CITY OF MEDICINE HAT

Municipal Emergency Management Plan

January 2024
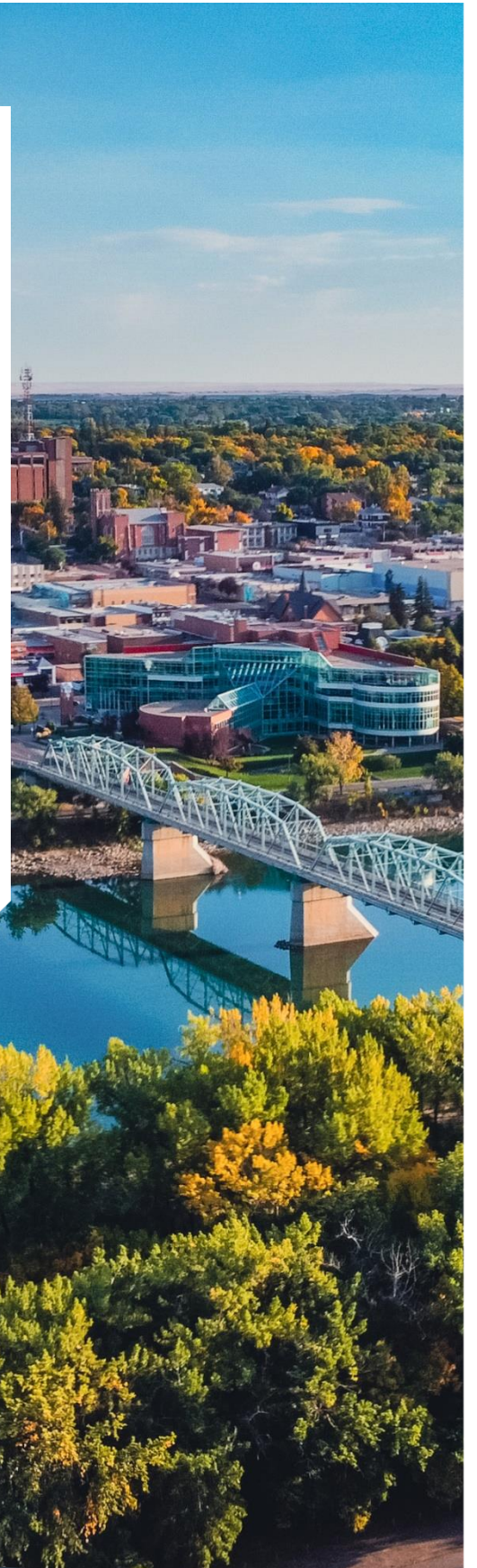
Medicine Hat

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1 Version History

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1.0	March 10, 2017	Joe Cartwright
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2 Foreword

The City of Medicine Hat (the "City") has experienced numerous disasters and can attest to the importance of emergency preparedness and a collaborative, resilient community. Given the ever-changing emergency management environment, City Council determined the need to develop a contemporary Municipal Emergency Management Plan ("MEMP") and Regional Emergency Management Plan ("REMP") with the clear objective of addressing both natural and human-induced hazards and disasters as these are increasing in both frequency and severity across the world, resulting in ever growing human suffering and economic cost.

The purpose of emergency management is to save lives, reduce risk to people, property, environment, and the economy with the top priorities being the preservation of life and building community resilience. The MEMP acknowledges that all residents are involved in emergency management. Individual residents, communities, municipalities, each level of government, first responders, private sector, volunteer, and non-governmental organizations are critical partners. Solid partnership based on effective collaboration, coordination and communication are key components to a sustainable emergency management plan and programs.

Resilience is the capacity of a system, community, or society to adapt to disturbances resulting from hazards by persevering, recuperating, or changing to reach and maintain an acceptable level of functioning. Resilient capacity is built through a process of empowering residents, responders, organizations, communities, governments, systems, and society to share the responsibility to keep hazards from becoming disasters.

The MEMP is designed to support the objectives of reducing risk and provides elected officials, municipal administration, and other partner agencies a framework to prepare for likely events based on a current hazards, risk and vulnerability analysis and corresponding risk register. It further supports studying the risk register and strategically preparing realistic plans which include the necessary resources and essential equipment required to manage and/or mitigate in an efficient manner.

The MEMP is to be used as a tool to support emergency services, municipal responders and recovery activities. It is not a plan designed to address all hazards, risks, and community vulnerabilities, but rather establishes the framework to build plans to address these hazards. The plan is adaptable to a broad spectrum of emergency events and flexible in meeting the needs of a dynamic municipal organization and community. Public preparedness and participation in support of building community resilience requires ongoing effective communications and awareness campaigns. Routine training and exercising, as well as relationship building with internal and external partners, including Cypress County and the Town of Redcliff are critical to the execution of this plan.

It is important to note that the success of any emergency management plan and corresponding programs is contingent on an understanding that risks, hazards, and subsequent community vulnerability are real and are a part of day to day living. The City's ability to effectively respond and recover is directly correlated to the City's prevention/mitigation and preparedness efforts.

The MEMP will require ongoing review by internal and external stakeholders and where required, revised. This is the City's commitment to building community resilience through a high level of preparedness. The plan will be used to guide and structure the City's emergency management plans and programs which have been developed using best practices from communities across Alberta and Canada.

2.1 Scope and Purpose

The MEMP provides guidance on incident management, organizational structure, roles and responsibilities, and the coordination of resources necessary to execute the effective management of emergencies in Medicine Hat. This plan addresses incidents that may cause damage of sufficient severity and magnitude to warrant execution of all or part of this MEMP. The MEMP outlines the procedures, the organization, and systems involved with addressing the following priorities and public safety platforms:

Priorities

- People
- Critical infrastructure
- Environment
- Local government
- Local economy
- Business
- Reputation management

Platforms

- Provide personnel with clear, established procedures and guidelines.
- Document the roles and responsibilities of internal, external, and support agencies during all phases of an emergency.
- Outline the procedures, organization, and systems involved with managing an incident when its consequences are outside of the scope of normal operations.
- Outline how the MEMP will be enacted and maintained.
- Outline legislated and delegated authorities during an emergency.
- Promote inter-departmental/stakeholder communications through training and exercises.

2.2 Plan Components

The MEMP is the governing document that outlines the policy, operations, and roles and responsibilities for the City and the Emergency Management Agency in carrying out duties related to the MEMP.

The City is committed to the implementation of a comprehensive emergency management program. Comprehensive emergency management can be defined as the preparation for, and the carrying out of all emergency functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters caused by all hazards, whether natural, technological, or human caused. This consists of four related components:

- All hazards
- All impacts
- All phases
- All stakeholders

All Hazards

As part of its emergency management program, the City will conduct an annual risk assessment that may impact the community. These are ranked and prioritized based on the severity of impact and the likelihood of occurrence in the Hazard, Risk, and Vulnerability Assessment.

All Impacts

Emergencies and disasters can cut across a broad spectrum in terms of impact on infrastructure, human services, property, the environment, and the economy. It is important to assess the interrelation of these when developing mitigation and preparedness strategies to ensure that, where possible, the implementation of a certain activity to protect one aspect of society does not adversely affect another.

Just as all hazards need to be considered in developing response plans, all impacts and predictable consequences relating to those hazards and planned responses must also be analyzed and addressed.

All Phases

Emergency management has four distinct phases that often overlap in practice but have specific goals and activities: mitigation, preparedness, response, and recovery. The relationship between these phases is demonstrated in the figure.
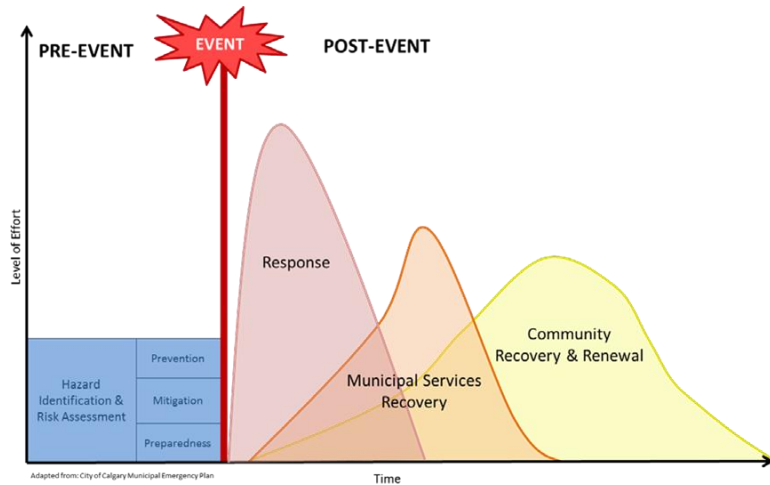
All Stakeholders

Comprehensive emergency management relies on all stakeholders, both internal and external, to be engaged in the preparation for and the carrying out of all functions necessary to prevent, mitigate, prepare for, respond to, and recover from emergencies and disasters. Effective emergency management requires the coordination and collaboration among all levels of government, the private sector, and the general public.

3   Hazard Identification and Risk Assessment

Population change, urbanization, climatic variation, and a societal shift towards reliance on technology have contributed to increasing disaster impacts. Of particular concern, many populations are now vulnerable to an entirely new type of disaster. The defining aspect of many modern emergencies is no longer the physical damage, but the digital interruption the disaster causes to information and power infrastructure.

An Alberta case in-point includes a 2012 fire in the Shaw Court building in downtown Calgary which caused disruption for numerous organizations including the Province of Alberta, all of whom are dependent upon data servers present in the building. Twenty years prior, this event would have been defined by the physical fire and minor business interruption caused by the loss of workspace. In 2012, the fire damage to the Shaw building was only a small part of a larger unfolding emergency. In the digital world of records, this fire led to delays of surgeries in Edmonton as vital records were no longer accessible. As the world becomes more dependent upon technology, we are also more vulnerable to its interruptions.

In addition to technology, free trade and globalization has made modern businesses more dependent upon supply chains and foreign sourcing. This means communities are at the mercy of production stability in other jurisdictions. Some of the most poignant examples of this vulnerability include the recent worldwide shortage of medical diagnostic isotope technetium-99, which was caused by a heavy water leak at a reactor in Chalk River, Ontario. This technical problem led to the cancellation and postponement of medical imaging scans across the globe and was due to the fact that only a few select facilities produced the entire global supply of technetium-99. More locally, in 2009 Alberta had to deal with the issue of H1N1 vaccination shortages, and our province was completely dependent upon the capacity of a manufacturing facility in Quebec to help manage a public health crisis in our jurisdiction.

It is well known that disasters are increasing in frequency and severity throughout Alberta. Climate change and increased urbanization are factors associated with the severity of these disasters. As of 2022, four of Canada's most damaging weather related disasters have occurred in Alberta, although this is spanning across the country and the need for both regional and provincial collaboration is critical. Mass evacuations are becoming more frequent where entire communities are displaced and relocated to another community throughout Alberta and across provinces. This was proven throughout the 2023 wildfire season where British Columbia and Northwest Territory residents were displaced and temporarily housed in Alberta. Hazards should not be viewed as local hazards, but rather regional hazards considering they can cause cascading effects throughout the province.

The following figure describes the disaster history in Alberta as of March 2022.
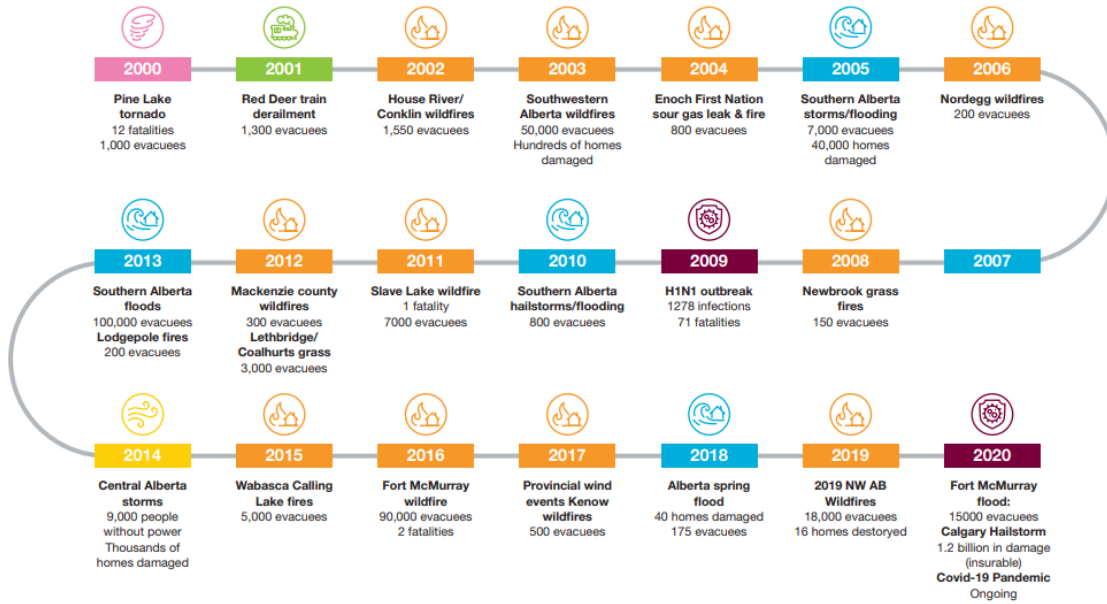
3.1 Hazard, Risk and Vulnerability Analysis

The Hazard, Risk, and Vulnerability Analysis (HRVA) is a critical part of every emergency management program and the assessment is conducted to provide recommendations to assist with plan development, potential future mitigation, preparedness, response, and recovery activities.

