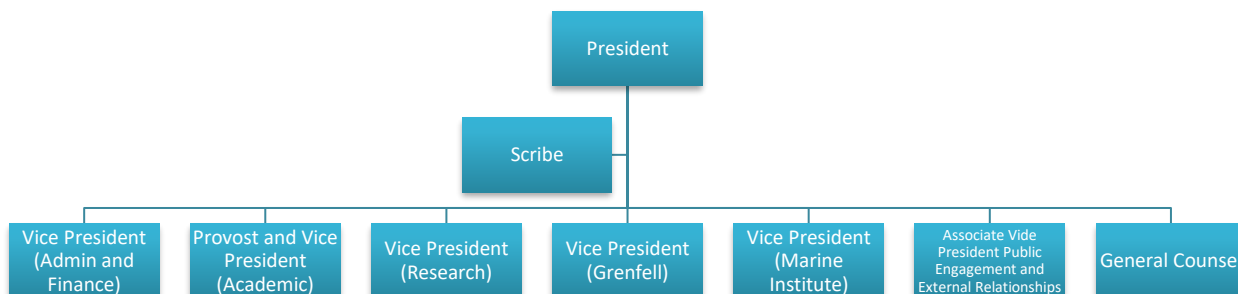
### 6.4.2 Executive Policy Group

The Executive Policy Group provides

- direction in making strategic policy decisions for any incident that impacts the university's ability, regardless of campus, to meet its mission of teaching and learning, research, scholarship, creative activity, service and public engagement;
- updates the Board of Regents and government; and
- convenes senate if required.

The Executive Policy Group is chaired by the President. It consists of the senior administrators of each campus, or their delegate. The Executive Policy Group convenes as needed during Level 2 and 3 emergencies. The group will be activated by the incident commander.

### Executive Policy Group Organizational Chart



#### 6.4.3 Incident Commander

The incident commander manages all emergency activities including development, implementation and review of strategic decisions. The IC is responsible for the overall management of the emergency and all activities/functions until the IC delegates and assigns them out to command or general staff depending on the complexity of the event. The IC has the authority for all emergency response efforts and serves as supervisor to the scribe, public information officer, safety officer, liaison, planning and analysis section chief, operations section chief, logistics section chief and the finance and administration section chief.

The incident commander has the following responsibilities:

- Declaring the level of emergency.
- Notifying the Executive Policy Group.
- Providing overall leadership for emergency response and recovery.
- Appointing the chiefs of planning and analysis, operations, logistics and finance and administration depending on the nature and scope of the emergency and the skill sets required.
- Seeking advice and recommendations from the Executive Policy Group and chiefs of planning and analysis, operations, logistics, finance and administration when required.
- Establishing objectives and developing the incident action plan (IAP) in consultation with the planning and analysis section chief.
- Authorizing release of information to the media and campus community.
- Approving requests for additional resources.

#### **6.4.4 Command Staff**

The command staff consists of the incident commander, scribe, liaison, public information officer and the safety officer. Command staff report directly to the incident commander. They convene in the Emergency Operations Centre.

The responsibilities for the command staff positions are as follows.

##### **6.4.4.1 Responsibilities for the Public Information Officer**

- Advising the incident commander on information dissemination and media relations.
- Obtaining information from and providing information to the Planning Section
- Obtaining information from and providing information to the community and media.
- Activating the response section of the Emergency Communications Plan including deploying the communications response team.
- Providing leadership, supervision and direction of communications activities during an emergency.
- Serving as/designating university spokespersons.
- Providing communications counsel to senior administrators.
- Other duties as outlined in the Emergency Communications Plan.

##### **6.4.4.2 Responsibilities for Liaison**

- Setting up the EOC with support from Information and Technology Services.
- Enacting the call-out procedure.
- Ensuring the ICS model is being followed.
- Assisting the incident commander by serving as a point of contact for representatives from other organizations.
- Providing briefings to and answering questions from supporting organizations.
- Ensuring academic and/or administrative Continuity Plans and/or applicable functional sub-plans are activated (e.g. the Emergency Animal Care Plan, the Emergency Housing, Food and Conference Services Plan, etc.).

#### **6.4.4.3 Responsibilities for Scribe**

- Logging and recording all minutes/briefings/decisions/and actions of the incident commander.
- Providing administrative support to the incident commander.

#### **6.4.4.4 Responsibilities for the Safety Officer**

- Advises the incident commander on issues regarding incident safety.
- Works with the Operations Section to ensure the safety of field personnel.
- Ensures the safety of all incident personnel.
- Exercise emergency authority to stop and prevent unsafe activity on-scene.
- Ensure expert advice is obtained regarding protective actions/personal protective equipment, exposure risks (physical, chemical, biological, electrical, radioactive) and recommend protective strategies.
- Develops the site safety plan.