The HRVA is an analysis and ranking of the risks and associated hazards and vulnerabilities (natural, technological, and man-made) that may impact the area. Each risk is ranked based on the probability of its occurrence and the severity of its impact.

The City's HRVA was initially completed in 2013. It is updated on an annual basis and involves representation from each operational department within the City and any relevant external stakeholders. Following the completion of the annual review and update, an Annual Community Emergency Preparedness Plan is be developed based on the results of the review. The City's current HRVA and Annual Community Emergency Preparedness Plan are maintained under separate cover from the MEMP.

4 Mitigation and Preparedness

The City's emergency management program is progressive and involves the preparation of detailed emergency management that comprise a number of strategies and initiatives that follow the four pillars of emergency management: mitigation preparedness, response, and recovery.

4.1 Mitigation

Disaster mitigation measures are those that eliminate or reduce the impacts and risks of hazards through proactive measures taken before an emergency or disaster occurs. Mitigation is sometimes referred to as prevention. Disaster mitigation measures may be structural (e.g., flood dikes) or non-structural (e.g., land use zoning). Mitigation activities should incorporate the measurement and assessment of the evolving risk environment. Activities may include the creation of comprehensive, pro-active tools that help decide where to focus funding and efforts in risk reduction.

Examples of mitigation measures the City has utilized and/or continues to utilize includes:

- Hazard mapping.
- Adoption and enforcement of land use and zoning practices.
- Implementing and enforcing building codes.
- Flood plain mapping.
- Permanent and temporary flood mitigation measures (e.g., earthen berms, muscle wall).
- Raising of critical infrastructure in flood-prone areas.
- Disaster mitigation public awareness programs.
- Subdivision planning (e.g., adequate access and egress).
- Power pole fire wrapping in grassfire-prone areas.

4.2 Preparedness

Being prepared means being ready to respond to a disaster and manage its consequences through measures taken prior to an incident. The City prepares through developing, reviewing, and updating a variety of all-hazard and hazard-specific plans. The City also establishes mutual aid or assistance agreements, establishes memorandums of agreement for goods and services, prepares inventories of resources such as flood mitigation tools and various types and kinds of equipment, and conducts ongoing training and exercises.

Preparedness activities increase the capacity of the City and its residents to respond when a disaster occurs. This involves a continuous cycle of planning, training, equipping, exercising, evaluating, and taking corrective action to ensure effective coordination during a response.

Preparedness occurs at the following levels:

- Residents
- Business/Industry
- Municipal
- Provincial
- Federal

The City incorporates the following preparedness measures into its emergency management program:

- Developing emergency management plans.
- Establishing mutual aid agreements with key partners.
- Training internal and external response personnel.
- Conducting exercises to reinforce training and testing emergency plans.
- Evaluating and assessing effectiveness as part of its continuous improvement.
- Accumulate emergency equipment.
- Implementing redundancies within its critical services (e.g., Information Technology (IT), water, sewage).
- Providing education campaigns to residents and business to encourage preparedness at the personal and household level.

4.2.1 Emergency Management Plans

The City's emergency management plans are designated as either an All-Hazards Plan or a Hazard Specific Plan.

- <u>All Hazards Plan:</u> A plan that identifies the framework and considerations for incident management, regardless of the hazard involved. Examples of plans include the Municipal Emergency Management Plan, the Emergency Social Services Plan, and the Community Evacuation Plan.
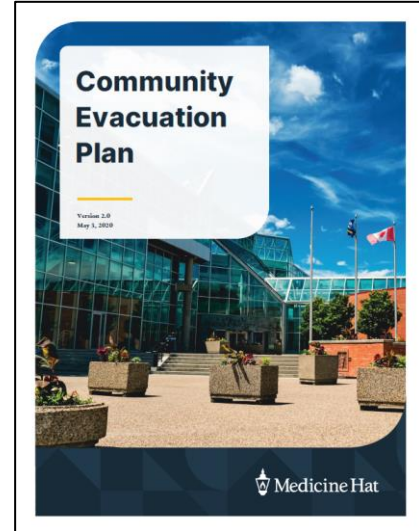
- <u>Hazard Specific Plan:</u> A plan that is specific to a hazard and provides greater detail on the considerations to respond to the hazard. Examples of plans include the River Flood Management Plan, the Severe Weather Management Plan, and the Connaught Dam Response Plan.
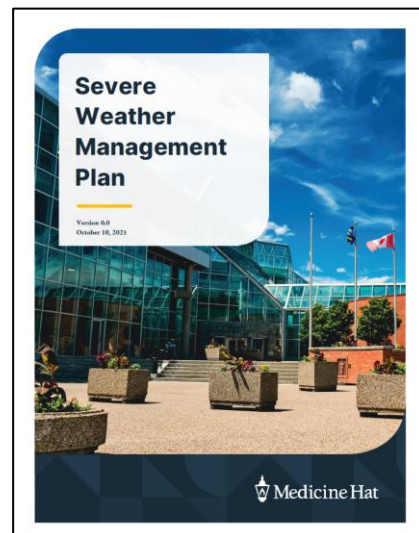
The MEMP is reviewed on an annual basis and updated as required, whereas all other plans will be reviewed and updated as required, at least every five years. The results of the annual HRVA review or corrective actions identified through after-action reviews will dictate the need to develop, review, and/or update the plans.

The Director of Emergency Management will review and update the All-Hazards Plans; whereas City departments and/or divisions responsible for managing the hazard (e.g., utility disruption, service disruption) will review and update the respective Hazard Specific Plan and provide the updated plan to the Director of Emergency Management for review and cataloguing.

Where Hazard Specific Plans span multiple departments and no clear ownership of the plan exists (e.g., River Flood Management Plan, Severe Weather Management Plan), the Director of Emergency Management will be responsible for reviewing and updating the plan.

The approval authority for the City's All Hazards Plans and Hazard Specific Plans is outlined in Bylaw No. 4319, the Emergency Management Bylaw.

4.2.2   Formal Training

Training is a critical component of emergency preparedness as it introduces and familiarizes personnel with their role in the event of an emergency. Training is a continuous process and must be delivered in varying degrees, depending on an individual's responsibilities.

The following training matrix outlines mandatory training for personnel who may be involved in response activities:

Personnel	Basic Emergency Management	ICS 100	ICS 200	ICS 300	Planning "P"	Municipal Elected Officials
Non-Supervisory Field Responder	✓	✓				
Supervisory Field Responder	✓	✓	✓			
Operational Response Leader	✓	✓	✓	✓		
Incident Commander	✓	✓	✓	✓	✓	
Incident Management Team	✓	✓	✓	✓	✓	
Director of Emergency Management	✓	✓	✓	✓	✓	✓
Executive Leadership Team	✓					✓
Elected Officials						✓

Non-Supervisory Field Responder

A non-supervisory field responder is a responder who does not directly supervise other personnel and is responsible for fulfilling the tactical obligations associated with the incident (e.g., erecting muscle wall, evacuating residents, registering evacuees).

Supervisory Field Responder

A supervisory field responder is a responder who directly supervises other personnel in the field. They are not situated in the Incident Command Post and supervises direct field operations. They may be designated as a Strike Team or Task Force Unit Leader. Common examples within the City may be Foreman and Supervisors or others who may be designated to lead distinct operations (e.g., erecting muscle walls, filling sandbags) and supervise non-supervisory field responders.

Operational Response Leader

An operational response leader is an individual who manages a Branch, Group, or Division. They may split their time between the Incident Command Post and the field. They also assist the Operations Section Chief with establishing strategies and tactics. Common examples within the City may be Superintendents and Managers of departmental operations.

Incident Commander

The designated Incident Commander is an individual who has the responsibility of managing the personnel within the Incident Command Post, establishing objectives, and ensuring all aspects of the Incident Command System are adhered to. This individual is primarily located in the Incident Command Post. Common examples within the City may be Directors or Managers of City operations known to be prone to large scale incidents (e.g., Utility Distribution Systems, Environmental Utilities, Municipal Works, Fire & Emergency Services).

Incident Management Team

The Incident Management Team (IMT) is situated within the Incident Command Post or other dedicated facilities such as the Staging Area or Reception Centre. These individuals are directly involved in the Incident Action Planning process and must be familiar with the Incident Command System workflow. Common examples within the City include Command Staff, Section Chiefs, Emergency Social Services Leaders, and Unit Leaders.

Director of Emergency Management

The Director of Emergency Management (DEM) is the individual designated in this role as per the Emergency Management Bylaw. This also includes Deputy Directors of Emergency Management (DDEM).

Executive Leadership Team

The Executive Leadership Team consists of the City Manager and Managing Directors.

Elected Officials

Elected Officials consist of all members of City Council.

Other optional training as designated by the City include:

- Position specific training.
- Alert Ready training.
- Emergency Coordination Centre training.
- Media relations training.

A detailed annual training execution plan is maintained under separate cover from the MEMP.

4.2.3   Exercises

Exercises are intended to accomplish several objectives. They allow the City to do one or more of the following:

- Practice the management of a response.
- Validate the MEMP, REMP, or other emergency management plans.
- Validate response resources.
- Increase familiarity and confidence with the City's emergency management plans.
- Maintain awareness of the MEMP/REMP.

The City commits to conducting a minimum of one tabletop exercise and/or functional exercise per year and one full-scale exercise every four years. Each exercise will have documented reports outlining strengths and areas to improve upon. It is the responsibility of the designated exercise controller and Director of Emergency management to ensure that this documentation is developed and distributed to participants.

There are a number of different types of drills and exercises that can be organized, including seminars, workshops, tabletop exercises, drills, functional exercises, and full-scale exercises.
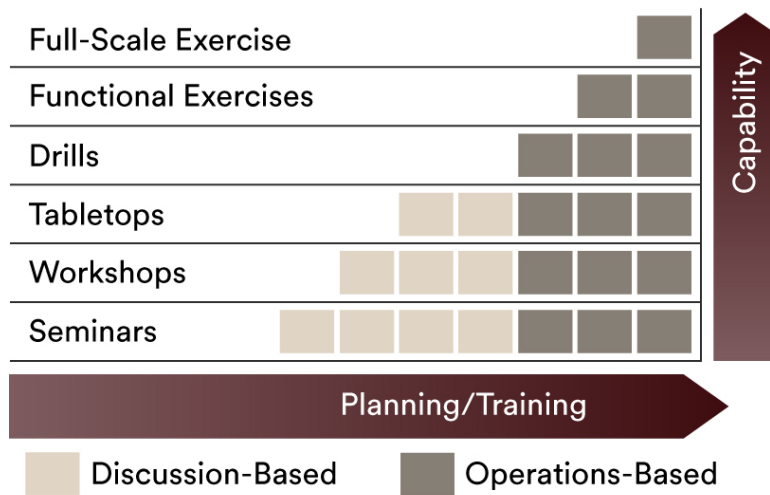
Seminars/Workshop

Participants meet in a room and review aspects of a plan or scenario to gain basic understanding of a concept or plan. A workshop allows more time for instructions on a topic along with discussion and hands-on exercises.

Tabletop Exercise

Participants are seated in a room and are presented with a scenario. They are asked to use the means at their disposal to describe how they would respond to the scenario. Participants describe their activities, thus allowing for the sharing of ideas.

The exercise is a theoretical exercise, and is conducted in an open forum, non-intimidating manner. No emergency response equipment or on-site requirement is necessary to simulate a response to an incident. This exercise takes between 1 to 3 hours, depending on the objectives, number of participants, and number of scenarios.

Drill

This exercise is designed to test a single component of an emergency management system without involving other elements. For example, the exercise can focus on specific parts of a response (i.e. briefing, Incident Action Plan development). Participants physically participate in the actions of this exercise.

Functional Exercise

An exercise where an actual incident is staged and a simulation centre is used to generate inputs from the outside world. This exercise is similar to a full scale exercise; however, typically involves only one site and is less complex.

Full Scale Exercise

Full scale exercises include the entire emergency management organization. An actual incident is staged and the complete organization is mobilized to manage it. A simulation centre may be used to generate inputs from the outside world involving multiple sites. Community resources are typically invited to participate in the exercise simulation.

A full scale simulation should involve participation from emergency services, mutual aid, and any stakeholders that would respond to an emergency. This exercise requires significant amounts of planning and coordination due to the number of resources and time-sensitive elements involved.

Downtown Driver Full-Scale Exercise

Player Manual

Fire & Emergency Services
September 27, 2022

Medicine Hat
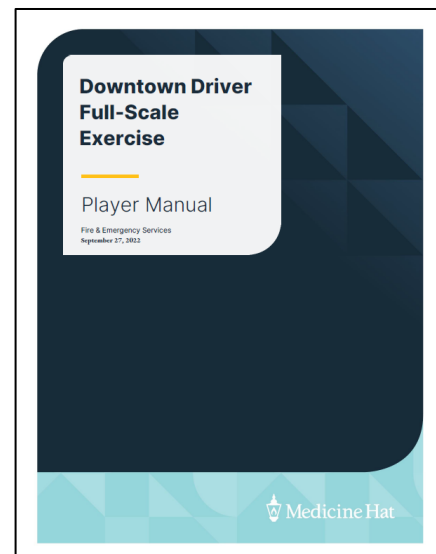
4.2.4   Emergency Contact Information

Emergency contact information for internal and external stakeholders who may have direct involvement in an incident in a supportive capacity is maintained by the City. Emergency contact information is maintained on an on-going basis and is stored in the City's internal emergency notification software (e.g., InformaCast) and/or the City's designated incident management software. The method of storage is dependent on the intended use of the contact information and required security of the information.

4.2.5   Annual Community Emergency Preparedness Plan

Based on the results of the HRVA and previous after action review results, an Annual Community Emergency Preparedness Plan will be developed. The Annual Community Emergency Preparedness Plan will include planned mitigation and preparedness initiatives, including, but not limited to:

- Incident management training.
- Plan development, including updates to existing plans and the development of new hazard-specific plans.
- Exercises, including the scale (e.g., tabletop, functional) and scenario (e.g., overland flooding).
- Mitigation initiatives.

The Annual Community Emergency Preparedness Plan will be presented to the Emergency Advisory Committee for endorsement.

5   Response

Disaster response refers to the actions taken directly before, during, or in the immediate aftermath of a disaster. The objective is to save lives, ensure health and safety, and to meet the subsistence needs of the people affected. This includes warning/evacuation, providing immediate assistance, assessing damage, continuing assistance, and the immediate restoration or construction of critical infrastructure. The aim of response is to provide immediate assistance to maintain life, improve health and support the morale of the affected population. Such assistance may range from providing specific but limited aid, such as assisting residents with transportation, temporary shelter, and food. It also may involve initial repairs to damage or diversion to infrastructure.

The focus in the response phase is on keeping residents safe, stabilizing the incident, protecting property / environment, and meeting the basic needs of the residents until more permanent and sustainable solutions can be found.

5.1   Incident Complexity Typing

Proper incident complexity typing, also called 'sizing-up' is key to the early and successful implementation of a response structure and the determination of appropriate facilities to support incident command. Type 5 and Type 4 events occur on a daily basis; combined they account for 95% of all incidents the City encounters. The response to these types of incidents are usually emergency services heavy and relies on well-established drills or standard operating procedures (SOPs); the incident is normally of short duration and there is little requirement for an expanded Command and General Staff. Challenges occur when an incident becomes more complex, expands in scope, scale, stakeholders, and duration; in effect a smaller incident has now become a Type 3 or higher (Type 2 and Type 1) incident.

It is important to strike the right balance when determining resources needs, both human and equipment. Having too few resources can result in loss of life and/or property, while having too many resources can result in unqualified personnel deployed without proper supervision.
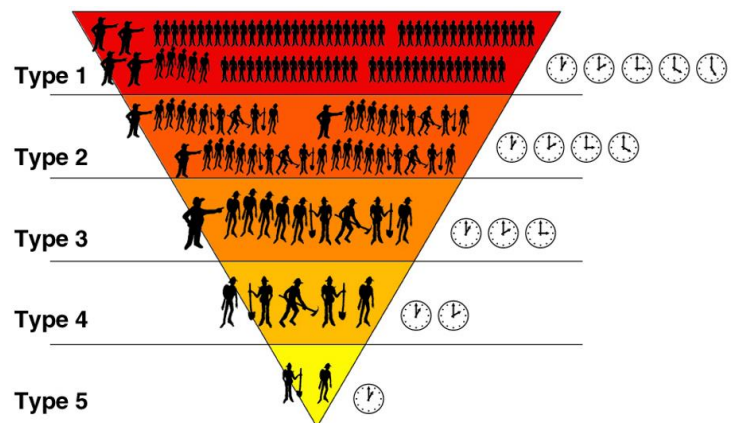
The complexity analysis can help identify resource requirements and determine if existing management structure is appropriate.

Complexity factors include:

- Public and responder safety.
- Impacts to life, property, and the economy.
- Potentially dangerous goods/materials.
- Weather and other environmental influences.
- Potential crime scene including terrorism.
- Political sensitivity, external influence, and media relations.
- Jurisdictional boundaries.
- Availability of resources.

The following table describes the characteristics of each incident type:

Type	Resistance to stabilization or mitigation	Length of time for resources to meet incident objectives	Effects of population immediately surrounding the incident	Length of incident effects	Required evacuations	Adverse impact on critical infrastructure	Critical infrastructure impact / mitigation measures	Coordination with elected officials and stakeholder groups	Possibility of cascading event or escalation of current incident
5	None	1 to 2 hours	Minimal	Minimal	Few or none	None	None	Minimal or none	None
4	Low	Several to 24 hours	Limited	Up to 24 hours	Few or none	Minimal	Uncomplicated; within one operational period	Minimal or none	Low to none
3	Moderate	At least 24 hours	Moderate	Several days to over one week	Possible; may require temporary housing	Threatens, damages, or destroys property	Adverse; multiple operational periods	Some	Medium
2	High	Several days	Significant	Several days to two weeks	Possible; may require temporary housing for several days to months	Threatens, damages, or destroys property	Destructive; requires coordination over multiple operational periods	Moderate	High
1	High	Numerous operational periods	Significant	Two weeks to over a month	May require temporary housing for several days to months	Significantly threatens, damages, or destroys property	Highly destructive; requires long-term planning and extensive coordination over multiple operational periods	High	High

5.2 Activation

The Director of Emergency Management will determine the need for a formal activation based on the needs or request of the initial responding department. The City acknowledges that the continuity of command is critical; therefore, utilizes a formal process to determine the need to elevate to a more advanced structure.

Following the occurrence of an incident, the responsible department will respond to the incident utilizing their pre-established incident response processes. Throughout the initial response phase, the responsible department continuously assesses the severity and complexity of the incident to determine if additional support is required. The initial incident may be immediate (e.g., fire, explosion, severe wind), extended duration (e.g., major snowfall, pandemic), or notification of an incoming incident (e.g., upstream dam failure, upstream flooding).

Upon recognition that the initial incident has escalated or has the potential to escalate up to or beyond the Emergency Management Activation Criteria, the responsible department will notify the Director of Emergency Management. The Director of Emergency Management will determine the need to formally transition to an elevated Emergency Management Operational Level.

The Emergency Management Activation Criteria is as follows:

- A routine emergency response has overwhelmed the baseline operational capability of the responsible department.
- A widespread or long-term utility disruption has occurred or is expected to occur that may impact life safety.
- Evacuations have occurred or are expected to occur involving five or more individual family units (single or multi-residential) and the residents of the units require alternative housing for over 24 hours.
- An incident has occurred that has impacted or is expected to impact essential service delivery.
- Mutual aid is required that is beyond pre-established mutual aid agreements.
- An incident has occurred that requires the City to issue an emergency alert through Alert Ready (i.e., Alberta Emergency Alert).
- Any extraordinary power is required as identified in the Alberta Emergency Management Act through the declaration of a State of Local Emergency.

If required, the Director of Emergency Management will transition to Emergency Management Operational Level 2 (elevated monitoring) and place the City's Incident Management Team and other applicable operational leaders on standby or transition to Emergency Management Operational Level 3 (basic response) or 4 (complex response) and form an advanced structure.

The Director of Emergency Management will initiate the appropriate notifications following the identified need to escalate. Notification of the escalation to Emergency Management Operational Level 2 will occur through email, whereas notification of the escalation to Emergency Management Operational Level 3 and 4 will occur through the City's internal emergency notification system.

The following table describes the City's Emergency Management Operational Levels and the actions for each level:

Operational Level	Conditions	Organizational Expectations	Functional Operations	Authority to Activate
Level 1: Routine Monitoring	Monitoring emerging events for situational awareness.	Regular monitoring through the Emergency Management Department.	Regular monitoring through the Emergency Management Department.	Director of Emergency Management
Level 2: Elevated Monitoring & Preparation for Significant Event	Heightened level of monitoring for situational awareness and potential event escalation (e.g., notification of future severe weather events such as tornado, snow, or wind).	Mandatory preparation and/or partial activation.	Director of Emergency Management issues standby notice to all impacted departments and informs City Manager of potential significant event. Dependent on potential event, may require partial activation.	Director of Emergency Management
Level 3: Basic Response	A Type 3 incident requiring a basic response (e.g., major weather event exceeding normal operational response), or high risk planned event (e.g., high ranking public official visit, large protests).	Mandatory coordination of pre-identified City departments. Non-critical services/ operations of all pre-identified City departments are postponed at the discretion of the Director of Emergency Management as required for assistance to the response.	Incident Command Post and Emergency Coordination Centre are partially staffed as required.	City Manager upon recommendation from the Director of Emergency Management
Level 4: Complex Response	A Type 2 or 1 incident requiring a complex response (e.g., overland flooding, severe tornado, widespread terrorist acts, critical industrial incidents).	Mandatory coordination of all City departments. Non-critical services/ operations of all City departments are postponed at the discretion of the Director of Emergency Management as required for assistance to the response.	Incident Command Post and Emergency Coordination Centre are fully staffed.	City Manager upon recommendation from the Director of Emergency Management

A Type 3 or higher incident will involve more than just emergency services personnel. With more complex problem sets to solve, the Incident Commander will need to draw on the knowledge and skills of other City departments. When the transition from a Type 5 or 4 incident to a Type 3 or higher incident occurs, or is likely to occur, the Incident Commander must answer several questions to gauge the suitability of the current Incident Command Post:

- First, given the need for a larger and more capable Incident Management Team, is the current Incident Command Post location capable of hosting that larger group and doing so for multiple operational periods?
- Second, is the site sufficiently secure and safe, knowing that many members of the larger Incident Management Team may not be prepared for or capable of operating in an austere field environment?
- Third, will the Incident Management Team have access to the tools and supports they have trained with and that they need to effectively perform their functions?

If the current Incident Commander decides that relocating the Incident Command Post to a fixed City facility is advisable, the Incident Commander has two options with respect to their own role in the incident, they can either:

- Retain incident command and physically relocate to the newly identified Incident Command Post, having designated an individual to lead operations at-site, or
- Transfer command to a new Incident Commander who will operate out of the newly identified Incident Command Post, and they can remain at-site directing operations, or perform whatever other task the new Incident Commander determines as appropriate and necessary.

In both cases the Incident Commander will need to determine exactly what the organization at site becomes and who it reports to; what is important to recognize is that it is no longer the Incident Command Post. Only one Incident Command Post is established for each incident.

5.3   Incident Command System

The Incident Command System is a standardized approach to command, control, and coordination, designed to enable effective and efficient incident management. The Incident Command System integrates a combination of facilities, equipment, personnel, procedures, and communications under a common organizational structure.

All incidents or events involve similar management tasks. The problem must be identified and assessed, a plan to deal with the problem is developed, sufficient and suitable resources are acquired to implement the plan, and all incident/event costs are tracked and paid for.

The Incident Command System provides the structure for effectively managing the following common incident tasks (not comprehensive):

- Providing leadership and developing an organizational structure.
- Setting goals, objectives, strategies, and tactics.
- Developing plans and clearly communicating those plans to all involved.
- Ensuring the proper equipment and tools are available.
- Ensuring the work is done safely.
- Tracking the status of the incident.
- Evaluating the plan and making adjustments.
- Maintaining effective span of control and ordering additional resources as needed.
- Tracking costs and ensuring accountability for equipment and personnel.
- Managing information and keeping agencies updated.
- Authorizing payroll and contract payments.
- Processing claims.
- Documenting all actions and decisions related to the incident.