The above command staff will be identifiable during a response and/or exercise testing by wearing white incident command vests. These vests will not only depict their response functions but provide their name and title of the position they occupy within the CERT.

#### **6.4.5 General Staff**

There are four sections under the Incident Command System. These sections are planning and analysis, operations, logistics and finance and administration. Each section is headed by a section chief and can be expanded to meet the resources and needs of the response. Section chiefs report directly to the incident commander.

Section chiefs will be appointed by the incident commander depending on the nature and scope of the emergency. Members of these sections will provide expert knowledge, support and recommendations to their section chief. When applicable, consultation will occur across the various sections.

General staff are not required to be in the EOC, however they could be present in adjoining rooms or performing functions for their section chief at their primary office location or an alternate site. Debriefings or a physical presence at the EOC may be required by the incident commander

at specific times depending on the nature and scope of the emergency and the assigned role in the response.

The generic responsibilities for each section are as follows.

**Planning and Analysis Section (Knowers/Thinkers):** Responsible for the collection, monitoring, evaluation, co-ordination and dissemination of information about the development of the incident and the status of resources required to respond effectively. This includes conducting an impact assessment on academic and administrative programs and the university's infrastructure/systems, property, facilities and people (faculty/staff/students). Section members will need to: anticipate changes to threat impact; monitor which additional resources may be required; determine which facilities are needed; manage maps; and document the required response needed. This section will be responsible for completing an incident action plan, found under the ICS forms in the CERT Handbook, which will identify next steps and determine when normal day-to-day university operations can resume. Advice and guidance on the status of the emergency will be provided to the incident commander.

This section, upon activation (and in exercise testing), will be identifiable by wearing Blue Incident Command System vests.

**Operations Section (Doers):** Responsible for managing all incident specific operations of an emergency response. This section is responsible for: managing the tactical operations to reduce the immediate hazard; minimizing casualties and protecting property; establishing situational control; developing operational components of the Incident Action Plan; and monitoring site response. The objective of this section's work is to restore the university as quickly as possible to normal conditions. The section is guided by the written or verbal Incident Action Plan developed by the planning and analysis section in co-ordination with the incident commander and section chiefs.

This section, upon activation (and in exercise testing), will be identifiable by wearing Red Incident Command System vests.

**Logistics Section (Getters):** Responsible for resource procurement including supplies, personnel, and material support necessary to conduct the emergency response. This could include: personnel callout; equipment acquisition including communications; equipment maintenance; obtaining shelter sites; providing transportation, food, and services for responders; and arranging vendors, etc.

This section, upon activation (and in exercise testing), will be identifiable by wearing Orange Incident Command System vests.

**Finance and Administration Section (Payers):** Responsible for purchasing and cost accountability relating to the response effort including: compensation claims; time keeping; liability and insurance coverage; purchase authorization for any purchases requested by other members of CERT; and financial assessment of damage to university infrastructure. These section members will document expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting. These section members will activate any pertinent and necessary memoranda of understanding and enter into such agreements as necessary. These section members should have an extensive financial, legal, audit and risk knowledge of the university's policies, practices and procedures.

This section, upon activation (and in exercise testing), will be identifiable by wearing Green Incident Command System vests.

## **6.5 Notification/Alerting Procedures**

Depending on the nature/scope of the emergency, the first responders and/or incident commander will be authorized to initiate the applicable emergency notification system. Predetermined messages are prepared by the Marketing and Communications Division of the university to assist with speedy mobilization of communicating to the university community. This division will be supported by Information and Technology Services at the St. John's and Signal Hill Campuses or Information and Communication Technology at the MI, and other internal partners when and if required (e.g. Registrar's Office). For detailed messages relating to specific threats and the media which will be used to communicate such messages, please refer to the Emergency Communications Plan, Appendix D.

## **6.6 Activation of Campus Emergency Response Team**

Upon Level 2 and Level 3 activation of this plan, the chief risk officer or designate will be appointed as the incident commander.

The incident commander, will assess the incident and potential impact, determine who will become activated and assign the appropriate ICS functionality to their responsibility under the command or general staff guidelines identified in 6.4.4 and 6.4.5.

For contact information and call-out procedures, please refer to CERT Handbook, Appendix A.

## **6.7 Emergency Operations Centre (EOC)**

Emergency situations that require extensive coordination of resources, personnel and information sharing will be managed from the Emergency Operations Centre.