Most incidents or events require a division of labour to accomplish these tasks. The Incident Command System is organized around five major functional areas that are staffed as necessary, based on several considerations. The five functional areas are as follows:

- Command: Sets priorities and objectives, has overall responsibility of the incident, including but not limited to safety, information management, and coordination with other agencies or organizations.
- Operations: Conducts tactical operations to carry out the plan and develops the tactical objectives, organization, and directs all resources.
- Planning: Develops the action plan to accomplish the objectives, collects and evaluates information. Maintains resource status.
- Logistics: Provides support to meet incident needs, provides resources and all other services needed to support the incident.
- Finance/Administration: Monitors costs related to incident, provides accounting, procurement, time recording, cost analyses, injury reporting, legal liability processes, and compensation claims.

In a single-hazard or single-site emergency (Type 5/4), the responsible department responds to the occurrence and an Incident Commander is designated to manage all operations. As the incident expands or increases in complexity, the Incident Commander begins delegating tasks and filling other command staff and general staff positions as needed. Each of the five functions has their own organizational hierarchy; if a component or position in that hierarchy is not activated or staffed, the next higher component or position is responsible to perform the responsibilities of the vacant component or position (i.e., if the Resource Unit is not established the Planning Section Chief assumes the Resource Unit responsibilities).

5.4 Multi-Agency Coordination System

Multi-agency coordination is a process that allows all levels of government, City departments, external resources, and all disciplines to work together more efficiently and effectively during a major incident. A multi-agency coordination system is a combination of integrated facilities, equipment, personnel, procedures, and communications with responsibility for coordinating and supporting incident management activities.

The City utilizes a multi-agency coordination system for all Type 3 and higher incidents which encompasses an Incident Command Group, Emergency Coordination Group, Executive Leadership Group, and Elected Official Group.

A summary of the multi-agency coordination system, including roles and responsibilities, is identified on the following page.

Incident Command Group
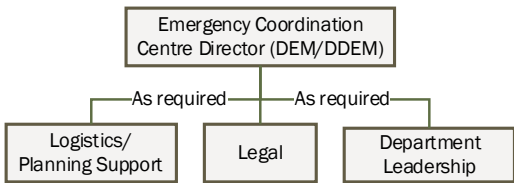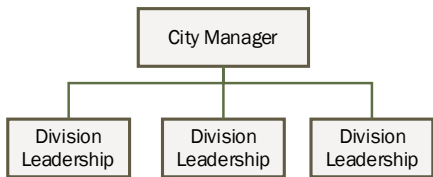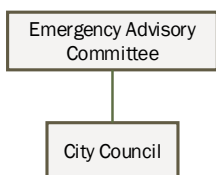
Role: Protection of life, incident stabilization, and protection of property/environment.

Responsibilities: Has ultimate authority over the entire incident, including the development and execution of incident objectives, strategies and tactics related to life safety, incident stabilization, and the protection of property and the environment.

Composition: The initial responsible department will fill the role of Incident Commander and the pre-designated City Incident Management Team (IMT) will fill additional roles within the Command, Planning, Logistics, and Finance Sections.

External Agency Communication: Liaises with external agencies directly supporting the incident objectives.

Location: Must be in-person, indoors, and at a location near the incident which provides the necessary tools, equipment, technology, and comfort to support the IMT. The IMT will be located within the Incident Command Post and only one Incident Command Post will be activated per incident.

Emergency Coordination Group

Role: Emergency coordination and support for incident objectives and socio-economic problems.

Responsibilities: Manages the multi-agency coordination system, including the communication flow and coordination between the Incident Command Group, the Executive Leadership Group, and the Emergency Advisory Committee. Communications are supported by the Incident Commander, Information Officer, and Liaison Officer. Assists with the acquisition of critical resources and supports any other request from the Incident Command Post (e.g., IMT staffing, media requests). Acts upon the requests from the Executive Leadership Group regarding socio-economic problems and business continuity. Also provides Incident Command System coaching during a response.

Composition: The Director of Emergency Management (DEM) supports emergency coordination and will fill the role of the Emergency Coordination Centre Director. Depending on the complexity of response and the volume of requests, logistics and planning support may be required. May also include department leadership not involved in the response to support Executive Leadership Group requests.

External Agency Communication: Liaises with provincial authorities requiring updates and other municipal Directors of Emergency Management and/or Emergency Coordination Centres.

Location: May be in-person or virtual as required. The Emergency Coordination Group will be located within the Emergency Coordination Centre and only one Emergency Coordination Centre will be activated per incident.

Executive Leadership Group

Role: Protection of the local economy and government, supporting community well-being, and managing organizational business continuity.

Responsibilities: Manages cascading social and economic impacts related to the incident. Makes critical policy decisions, including the management of business continuity, approving large expenditures related to the incident, and protecting the local economy and government. With the DEM or Deputy Director of Emergency Management (DDEM), supports communication to the Emergency Advisory Committee regarding response progress. Directs socio-economic and business continuity logistics requests to the Emergency Coordination Group for action.

Composition: Consists of the Executive Leadership Team and is led by the City Manager.

External Agency Communication: Liaises with local community organizations as required based on identified socio-economic problems.

Elected Official Group

Role: Reinforce public confidence during the response phase.

Responsibilities: Reinforces public confidence during the disaster response and supports community well-being. Communicates real and potential socio-economic problems to the Executive Leadership Group for consideration. If requested, formally declares a State of Local Emergency. Communicates and reinforces elected official roles and responsibilities to other local elected officials.

Composition: Consists of the pre-established Emergency Advisory Committee.

External Agency Communication: Liaises with neighboring municipal elected officials.

5.4.1   Incident Command Group

The Incident Command Group is responsible for the overall management of the incident. A single Incident Commander or Unified Command conducts the command function on an incident. Command and General Staff support the Incident Commander to meet the incident's needs. The Command and General Staff are located at and direct activity from the City's designated Incident Command Post for the incident.
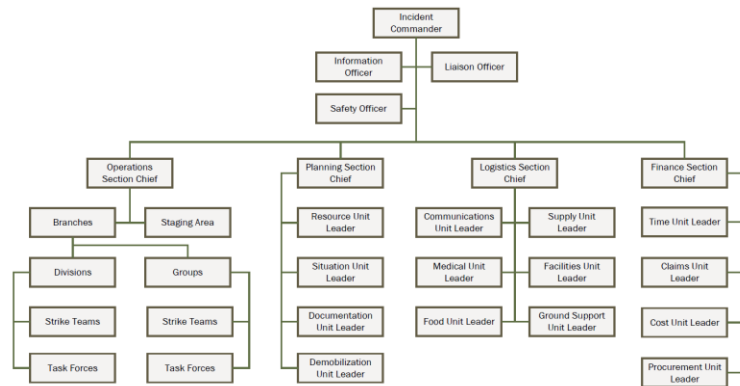
Whether using a single Incident Commander or a Unified Command, the command function:

- Establishes a single Incident Command Post for the incident.
- Establishes consolidated incident objectives, priorities, and strategic guidance, and confirms/updates them every operational period.
- Selects a single Section Chief for each position on the General Staff needed based on current incident priorities.
- Establishes a system for ordering resources.
- Develops and approves the Incident Action Plan for each operational period.
- Establishes procedures for joint decision making and documentation.
- Captures lessons identified and best practices.

When an incident occurs within a single jurisdiction and without jurisdictional or functional agency overlap, the City will designate a single Incident Commander who has overall incident management responsibility. The Incident Commander is solely responsible for establishing incident objectives and is responsible for ensuring that incident activities work to accomplish objectives. The Incident Command Group will utilize the Incident Command System.

Unified Command

Unified Command improves unity of effort in multi-jurisdictional or multi-agency incident management. The use of Unified Command enables the City and other external agencies with authority or functional responsibility for the incident to jointly manage and direct incident activities through the establishment of a common set of incident objectives, strategies, and a single Incident Action Plan.

Examples of jurisdiction or functional overlap where Unified Command may be appropriate include:

- Legislative jurisdiction overlap (e.g., provincial vs. federal obligations).
- Incident sensitivity (e.g., terrorism activities).
- Provincial or federal authority direction.

The advantages of entering into Unified Command include:

- A single set of objectives is developed for the entire incident.
- A collaborative approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident understand joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- Each agency is fully aware of the plans, actions, and limitations of all others on the incident.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- Duplicative efforts are mitigated or eliminated; thus reducing cost and potential for friction or conflict.
- Unified Command functions as a single integrated incident management organization with:
  - The command function co-located at the Incident Command Post.
  - Tactical activities under the direction of a single Operations Section Chief.
  - A coordinated process for resource ordering.
  - Shared planning, logistics, and finance/administration functions, wherever possible.
  - Coordinated approval of information releases.

The exact composition of Unified Command depends on factors such as incident location (i.e., which jurisdictions or organizations are involved) and the nature of the incident (i.e., which agencies from the jurisdictions or organizations involved are needed). The decision to enter into Unified Command will be determined between the cooperating jurisdictional Incident Commanders, Director(s) of Emergency Management, and the Executive Leadership Group.

Incident Command Facilities

The Incident Commander will establish facilities in and around the incident area to house or support incident management functions. The location of each facility will be determined based on the needs of the incident.

- Incident Command Post: The Incident Command Post is the location of the tactical-level incident command organization. This location houses the Incident Commander and the Command and General Staff and is where the primary functions of Incident Command System functions are performed. While often located in the immediate vicinity of the incident, this is relative. Ideally, the Incident Command Post should be at a location that best supports the Incident Commander and the Command and General Staff. The Incident Command Post may be co-located with the incident base or other incident facilities.

- Staging Areas: The Operations Section Chief may establish staging areas to position and track resources not immediately assigned. A staging area can be any location in which personnel, supplies, and equipment await assignment. Staging areas may include temporary feeding, fueling, and sanitation services. The Operations Section Chief assigns a manager for each staging area who logs in all incoming resources, dispatches resources at the request of the Operations Section Chief (or their designate), and requests Logistics Section support, as necessary, for resources at the staging area.

- Incident Base: An incident base is the site that accommodates primary support activities. An Incident Commander establishes an incident base to house equipment and personnel support operations. An incident base may be co-located with the Incident Command Post.

- Camps: Camps are satellites to an incident base, established where they can best support incident operations. Camps provide support, such as food, sleeping areas, and sanitation, and may also provide minor maintenance and servicing of equipment. Camps are relocated as necessary to meet changing operational needs.

- Reception Centre: A reception centre is the site where the affected population, due to an evacuation or otherwise, will register to ensure accountability of the affected population.

5.4.2   Emergency Coordination Group

The Emergency Coordination Group coordinates information and resources to support incident management activities and manages the overall multi-agency coordination system. The primary role of the Emergency Coordination Group is to remove any unnecessary actions and distractions from the Incident Command Group while ensuring that the City is well coordinated during an incident.
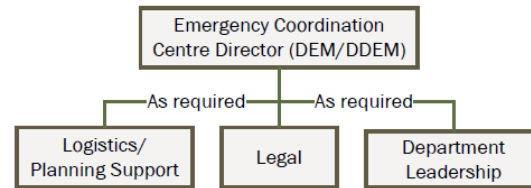
The Emergency Coordination Group works in the Emergency Coordination Centre which may be located beside the Incident Command Post; however, do not share common roles and responsibilities. The Emergency Coordination Centre will not be embedded directly into the Incident Command Post; however, may share a common facility.

The purpose, authorities, and composition of the team that staff the Emergency Coordination Centre can vary widely depending on the incident and its severity, but generally, the teams consolidate and exchange information, support decision-making, coordinate resources, and communicate with the Incident Command Post, other municipal Emergency Coordination Centres, and the Provincial Emergency Coordination Centre. The Emergency Coordination Group will be organized across functional disciplines (e.g., Transit, Fire) depending on the identified business continuity and socio-economic problems. Logistics, planning, and documentation support may also be required.

Primary functions of staff in the Emergency Coordination Centre, whether virtual or physical, include:

- Collecting, analyzing, and sharing information across the Incident Command Group, Executive Leadership Group, and the Elected Official Group.
- Supporting critical Incident Command resource needs and requests.
- Coordinating plans and determining current and future needs.
- Providing and/or communicating policy direction.
- Addressing business continuity and socio-economic problems as directed by the Executive Leadership Group.
- Coordinating the declaration of State of Local Emergency and other related legal implications related to the incident.
- Providing Incident Command System coaching to the Incident Command Group.

The Emergency Coordination Group will be led by the Director of Emergency Management, or designate, and reports directly to the Executive Leadership Group. The Emergency Coordination Group does not provide direction to the Incident Command Group regarding incident objectives; however, supports the Incident Command Group to ensure they are successful in fulfilling the objectives outlined in the Incident Action Plan.

5.4.3 Executive Leadership Group

The Executive Leadership Group is part of the multi-agency coordination system and is responsible for providing critical policy direction to the incident (e.g., signing authority, financial management) and ensure the necessary business continuity and socio-economic problems are being appropriately addressed.
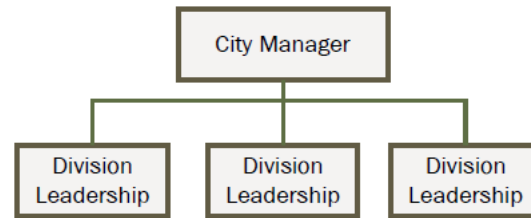
The Executive Leadership Group consists of the City's Executive Leadership Team and is led by the City Manager. They are established and organized to make cooperative multi-agency decisions. The Executive Leadership Group act as policy-level bodies during incidents, supporting resource prioritization and allocation, and enabling decision-making among elected officials and those responsible for managing the incident (e.g., Director of Emergency Management, Incident Commander).

The Executive Leadership Group is primarily responsible for resource prioritization and allocation. Unlike Incident Command, they do not perform incident command functions, nor do they replace the primary functions of operations or coordination. When competition for resources is significant between incident objectives and business continuity, the Executive Leadership Group will determine resource prioritization or authorize funds to address both problems.

An example of resource competition during an incident includes transit services. The Incident Command Group may require the transit fleet to evacuate residents, whereas residents may still require transit services for day-to-day requirements (e.g., employment, health care appointments). In this case, the Muti-Agency Coordination Group may accept that transit services will no longer be available to the general public during the incident or direct the Emergency Coordination Group to identify a temporary transit solution.

The Executive Leadership Group provides direction to the Emergency Coordination Group, receives and addresses business continuity and socio-economic problems from the Elected Official Group, and supports communication and coordination throughout the multi-agency coordination system.

5.4.4   Elected Official Group

The Elected Official Group, which also consists of the Emergency Advisory Committee, is responsible for providing overall community reassurance and confidence during the response phase. The Emergency Advisory Committee is responsible for the formal declaration of a State of Local Emergency upon recommendation from the Director of Emergency Management.

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┌──────────────────────┐
│ Emergency Advisory   │
│     Committee        │
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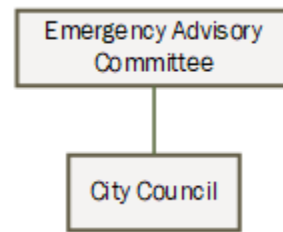
During an incident, the Elected Official Group will receive concerns directly from residents and the business community. Primary concerns received from the community typically revolve around business continuity and socio-economic problems. The multi-agency coordination system is established to ensure these concerns are routed to the Executive Leadership Group for resolution or further action.

It is critical that the Elected Official Group document these concerns and only address them through the Executive Leadership Group to ensure that unintended actions do not hinder or compete with critical incident objectives developed through the Incident Command Group. Regular updates to the Elected Official Group will be scheduled through the Executive Leadership Group.

5.5 Roles and Responsibilities

Responsibilities for each role are outlined in checklist form and are a guide for ease of use. Situations will likely dictate that additional duties may arise, or that existing responsibilities be modified.

5.5.1 Emergency Advisory Committee/Elected Officials

The City's Elected Officials (i.e., City Council), also consisting of the Emergency Advisory Committee, is responsible for providing reassurance and confidence with the community during an incident.

The major responsibilities for the Emergency Advisory Committee/Elected Officials are as follows:

☐ Participate in incident briefings as scheduled by the Executive Leadership Group.
☐ Receive inquiries and concerns from the community and address them through the Executive Leadership Group.
☐ Maintain communication with neighboring Elected Officials during a regional incident (i.e., Cypress County, Town of Redcliff).
☐ Provide reassurance with the community and maintain visibility during the incident. Examples of actions include:
   o Attend the designated Reception Centre and speak with evacuees.
   o Ride Transit in impacted areas and speak with impacted residents.
   o Participate in media briefings with the Director of Emergency Management and the designated Incident Commander.
   o Upon approval from the Executive Leadership Group and when safe to do so, deliver refreshments to field-based responders.
☐ Upon recommendation from the Director of Emergency Management, formally declare a State of Local Emergency (Emergency Advisory Committee only).

5.5.2   Executive Leadership Group

The Executive Leadership Group, consisting of the City Manager, Division Leadership, and others they deem appropriate are primarily responsible for addressing high level policy issues, financial management related to the incident, and conflicts between incident objectives, business continuity, and socio-economic problems within the community.

The major responsibilities for the Executive Leadership Group are as follows:

- ☐   Schedule and participate in incident briefings with the Elected Official Group and the Director of Emergency Management.
- ☐   Determine total incident spending authority and one-time expenditure limits for the Director of Emergency Management and the designated Incident Commander.
- ☐   Approve expenditures above the spending authority limit originally established at the onset of the incident, if necessary.
- ☐   Receive and if required, address inquiries and concerns from the Elected Official Group.
- ☐   Assist the Director of Emergency Management in resolving critical resource conflicts impacting incident objectives, business continuity, and socio-economic problems.
- ☐   Direct the Emergency Coordination Group to resolve necessary business continuity and socio-economic problems.
- ☐   Provide reassurance and confidence to all City staff during an incident.
- ☐   Assist the Director of Emergency Management in the decision to declare a State of Local Emergency.
- ☐   Adjust municipal service levels based on the impact of the incident and the resources necessary to respond to the incident.
- ☐   Participate in the approval of the Demobilization Plan, including determining criteria to transition back to routine municipal operations.
- ☐   Participate in the development of a formal recovery plan, if necessary.

5.5.3 Director of Emergency Management / Emergency Coordination Centre Director

The Director of Emergency Management may initially fill this position and may transfer this position to other qualified personnel. The Emergency Coordination Centre Director coordinates the efforts of the incident and ensures that a response involving the City is being managed effectively. The Emergency Coordination Centre Director oversees the incident with a strategic view and in support of the Incident Commander while addressing socio-economic and business continuity problems associated with the incident.

The major responsibilities for the Director of Emergency Management / Emergency Coordination Centre Director are as follows:

☐ Activate the MEMP in whole or in part.
☐ Notify response personnel through the City's internal emergency notification system.
☐ Determine a schedule for regular communications with the Incident Commander.
☐ Monitor emergency operations to ensure they are consistent with the Emergency Management Act, the MEMP, the Emergency Management Bylaw, and all other related plans.
☐ Recommend the declaration of a State of Local Emergency to the Emergency Advisory Committee as required.
☐ With the Incident Commander, determine a schedule for regular communications with the Executive Leadership Group to advise and update on the situation, objectives, and response actions taken by Incident Command Group.
☐ Obtain spending authorities and limits through the Executive Leadership Group and monitor incident related costs.
☐ Address business continuity and other cascading financial or social impacts communicated from the Multi-Agency Group.
☐ Communicate with elected officials through the Executive Leadership Group/City Manager.
☐ Assist in the support of Incident Command for media inquiries.
☐ Assist the Executive Leadership Group with resolving conflicts related to competition for limited resources based on response objectives.
☐ Monitor the organizational structure for response to the incident. Proactively determine if existing City and mutual aid resources are sufficient for the response.
☐ Work with Provincial Emergency Coordination Centre to secure additional resources.
☐ Work with Executive Leadership Group to develop strategies for the recovery/renewal priorities and the transition from response to recovery.
☐ Provide Incident Command System coaching to the Incident Command Post.
☐ Address requests from the Incident Command Post.

- ☐ Coordinate with external agencies as necessary and ensure that all external agencies have a dedicated City representative to speak with.
- ☐ Evaluate and ensure that incident objectives are being accomplished.
- ☐ With the Incident Commander and Executive Leadership Group, approve the Demobilization Plan.
- ☐ Coordinate the after-action review process.

5.5.4 Incident Commander

The Incident Commander is responsible for all life safety, incident stabilization, and protection of property/environment incident objectives.

The major responsibilities for the Incident Commander are as follows:

- ☐ Establish incident command and inform the Director of Emergency Management of the need to elevate the Emergency Management Operational Level.
- ☐ Obtain a briefing from the Director of Emergency Management and/or previous Incident Commander, or assess the situation.
  - o Review the current situation status and initial incident objectives.
  - o With support from the Emergency Coordination Centre, ensure that local, provincial, and federal agencies impacted by the incident have been notified.
- ☐ Establish the appropriate Incident Command System structure and staff positions as required.
- ☐ Establish incident objectives.
- ☐ Ensure adequate safety measures and message is in place and communicated to all workers.
- ☐ Ensure adherence to the operational planning process.
- ☐ Establish level of planning to be accomplished:
  - o Written Incident Action Plan.
  - o Contingency planning.
  - o Formal planning meetings.
- ☐ Determine information needs and inform staff of requirements.
- ☐ Ensure Command and General Staff coordination.
  - o Periodically check progress on tasks assigned to Command and General Staff personnel.
  - o Approve necessary changes to strategic goals.
  - o Ensure that Liaison Officer is making periodic contact with participating agencies.
- ☐ Establish parameters for resource requests and releases.
  - o Review requests for critical resources.
  - o Confirm who has ordering authority within the organization.
  - o Confirm those orders that require command authorization.
- ☐ Manage demobilization and release of resources as appropriate.
- ☐ Prepare and participate in the planning process and meetings.
- ☐ Approve and authorize the implementation of an Incident Action Plan.
- ☐ Establish operational period with the Operations Section Chief and Planning Section Chief.
- ☐ Coordinate with outside entities as necessary.
- ☐ Evaluate and ensure that incident objectives are being accomplished.

- ☐ With the Emergency Coordination Centre Director, establish regular update meetings for the Executive Leadership Group.
- ☐ Communicate problems not associated with life safety, incident stabilization, and protection of property/environment to the Emergency Coordination Centre Director for action.
- ☐ With the Emergency Coordination Centre Director and Executive Leadership Group, approve the Demobilization Plan.
- ☐ Maintain an Activity Log.

5.5.5   Command Staff

Information Officer

The Information Officer is responsible for developing and releasing incident information about the incident/event to the public, incident or event personnel, and other appropriate agencies and organizations.

The major responsibilities for the Information Officer are as follows:

- ☐ Determine from the Incident Commander if there are any limits on information release.
- ☐ Obtain copies of the current Incident Status Summary.
- ☐ Assign Assistant Information Officers as appropriate.
- ☐ Keep informed of the incident development and its management through the planning process.
- ☐ Develop a plan to address any Information-related incident objectives.
- ☐ Develop material for use in media briefings.
- ☐ Obtain Incident Commander approval of media releases.
- ☐ Inform the media and conduct media briefings.
- ☐ Maintain current incident information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel.
- ☐ Brief and advise the Incident Commander on public information issues and concerns.
- ☐ Manage media and public inquiries. Obtain media information that may be useful to incident planning.
- ☐ Determine the need for a call centre and coordinate with the Communications Unit Leader for set-up. Staff and manage the call-centre following initial set-up.
- ☐ Arrange for tours and other interviews or briefings as required.
- ☐ Coordinate emergency public information and warnings.
- ☐ Monitor media reporting for accuracy.
- ☐ Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- ☐ Complete a debriefing session with the Incident Commander prior to demobilization.
- ☐ Monitor and utilize social media as approved by the Incident Commander.
- ☐ Maintain an Activity Log.

Safety Officer

The Safety Officer's function is to develop and recommend measures for ensuring personnel safety and to assess and/or anticipate hazardous situations.