The EOC is the centralized facility where emergency response and recovery activities are planned, coordinated and delegated. The EOC will operate on a 24 hour, 7-day basis with rotating shifts, if necessary, until the emergency is over. The EOC will be supervised by the incident commander. The incident commander will determine when the EOC is no longer needed.

During Level 2 and 3 emergencies, the incident commander, command staff and section chiefs will report to the Emergency Operations Centre.

The location of the EOC, alternate sites and operational guidelines are found in the CERT Handbook, Appendix A.

## **7.0 Recovery**

### **7.1 Introduction**

The mandate of CERT is to ensure that university operations are restored as quickly as possible with the co-operation, support and assistance of all staff and faculty.

The post-incident recovery process begins long before the crisis has been resolved – CERT should make it a priority to restore regular operations even while response operations are still ongoing.

The university will ensure services and programs are in place to address

- the psychological and emotional impact;
- the operational impact, including business and academic continuity;
- community impact; and
- litigation and insurance issues.

The Office of the Chief Risk Officer will co-ordinate a post-incident review which will involve incorporating lessons learned back in to this emergency plan, an overall responsibility of the Enterprise Risk Management Committee.

### **7.2 Psychological/Emotional Impact**

Emergencies impact on the health and well-being of individuals differently. Some individuals are resilient and can cope with the effects of an event very quickly and in some instances can volunteer and assist in the response/recovery process. Other individuals may experience immediate and/or delayed reactions to the event.

Some of the psychological/emotional outcomes could include:

- Critical incident stress;
- Grief and loss; and
- Post traumatic stress.

The university is committed to ensure that students, staff, faculty and clients are kept well informed as response activities are underway in an effort to mitigate any negative long-lasting effects and to ensure psychosocial services are available to meet their needs.

The campus can deliver information sessions on the event and any long-term implications; debrief specialized groups regarding impact; and arrange individual counseling and referrals for mental health issues if necessary. In this regard, the university can access several counselors, a psychiatrist, psychologist (via Student Life), the Employee Assistance Program (via Human Resources) and a Critical Incident Stress Management (CISM) team via the Office of the Chief Risk Officer.

### **7.3 Operational Impact**

An emergency may adversely affect any operations of the St. John's, Signal Hill and Marine Institute Campuses including interruption to teaching and research, damage to buildings and infrastructure, academic and administrative work capability, public engagement and/or residential activities. Departments/Units that have completed Continuity Plans will be able to continue with their critical functions despite the emergency.

Building and facility clean up, if necessary, will occur as quickly as possible. On the St. John's and Signal Hill campuses this will be led by Facilities Management. At the Marine Institute this will be done in coordination with Transportation and Works. If there is a fatality on campus or a crime has been committed, it will be necessary to wait for the Royal Newfoundland Constabulary or Royal Canadian Mounted Police to complete their investigation of the scene. Recovery activities will be undertaken after the proper authorities (e.g. police, fire, insurance, etc.) have finished their investigation(s).

With respect to rescheduling academic activities and resumption of research, the CERT, the affected building(s) designated authority and the applicable Office of the Registrar (St. John's or MI campus) in consultation with appropriate dean/directors will determine the course of action relating to students, faculty/staff notification, closures, and if required, the reassignment of physical space. The involvement of Senate will occur should it be required (e.g. class exam deferment).

The communications personnel will be responsible for notifying the internal and external communities of resumption of academic, non-academic and/or community activities as per the Emergency Communications Plan.

### **7.4 Community Impact**

There could be a need for the St. John's, Signal Hill or Marine Institute Campuses to reach out to the community for assistance to recover from an emergency, for example, in the area of infrastructure repair, telecommunications, psychosocial and medical services, housing support and food services.

If the emergency extends beyond the campus community but was caused by an activity on campus Marketing and Communications, following consultation with the IC and the executive policy group, will ensure that a meeting occurs with any neighbors/stakeholders who were impacted. This meeting will inform them of the cause, the steps the university will take to repair damages, to clean up debris, and the university's strategies to mitigate the short- and long-term impact.

Some of the university's facilities could also be in use by the general public and/or community agencies. These stakeholders will be contacted by academic

and/or administrative office personnel or Marketing and Communications personnel should these services no longer be available or be terminated for a period of time.

## **7.5 Litigation/Insurance Issues**

Enterprise Risk Management is responsible for overseeing all insurance programs for the university and thus will be responsible to have predetermined policies and procedures in place to recover any losses experienced by the university in the event of an emergency. This will be accomplished either through the university's insurance program or through recovery from third party claims. The Office of General Counsel may be consulted with respect to legal advice and litigation claims related to specific emergencies.

The MI is covered by the University's insurance policies, however, the building and some building assets would be covered under the provincial insurance plan via the Department of Transportation and Works.