The major responsibilities for the Safety Officer are as follows:

- ☐ Establish operating and reporting procedures for Assistant Safety Officers.
- ☐ Identify hazardous situations associated with the incident and coordinate with the Operations Section Chief while developing the Incident Action Plan Safety Analysis to mitigate the hazards.
- ☐ Participate in Tactics and Planning Meetings, as well as other meetings and briefings.
- ☐ Provide safety direction in the Incident Action Plan for assigned responders.
- ☐ Complete the Safety Message/Plan for inclusion in the Incident Action Plan.
- ☐ Approve the Medical Plan.
- ☐ Ensure the development of a Site Safety Plan as required.
- ☐ Review and provide input to the traffic plan, if developed.
- ☐ Ensure the selection of personal protective equipment and other equipment meets the needs of the incident.
- ☐ Ensure that a personnel accountability system is in place for all personnel.
- ☐ Ensure that working conditions are monitored and work/rest guidelines are followed.
- ☐ Coordinate with the Medical Unit Leader to assign Emergency Medical Services personnel to tactical locations. Review any emergency evacuation guidelines.
- ☐ Ensure identified resources are in place to meet the behavioral health needs of responders.
- ☐ Exercise emergency authority to alter, suspend, terminate, and prevent unsafe acts outside of the scope of the Incident Action Plan and notify the Incident Commander.
- ☐ Track and report accidents, injuries, and illnesses.
- ☐ Investigate or ensure investigations are completed regarding accidents that have occurred within the incident area.
- ☐ Ensure the protection of the scene and the preservation of evidence.
- ☐ Brief the Incident Commander on safety issues and concerns.
- ☐ Ensure all contractors and volunteers hired/brought in meet and are aware of appropriate safety/health training levels, and safety/health measures to achieve the response strategies.
- ☐ Monitor operational period lengths of incident personnel to ensure work/rest guidelines are followed.
- ☐ Complete a debriefing session with the Incident Commander prior to demobilization.
- ☐ Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- ☐ Maintain an Activity Log.

Liaison Officer

The Liaison Officer is assigned to the incident to function as the point of contact to an agency representative of an assisting and/or cooperating agency, non-governmental organizations, and stakeholders who need greater interaction than provided by the Information Officer.

The major responsibilities for the Liaison Officer are as follows:

- ☐ Be a contact point for agency representatives, non-governmental organizations, and stakeholders who need greater interaction than provided by the Information Officer.
- ☐ Provide input on limitations and capability of assisting agency's resources as requested or needed during the planning cycle.
- ☐ Maintain a list of assisting and cooperating Agency Representatives, including name and contact information.
- ☐ Maintain a list of stakeholders, including name and contact information.
- ☐ Monitor Incident Check-In List daily to ensure that all agency representatives are identified.
- ☐ Monitor incident activities to ensure that stakeholders are identified.
- ☐ Monitor incident operations to identify current or potential inter-organizational or stakeholder issues.
- ☐ Brief the Incident Commander on agency issues and concerns.
- ☐ Keep agencies supporting the incident and stakeholders aware of the incident's status.
- ☐ Schedule, coordinate, and conduct stakeholder and agency representative meetings or briefings as indicated.
- ☐ Assist in establishing and coordinating interagency contacts.
- ☐ Coordinate with the Information Officer to develop and implement social media strategy by providing input on social media uses and interface with stakeholders and the public.
- ☐ Respond to request for information and resolve problems.
- ☐ Complete a debriefing session with the Incident Commander prior to demobilization.
- ☐ Ensure that all required documents are completed prior to demobilization.
- ☐ Maintain an Activity Log.

5.5.6 Operations Section Staff

Operations Section Chief

The Operations Section Chief, a member of the General Staff, is responsible for the management of all operations directly applicable to the incident.

The major responsibilities for the Operations Section Chief are as follows:

- ☐ Receive a briefing from the previous Operations Section Chief (if previously staffed).
- ☐ Evaluate and request sufficient Section supervisory staffing and resources for both current operational requirements and future requirements (taking into consideration the lead time needed to obtain additional staff).
- ☐ Brief and assign Operations Section personnel in accordance with the Incident Action Plan.
- ☐ Supervise Operations Section field personnel.
- ☐ Implement the tactical plan for the Operations Section based on the incident objectives.
- ☐ Evaluate on-scene operations and adjust organization, strategies, and tactics as necessary.
- ☐ Ensure the Resource Unit is advised of changes in the status of resources assigned to the Section.
- ☐ Coordinate with the Safety Officer to ensure that Operations Section personnel execute work assignments following, and in compliance with, approved safety practices.
- ☐ Identify/utilize Staging Areas and assign Staging Area Manager(s), as needed.
- ☐ Evaluate and monitor the current situation for use in next operational period planning.
- ☐ Communicate incident progress, events, and occurrences to the Incident Commander.
- ☐ Coordinate and consult with the Planning Section Chief, Safety Officer, Logistics Section Chief, and Technical Specialist on implementation of appropriate strategies and tactics.
- ☐ Prepare for and attend the Tactics Meeting.
- ☐ Identify kind, type, and number of resources required to support selected strategies.
- ☐ Subdivide work areas into manageable Branches, Divisions, and Groups.
- ☐ Based on the incident objectives from the Incident Commander, develop the Operations Section organization, work assignment, kind/type and quantity of resources needed for the next operational period using the Operational Planning Worksheet.
- ☐ Provide input for the Incident Action Plan Safety Analysis and coordinate planned activities with the Safety Officer.

- ☐ Identify appropriate personal protective equipment options prior to committing personnel.
- ☐ Participate in the planning process and the development of the tactical portions of the Incident Action Plan.
- ☐ Assist with development of long-range, strategic, contingency, and demobilization plans.
- ☐ Develop a recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
- ☐ Assist with the development of the incident Demobilization Plan as well as receive and implement applicable portions of the plan.
- ☐ Participate in briefings with the Incident Management Team members, media, tactical supervisors, visiting dignitaries, and others as requested.
- ☐ Maintain an Activity Log.

Operations Branch Director

The Operations Branch Director, when activated, is under the direction of the Operations Section Chief and is responsible for the implementation of the portion of the Incident Action Plan appropriate to the geographical or functional Branch he or she is assigned.

The major responsibilities for the Operations Branch Director are as follows:

- ☐ Receive a briefing from the previous Branch Director (if previously staffed).
- ☐ Identify Divisions, Groups, and resources (Single Resources, Units, Task Forces, Strike Teams) assigned to the Branch.
- ☐ Ensure that Division and/or Group Supervisors have a copy of the Incident Action Plan.
- ☐ Conduct briefing for Branch overhead positions/Divisions and Group subordinate supervisory personnel.
- ☐ Implement the Incident Action Plan for the Branch.
- ☐ Develop alternative tactics with subordinates.
- ☐ Conduct Branch-level planning for the next Operational Period, as required.
- ☐ Review /modify Assignment Lists for Divisions/Groups within the Branch.
- ☐ Assign specific work tasks to Division/Group Supervisors.
- ☐ Supervise Branch operations.
- ☐ Attend meetings and briefings, as required.
- ☐ Ensure that the Resource Unit is advised of changes in the status of resources assigned to the Branch and that your supervisor is aware of the change.
- ☐ Provide the Operations Section Chief with alternative tactics/operations including a list of resources needed for Branch Operations.
- ☐ Resolve any issues or logistical problems reported by subordinates.
- ☐ Report to the Operations Section Chief on control/mitigation operations within the Branch.
- ☐ Report to the Operations Section Chief when:
  - o The Incident Action Plan is to be modified.
  - o Additional resources are needed.
  - o Surplus resources are available.
  - o Objectives have been met.
  - o Hazardous situations or significant events occur.
- ☐ Consider demobilization well in advance of need.
- ☐ Maintain an Activity Log.

Division/Group Supervisor

The Division/Group Supervisor reports to the Operations Section Chief (or Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan, assignment of resources within the Division/Group, and reporting on the progress of control operations and status of resources.

The major responsibilities for the Division/Group Supervisor are as follows:

☐ Obtain a briefing from the previous Division/Group Supervisor (if previously staffed).
☐ Identify resources assigned to the Division/Group.
☐ Provide the Incident Action Plan to subordinates, as needed.
☐ Review the Division's/Group's assigned tasks and incident/event activities with subordinates.
☐ Implement the assignment received from the Operations Section Chief (or Branch Director as appropriate) and supervise the assigned resources.
☐ Brief and assign Division/Group personnel in accordance with the Incident Action Plan.
☐ Implement the Incident Action Plan for the Division/Group.
☐ Supervise Division/Group resources and make changes, as appropriate.
☐ Ensure that the Resources Unit is advised of changes in the status of assigned resources and that the supervisor is aware of the change.
☐ Submit situation and resources status information as directed by the Branch Director or Operations Section Chief.
☐ Coordinate activities with adjacent Divisions/Groups.
☐ Coordinate with Field Observer assigned by the Situation Unit Leader.
☐ Report to the Operations Section Chief (or Branch Director if activated) when:
  o The assigned work cannot be completed.
  o Additional resources are needed.
  o Surplus resources are available.
  o Objectives have been met.
  o Hazardous situations or significant events occur.
☐ Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
☐ Maintain accountability of assigned resources.
☐ Provide safety briefings to subordinates.
☐ Participate in the development of Division/Group plans for the next operational period, as requested.
☐ Consider demobilization well in advance.
☐ Debrief, as directed, at the end of each operational period.
☐ Maintain an Activity Log.

Strike Team/Task Force/Unit Leader

The Strike Team/Task Force/Unit Leader reports to a Branch Director or Division/Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team, Task Force, or Unit.

The major responsibilities for the Strike Team/Task Force/Unit Leader are as follows:

- ☐ Obtain a briefing from tactical supervisors from the previous shift (as appropriate)
- ☐ Review assignments with subordinates and assign tasks.
- ☐ Monitor work progress and make changes when necessary.
- ☐ Keep supervisor informed of progress and any changes.
- ☐ Report hazardous situations, special occurrences, or significant events to immediate supervisor.
- ☐ Travel to and from active assignment area with assigned resources.
- ☐ Coordinate activities with adjacent Strike Teams, Task Forces, Units, and Single Resources.
- ☐ Ensure that the Resource Unit is advised of changes in status of assigned resources and that your supervisor is aware of the change.
- ☐ Coordinate with the Field Observers that are in your work area.
- ☐ Maintain accountability of assigned resources.
- ☐ Resolve logistics problems within the Division or Group.
- ☐ Retain control of assigned resources while in available or out-of-service status.
- ☐ Submit situation and resource status information through chain of command as appropriate.
- ☐ Debrief, as directed, at the end of each operational period.
- ☐ Maintain an Activity Log.

Staging Area Manager

The Staging Area Manager is under the direction of the Operations Section Chief (primarily), Branch Director, or Incident Commander and is responsible for managing all activities within a Staging Area.

The major responsibilities for the Staging Area Manager are as follows:

- ☐ Proceed to the Staging Area.
- ☐ Obtain a briefing from the previous Staging Area Manager or other appropriate supervisor.
- ☐ Establish Staging Area layout.
- ☐ Determine any support needs for equipment, food distribution, sanitation, and security.
- ☐ Establish check-in function, as appropriate, and coordinate with the Resource Unit.
- ☐ Brief resources in staging.
- ☐ Ensure security of staged resources.
- ☐ Post areas for identification and traffic control.
- ☐ Request maintenance service for equipment at Staging Area, as appropriate.
- ☐ Respond to requests for resource assignments. (Note: this may be direct from the Operations Section Chief).
- ☐ Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- ☐ Determine from the Operations Section Chief the required minimum resource levels to be kept in staging.
- ☐ Advise the Operations Section Chief or Incident Commander (if no Operations Section Chief is designated) when reserve levels reach minimums.
- ☐ Maintain and provide status to Resource Unit of all resources in Staging Area.
- ☐ Maintain the Staging Area in an orderly condition.
- ☐ Demobilize the Staging Area in accordance with the incident/event Demobilization Plan.
- ☐ Debrief with Operations Section Chief or as directed at the end of each operational period.
- ☐ Maintain an Activity Log.

5.5.7 Planning Section Staff

Planning Section Chief

The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination, and use of incident information, resource status, and projections and forecasts of the incident dynamics and their effects. The Planning Section Chief is also responsible for facilitating the planning cycle and for the production of the written Incident Action Plan. The major responsibilities for the Planning Section Chief are as follows:

- ☐ Determine the organization of the Planning Section.
- ☐ Facilitate meetings and briefings.
- ☐ Supervise the tracking of incident personnel and resources through the Resource Unit.
- ☐ Reassign out-of-service personnel already on-site to Incident Command System organizational positions, as appropriate.
- ☐ Establish special information collection activities as necessary (e.g., weather, environmental, hazardous materials).
- ☐ Collect, process, and display appropriate incident and intelligence information.
- ☐ Establish information requirements and reporting schedules for Planning Section Units.
- ☐ Establish documentation requirements and time schedules for all Incident Command System organizational elements for use in preparing the Incident Action Plan.
- ☐ Supervise preparation of the Incident Action Plan.
- ☐ Incorporate plans (e.g., Traffic, Medical, Communications, and Site Safety) into the Incident Action Plan.
- ☐ Develop other incident supporting plans (e.g., salvage, transition, security).
- ☐ Ensure that any special environmental or critical infrastructure protection needs are included in the Incident Action Plan.
  Ensure the accuracy of all incident information and intelligence being produced by Planning Section Units.
- ☐ If requested, assemble and disassemble resources not assigned to Operations.
- ☐ Assemble information on alternative strategies and coordinate with Operations.
- ☐ Provide periodic predictions on incident potential.
- ☐ Report any significant changes in incident/event status to the Incident Commander and appropriate personnel.
- ☐ Ensure all Units within the section that handle data or intelligence are aware of and maintain a document security plan to manage the confidentiality and security of any classified, confidential, and sensitive incident information.
- ☐ Oversee maintenance of accurate and up-to-date incident documentation.
- ☐ Oversee preparation and implementation of the Demobilization Plan.
- ☐ Maintain an Activity Log.

Resource Unit Leader

The Resource Unit Leader reports to the Planning Section Chief and is responsible for maintaining the status of all assigned resources and personnel at an incident and maintenance of a master list of all resources and personnel assigned to the incident.

The major responsibilities for the Resource Unit Leader are as follows:

- ☐ Establish the check-in function at incident locations.
- ☐ Verify all resources have checked in.
- ☐ Obtain required work materials, including Check-In Lists, Resource Status Cards, and status display boards.
- ☐ Attend meetings and briefings, as required by the Planning Section Chief.
- ☐ Participate in the tactics meeting and assist the Operations Section Chief in completing the Operational Planning Worksheet.
- ☐ Participate in the planning meeting as directed by the Planning Section Chief.
- ☐ Provide resource status data as requested.
- ☐ Maintain systems for tracking resources assigned to the incident.
- ☐ Prepare and maintain the Incident Command Post display (to include organization chart and resource allocation and deployment).
- ☐ Prepare the Organization Assignment List and Incident Organization Chart.
- ☐ Prepare appropriate parts of the Assignment List.
- ☐ Assemble the Incident Action Plan.
- ☐ Maintain and post the current status and location of all resources.
- ☐ Maintain master roster of all resources checked in at the incident.
- ☐ Continually identify resources that are surplus to the needs of the incident.
- ☐ Maintain an Activity Log.

Situation Unit Leader

The Situation Unit Leader is responsible for collecting, processing, organizing, and displaying incident/event information relating to the growth, mitigation, or intelligence activities taking place on the incident.

The major responsibilities for the Situation Unit Leader are as follows:

- ☐ Request and direct Display Processor(s) and/or Field Observers as needed.
- ☐ Begin collection and analysis of incident data as soon as possible.
- ☐ Prepare, post, or disseminate resource and situation status formation as required, including special requests.
- ☐ Prepare predictions periodically or as requested by the Planning Section Chief.
- ☐ Prepare the Incident Status Summary.
- ☐ Provide photographic services, charts, image overlays, and maps, as required.
- ☐ Collect, process, organize and disseminate Incident Information relating to status of current operations, incident growth, mitigation, or intelligence activities taking place on the incident.
- ☐ Conduct situation briefings at meetings and briefings, as required by the Planning Section Chief.
- ☐ Develop and maintain master chart(s)/map(s) of the incident.
- ☐ Maintain chart/map of incident in the common area of the Incident Command Post for all responders to view and for briefing purposes.
- ☐ Maintain Situation Unit Records.
- ☐ Maintain incident/event history on chart(s)/map(s) and narrative for the duration of the incident/event.
- ☐ Maintain an Activity Log.

Demobilization Unit Leader

The Demobilization Unit Leader reports to the Planning Section Chief and is responsible for developing and implementing the Demobilization Plan.

The major responsibilities for the Demobilization Unit Leader are as follows:

- ☐ Review incident resource records to determine likely size and extent of the demobilization effort and request personnel, workspace, and supplies as needed.
- ☐ Obtain Incident Command demobilization objectives and priorities.
- ☐ Evaluate logistics and transportation capabilities to support demobilization.
- ☐ Coordinate demobilization with agency representatives.
- ☐ Monitor the ongoing Operations Section resource needs.
- ☐ Identify surplus resources and probable release time.
- ☐ Establish communications with off-incident facilities, as necessary.
- ☐ Develop a Demobilization Plan that should include:
  - o General information.
  - o Responsibilities.
  - o Release priorities.
  - o Release procedures.
  - o Directory (e.g., maps, instructions, etc.).
- ☐ Develop incident checkout function for all units.
- ☐ Ensure Demobilization Plan is reviewed by Command and General staff and provided to the Incident Commander for approval.
- ☐ Distribute Demobilization Plan (both onsite and offsite).
- ☐ Provide status reports to appropriate requestors.
- ☐ Ensure that all Sections/Units understand their specific demobilization responsibilities.
- ☐ Supervise execution of the incident/event Demobilization Plan.
- ☐ Brief the Planning Section Chief on demobilization progress.
- ☐ Maintain an Activity Log.

Documentation Unit Leader

The Documentation Unit Leader reports to the Planning Section Chief and is responsible for the establishment and maintenance of an accurate, up-to-date incident documentation system, provides duplication services for the incident, and securely stores incident files for legal, analytical, and historical purposes.

The major responsibilities for the Documentation Unit Leader are as follows:

- ☐ Set up work area; begin organization of incident files.
- ☐ Establish duplication service and respond to requests.
- ☐ Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- ☐ Organize incident documentation system for both electronic and hardcopy files in accordance with records retention policies.
- ☐ Ensure electronically stored information meets legal documentation, security, and archival requirements.
- ☐ File all official forms and reports.
- ☐ Maintain, safeguard, and securely store incident records.
- ☐ Maintain classified data and/or access-controlled sensitive or restricted data that is classified, declassified, or downgraded, for use by the intended audience.
- ☐ Provide incident documentation, under document security guidelines, as requested.
- ☐ Organize files for submitting final incident documentation package.
- ☐ Maintain an Activity Log.

5.5.8   Logistics Section Staff

Logistics Section Chief

The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident.

The major responsibilities for the Logistics Section Chief are as follows:

- ☐ Plan, organize, and activate the Logistics Section.
- ☐ Assemble and brief Logistics Branch Directors and Unit Leaders, as required.
- ☐ Assign work locations and preliminary work tasks to Section personnel.
- ☐ Notify the Resource Unit of the Logistics Section Units activated, including names and locations of assigned personnel.
- ☐ Ensure the general welfare and safety of Logistics Section personnel.
- ☐ Request setup, and/or validate ordering processes and agency ordering point, as appropriate, to support incident.
- ☐ Advise the Incident Commander and other Section Chiefs on resource availability to support incident needs.
- ☐ In conjunction with the Incident Commander, develop and advise all Sections regarding resource approval and the requesting process.
- ☐ Identify current service and support capabilities, evaluate, and supply the immediate service and support need for the planned and expected operations.
- ☐ Participate in the Tactics Meeting, review the Operational Planning Worksheet, and estimate Section needs for upcoming operational period.
- ☐ Identify and evaluate the long-term future service and support requirements for the long-term planned expected operations.
- ☐ Participate in the preparation of the Incident Action Plan.
- ☐ Prepare or provide input to and review the Incident Radio Communications Plan, Medical Plan, and Traffic Plan.
- ☐ Identify Logistical resource needs for incident contingencies.
- ☐ Coordinate and process requests for additional resources.
- ☐ Provide Logistics Section input to be included in the Demobilization Plan.
- ☐ Receive, review, and implement applicable portions of the Demobilization Plan.
- ☐ Develop recommended list of Section resources to be demobilized and initiate recommendation for release, when appropriate.
- ☐ Maintain an Activity Log.

Communications Unit Leader

The Communications Unit Leader reports to the Logistics Section Chief and is responsible for developing plans for the effective use of incident communications equipment and facilities; installation and testing of communications equipment; distribution of communications equipment to incident personnel; and maintenance and repair of communications equipment.

The major responsibilities for the Communications Unit Leader are as follows:

- ☐ Determine Unit personnel needs and make recommendation to the Service Branch Director or the Logistics Section Chief.
- ☐ Participate in Logistics Section and/or Service Branch planning activities.
- ☐ Prepare and implement the Incident Radio Communications Plan.
- ☐ Establish appropriate communications distribution/maintenance locations within Incident Base/Camp(s).
- ☐ Ensure communications systems and equipment are installed, tested, and repaired as needed.
- ☐ Establish communications equipment accountability.
- ☐ Distribute, document, and account for all portable radio equipment from cache. Document any losses and/or repairs as required.
- ☐ Provide technical information, as required, on the following:
  - o Adequacy of communications systems currently in operation.
  - o Geographic limitation on communications systems.
  - o Equipment capabilities/limitations.
  - o Quantity and kind of equipment available.
  - o Anticipated problems in the use of communications equipment.
- ☐ Supervise Communications Unit activities.
- ☐ Maintain records on all communications equipment, as appropriate.
- ☐ Recover equipment from Units being demobilized.
- ☐ Maintain an Activity Log.

Medical Unit Leader

The Medical Unit Leader reports to the Logistics Section Chief and is primarily responsible for the development and implementation of the Medical Plan; ensuring the provision of timely emergency medical care and overseeing health aspects of response personnel; obtaining appropriate medical treatment and transportation for injured and ill response personnel; coordinating with other functions to resolve health and safety issues; and preparation of reports and records that may contain sensitive or confidential health information.

The major responsibilities for the Medical Unit Leader are as follows:

- ☐ Participate in Logistics Section/Service Branch planning activities.
- ☐ Establish and staff the Medical Unit.
- ☐ Prepare the Medical Plan.
- ☐ Provide any relevant health and medical input into the planning process for strategy development.
- ☐ Coordinate with the Safety Officer, Operations, hazardous materials specialists, and others on proper personnel protection procedures for response personnel.
- ☐ Develop transportation routes and methods for injured response personnel.
- ☐ Ensure tracking of incident personnel patients as they move from origin to care facilities until return or disposition.
- ☐ Ensure continuity of medical care for response personnel, to include providing documentation to home/parent unit and jurisdiction.
- ☐ Monitor health aspects and trends of response personnel, including excessive incident stress.
- ☐ Establish the responder rehabilitation function, as appropriate.
- ☐ Prepare procedures for major medical emergencies.
- ☐ Declare major medical emergencies as appropriate.
- ☐ Respond to requests for medical aid, medical transportation, and medical supplies for response personnel.
- ☐ In conjunction with the Finance/Administration Section, prepare and submit necessary authorizations, reports, and administrative documentation related to injuries, compensation, or death of response personnel.
- ☐ Coordinate personnel and mortuary affairs for response personnel fatalities.
- ☐ Provide for security and proper disposition of incident medical records.
- ☐ Maintain an Activity Log.

Food Unit Leader

The Food Unit Leader reports to the Logistics Section Chief and is responsible for supplying the food and hydration needs of incident personnel. The Food Unit typically does not transport food and hydration to personnel located at remote Incident Command System facilities (e.g., Camps, Staging Areas) or to personnel unable to leave tactical field assignments, but will arrange for its transportation through Logistics.

The major responsibilities for the Food Unit Leader are as follows:

- ☐ Participate in Logistics Section and/or Service Branch planning activities.
- ☐ Determine incident food and water requirements.
- ☐ Determine the method of food distribution to best fit each facility or situation.
- ☐ Obtain necessary equipment and supplies and establish cooking facilities.
- ☐ Ensure that well-balanced menus are provided.
- ☐ Order sufficient food and potable water from the Supply Unit.
- ☐ Maintain an inventory of food and water.
- ☐ Maintain food service areas, ensuring that all appropriate health, sanitation, and safety measures, including food handler certification, are being followed.
- ☐ Supervise Food Unit personnel, as appropriate.
- ☐ Maintain an Activity Log.

Supply Unit Leader

The Supply Unit Leader reports to the Logistics Section Chief and is primarily responsible for ordering personnel, equipment, and supplies; receiving, storing, and distributing all supplies for the incident; maintaining an inventory of supplies; and storing, disbursing, and servicing non-expendable supplies and equipment.

The major responsibilities for the Supply Unit Leader are as follows:

- ☐ Participate in Logistics Section/Support Branch planning activities.
- ☐ Determine the type and number of supplies, tactical resources, and personnel ordered and enroute to include reporting of status and location.
- ☐ Review the Incident Action Plan for information pertinent to the operation of the Supply Unit.
- ☐ Develop and implement safety and security requirements for the Supply Unit.
- ☐ Order, receive, distribute, and store supplies and equipment.
- ☐ Receive and respond to requests for personnel, supplies, and equipment.
- ☐ Maintain inventory of supplies/equipment.
- ☐ Service all field-serviceable reusable equipment.
- ☐ Determine and arrange for the proper accounting and disposal of expendable supplies and any hazardous waste.
- ☐ Maintain an Activity Log.

Facilities Unit Leader

The Facilities Unit Leader reports to the Logistics Section Chief and is primarily responsible for the setup, maintenance, and demobilization of incident/event facilities (Incident Base, Camp(s), Incident Command Post, and Staging Areas), as well as for security services required to protect incident facilities.