There will be a requirement for Enterprise Risk Management (or Transportation and Works in the case of the Marine Institute) to conduct a damage assessment in conjunction with personnel from the university who have responsibility for the university functions which have been impacted or affected by the event. Once the damage assessment has been completed and repair costs determined, the repairs will be carried out under applicable procedures.

Enterprise Risk Management will collaborate with all persons involved to facilitate insurance recovery, either through applicable insurance programs or third party recovery.

## **7.6 Post-Incident Review**

The university will conduct a review only in a Level 2 or Level 3 emergency situation. This review will be the responsibility of the Office of the Chief Risk Officer.

The post incident review will involve a hotwash immediately following the incident with appropriate members of the CERT, and a larger debriefing following recovery which could include all members of CERT and external partners.

All recorded activities, documentation, and reports need to be submitted to the Office of the Chief Risk Officer within an appropriate timeframe following an incident. This will depend upon the nature and scope of the emergency. These records will be analyzed by the emergency management staff and a Post-Incident Report will be prepared. Lessons learned and recommendations for the modification/revision of the current Emergency Management Plan will be

identified and these recommendations will be provided to the Enterprise Risk Management Committee for approval.

If there are any issues outstanding from this report, the Enterprise Risk Management Committee will assign that issue to the appropriate academic or administrative offices for follow-up and/or resolution.

## **8.0 Maintenance**

The distribution, control and maintenance of emergency planning documents, including appendices, is the responsibility of the Office of the Chief Risk Officer.

Maintenance of the St. John's Region Emergency Management Plan and CERT Handbook is completed by the Office of the Chief Risk Officer on a quarterly basis. Any major changes to the Emergency Management Plan must be approved by Enterprise Risk Management Committee.

A public version of this plan is available at [www.mun.ca/emergency](http://www.mun.ca/emergency). The full version of the plan and the CERT Handbook is available to the CERT members via a secure site.

## **Appendix A Campus Emergency Response Team Handbook**

The Emergency Communications Plan is available via the secure site.

The Handbook includes the following information:

- Establishing an EOC
- Organizational Charts
- Contact Lists
- Maps and Floor Plans
- Campus Profile
- Forms
- Checklists

## **Appendix B Memoranda of Understanding**

Mous are available via the secure site.

## Appendix C Hazard Analysis Template

	Threat	Applicable?	Probability	Severity	Vulnerability	Rating
Agriculture and Food	Pest Infestation					
	Contaminated Food					
Weather	Severe Weather					
Forest	Forest Fire (wildfire) - Smoke Inhalation					
	Severe Pest Infestation					
Geological	Landslides					
	Tsunami					
Human Health	Pandemic					
	Communicable Disease (non-pandemic)					
Hydrological	Flooding					
	Water Quality Emergencies					
	Drought/Low Water					
	Erosion					
Critical Infrastructure Failure/Loss	Building/Structural					
	Bridges/Roads					
	Major Power Outage					
	IM/IT Equipment Systems					
	Water Supply					
	Transportation Systems					
Technological	Energy Emergencies					
	Explosions/Fires					
	Hazardous Materials					
	Radiological Emergencies					
	Airplane Crash					
Human-Caused	Civil Disorders					
	Sabotage					
	Special Events					
	Terrorism					
	War/International Emergencies					
	Hacking					
	Computer Security					
	Data Corruption					
	Active Intruder					
	Security Infraction/ Breach of Confidentiality					
	Labour Disruption					

## **Appendix D Emergency Communications Plan**

The Emergency Communications Plan is available via the secure site.

## **Appendix E Department/Unit Continuity Plans**

Department/Unit Continuity Plans are available via Memorial's Incident Management System.

## **Appendix F Threat Specific Functional Sub-Plans**

The most recent version of threat specific sub-plans are available at [www.mun.ca/emergency](http://www.mun.ca/emergency). This includes plans for the following threats:

- Active Intruder
- Fire and Emergency Activation
- Bomb Threat
- Communicable Disease
- Hazardous Spill or Gas Leak
- Power Outage
- Severe Weather
- IM/IT Equipment Systems Failure
- Computer Security
- Suspicious Package

## **Appendix G Related Documents**

Emergency Management Policy [www.mun.ca/policy](http://www.mun.ca/policy)

Travel Outside of Canada Policy [www.mun.ca/policy](http://www.mun.ca/policy)

Assessment Care Protocol for dealing with Disturbing, Threatening or Violent Behaviour  
<http://www.mun.ca/ocro/news.php?id=6024>

Communicable Disease Operational Plan (Available upon request from Environmental Health and Safety)

Severe Weather Operational Plan (Available upon request from Facilities Management)