The major responsibilities for the Facilities Unit Leader are as follows:

- ☐ Receive and review a copy of each Incident Action Plan.
- ☐ Participate in Logistics Section/Support Branch planning activities.
- ☐ Identify and recommend locations for facilities as needed and in conjunction with Finance/Admin Section.
- ☐ Inspect facilities prior to use or occupation, document conditions and pre-existing damage.
- ☐ Determine requirements for each facility, including the Incident Command Post.
- ☐ Prepare layouts of incident/ event facilities.
- ☐ Notify Unit Leaders of facility layout.
- ☐ Activate incident/event facilities.
- ☐ Provide Base/Camp Managers and personnel to operate facilities, as necessary.
- ☐ Provide sleeping facilities, as necessary.
- ☐ Provide incident facility security services, as necessary.
- ☐ Provide sanitation and shower service, as necessary.
- ☐ Provide facility maintenance services (sanitation, lighting, cleanup, trash removal, etc.).
- ☐ Inspect all facilities for damage and potential claims.
- ☐ Demobilize incident/event facilities.
- ☐ Maintain facility records.
- ☐ Maintain an Activity Log.

Ground Support Unit Leader

The Ground Support Unit Leader reports to the Logistics Section Chief and is primarily responsible for ensuring maintenance and repair of primary tactical equipment, vehicles, mobile ground support equipment, and fueling services; transportation of personnel, supplies, food, and equipment in support of incident/ event operations; and recording all ground equipment usage time, including contract equipment assigned to the incident.

The major responsibilities for the Ground Support Unit Leader are as follows:

- ☐ Participate in Logistics and/or Support Branch Section planning activities.
- ☐ Develop and implement the Traffic Plan.
- ☐ Support out-of-service resources.
- ☐ Notify the Resource Unit of all status changes on support and transportation vehicles.
- ☐ Arrange for and activate fueling, maintenance, and repair of ground resources and document the provision of such services.
- ☐ Maintain the Support Vehicle/Equipment Inventory and transportation vehicles.
- ☐ Mark and correct road system safety hazards.
- ☐ Ensure driver familiarity with conditions. Coordinate with the Safety Officer and agency representatives.
- ☐ Provide transportation services in accordance with requests from the Logistics Section Chief.
- ☐ Maintain information on rented equipment.
- ☐ Requisition maintenance and repair supplies (fuel, spare parts, etc.).
- ☐ Maintain incident travel and access roads.
- ☐ When required, ensure vehicles are decontaminated prior to demobilization.
- ☐ Maintain an Activity Log.

5.5.9 Finance/Administration Section Staff

<u>Finance Section Chief</u>

The Finance Section Chief, a member of the General Staff, is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.

The major responsibilities for the Finance Section Chief are as follows:

- ☐ Participate in Planning Meetings and briefings, as required.
- ☐ Review operational plans and provide alternatives where financially appropriate.
- ☐ Manage all financial aspects of an incident.
- ☐ Provide financial and cost analysis information, as requested.
- ☐ Gather pertinent information from briefings with responsible agencies.
- ☐ Develop Section-specific procedures and staff, as appropriate.
- ☐ Meet with agency representatives, as needed.
- ☐ Ensure that all personnel time records, pay documents, and other requested documents, records and reports are accurately completed.
- ☐ Provide financial input to demobilization planning.
- ☐ Ensure that all obligation documents initiated at the incident/event are properly prepared and completed.
- ☐ Brief agency administrative personnel on all incident/event-related financial issues needing attention or follow up prior to leaving incident.
- ☐ Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate.
- ☐ Receive, review, and implement applicable portions of the Demobilization Plan.
- ☐ Maintain an Activity Log.

Time Unit Leader

The Time Unit Leader reports to the Finance Section Chief and is responsible for equipment and personnel time recording.

The major responsibilities for the Time Unit Leader are as follows:

- ☐ Determine incident/event requirements for time recording function.
- ☐ Contact appropriate agency personnel/representatives.
- ☐ Ensure that daily personnel time recording, and equipment time recording documents are prepared and in compliance with policy.
- ☐ Establish Time Unit objectives.
- ☐ Maintain separate logs for overtime hours.
- ☐ Submit cost estimate data forms to the Cost Unit, as required.
- ☐ Maintain records security.
- ☐ Ensure that all records are current and complete prior to demobilization.
- ☐ Obtain the Demobilization Plan and ensure that all Equipment and Personnel Time Recorders are adequately briefed on the Demobilization Plan.
- ☐ Release time reports from assisting agency personnel to the respective agency representatives prior to demobilization.
- ☐ Brief the Finance Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- ☐ Maintain an Activity Log.

Procurement Unit Leader

The Procurement Unit Leader reports to the Finance Section Chief and is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

The major responsibilities for the Procurement Unit Leader are as follows:

- ☐ Review incident/event needs and any special procedures with Unit Leaders, as needed.
- ☐ Coordinate with local jurisdiction on plans and supply sources.
- ☐ Prepare and authorize contracts, building, and land-use agreements.
- ☐ Draft Memorandums of Understanding, as necessary.
- ☐ Establish contracts and agreements with supply vendors.
- ☐ Provide for coordination between the Ordering Manager and all other procurement organizations supporting the incident.
- ☐ Ensure that a system is in place that meets agency property management requirements.
- ☐ Ensure proper accounting for all new property.
- ☐ Ensure all procurement logs and forms are completed according to policy.
- ☐ Interpret contracts and agreements; resolve disputes within delegated authority.
- ☐ Coordinate with the Compensation/Claims Unit for processing claims.
- ☐ Complete final processing of contracts and send documents or payment.
- ☐ Coordinate cost data in contracts with the Cost Unit Leader.
- ☐ Brief the Finance Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- ☐ Maintain an Activity Log.

Compensation/Claims Unit Leader

The Compensation/Claims Unit Leader reports to the Finance Section Chief and is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities for an incident.

The major responsibilities for the Compensation/Claims Unit Leader are as follows:

- ☐ Establish contact with the Medical Unit Leader, Safety Officer, and Liaison Officer.
- ☐ Determine the need for Claims Specialists and order personnel as needed.
- ☐ Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.
- ☐ Review the Medical Plan.
- ☐ Ensure that Claims Specialists have adequate workspace and supplies.
- ☐ Review and coordinate procedures for handling claims with the Procurement Unit.
- ☐ Brief the Claims Specialists on incident/event activity.
- ☐ Review logs and forms produced by the Claims Specialists to ensure that they are complete, that entries are timely and accurate, and that documents are in compliance with policy.
- ☐ Ensure that all compensation for injury and claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.
- ☐ Keep the Finance Section Chief briefed on Unit status and activity.
- ☐ Demobilize Unit in accordance with the Demobilization Plan.
- ☐ Maintain an Activity Log.

Cost Unit Leader

The Cost Unit Leader reports to the Finance Section Chief and is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

The major responsibilities for the Cost Unit Leader are as follows:

- ☐ Collect and record all cost data.
- ☐ Develop incident cost summaries.
- ☐ Prepare resource cost estimates for the Planning Section.
- ☐ Make cost saving recommendations to the Finance Section Chief.
- ☐ Ensure all cost documents are accurately prepared.
- ☐ Maintain cumulative incident cost records.
- ☐ Keep the Finance Section Chief briefed on Unit status and activity.
- ☐ Demobilize Unit in accordance with the Demobilization Plan.
- ☐ Maintain an Activity Log.

5.6 Demobilization

Circumstances will always vary, but each response will inevitably reach the point where the multi-agency coordination system is no longer required and it can be deactivated; however, not before the Demobilization Plan objectives have been achieved. Demobilization planning commences from the initial operational period.

Criteria considered for demobilization includes, but is not limited to:

- The incident is resolved, and all resources assigned to the incident or event have been released and returned to their home base/agency.
- The multi-agency coordination system is no longer required as the incident has been stabilized and routine City operations can resume.
- On-going response operations are to be managed as part of routine City activity.
- Municipal services recovery has been completed to the point that critical infrastructure and essential services can support the community as it did before the incident.

The demobilization will be announced during a final briefing with all response personnel. Assisting or cooperating agency representatives involved in support of stabilizing the incident shall also be notified of the demobilization.

The Incident Command Group will develop the Demobilization Plan and will be jointly approved by the Incident Commander, Director of Emergency Management, and the Executive Leadership Group.

5.7 State of Local Emergency

A State of Local Emergency is a declaration made under the Alberta Emergency Management Act by a local authority that grants special powers to the local authority to address the incident. The City may declare a State of Local Emergency at any time when there is or may be an emergency in the community, provided that the local authority believes that a significant emergency exists that poses a serious threat to people or property within the community.

The Emergency Advisory Committee, in consultation with the Director of Emergency Management and the Executive Leadership Group may declare a State of Local Emergency where special powers are necessary and all other options have been exhausted.

The declaration allows the City to take all acts and necessary procedures, including the following:

- Issuing evacuation orders for people, livestock, and property.
- Causing any plan or program to be activated.
- The appropriation of property or conscripting of people in service of the response.
- The authorization or conscription of individuals to perform relevant duties that those individuals are qualified to perform.
- Controlling or prohibiting travel.
- The demolishing of trees or structures.
- The fixing of prices or procuring of goods.
- Restoring essential services, facilities, or infrastructure.

As a minimum, the declaration must include:

- The issuing authority (i.e., the City).
- The nature of the emergency.
- The affected area.

In addition, the City must promptly notify the community with the same information captured in the State of Local Emergency, by whatever means believed to be the most effective to reach people, including social media, website, physical postings at City facilities, and media briefings. The notification must include the above information; however, as a best practice, notifications related to a State of Local Emergency should also include:

- The potential severity.
- Instructions on what to do.
- Where to access updates.

Immediately upon declaring a State of Local Emergency, the City must notify the Alberta Emergency Management Agency and provide them with a copy of the written declaration. This notification typically occurs through the local Alberta Emergency Management Agency Field Officer.

Orders made by the City related to the following may be enforced by issuing offences, provincial court summons, and the legislated penalties after a guilty judgment:

- Evacuating people and livestock.
- Authorizing or requiring qualified personnel to assist.
- Controlling or prohibiting travel.
- Restoring essential facilities.
- Fixing prices or procuring goods.
- Conscripting people.

A declaration of a State of Local Emergency automatically lapses at the end of seven days, or at the end of 90 days if the declaration is in respect of a pandemic, unless it is earlier cancelled by the Province or terminated by the City, unless it is renewed by the City. When terminated or cancelled, the City must notify the community using similar communication methods when the declaration was originally made.

5.8 After Action Review

An after action review analyzes the management of a response to an incident or exercise by identifying strengths to be maintained and built upon, as well as identifying potential areas of improvement. The City conducts formal after action reviews following every large-scale incident or exercise and in response, generates a formal report to assist in improvement planning. The after action review provides an overview of the incident or exercise, the method of evaluation, associated findings, and an improvement plan.

Strengths and opportunities for improvement are identified throughout the incident or exercise. Both quantitative and qualitative assessments are conducted through surveys of responders or exercise players, one-on-one interviews, general observations, and a formal hot wash at the conclusion of the incident or exercise. Although numerous strengths and opportunities for improvement will be identified, only central themes are typically included in the final report.
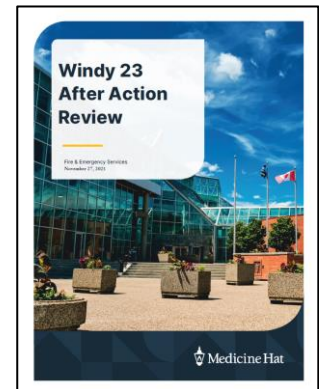
At a minimum, the documented report should include:

- An overview of the incident or exercise and a brief timeline of events.
- Pre-identified objectives and an analysis of the objectives (if an exercise).
- Findings (e.g., survey results, observations, interview results).
- Strengths and opportunities for improvements.
- An improvement plan.
- Applicable appendices (e.g., photos, exercise attendees).

The formal report will be shared with the incident personnel or exercise players, and later presented to the Emergency Advisory Committee for information.

6 Recovery

Recovery is expected to flow from the response phase; however, it is important to think of recovery as a process that could occur alongside any of the other phases of the emergency management continuum. Recovery can take weeks, months, or even years depending on the severity of the disaster, the resiliency of the overall community, and the specific social and economic conditions experienced by individuals and families. This means that recovery may be going on at the same time as prevention, mitigation, and preparedness activities. When recovery is considered throughout the continuum, it can assist the City in making better decisions.

Recovery refers to the planning activities undertaken to restore, rebuild, and renew affected areas impacted by an incident. Long term recovery continues until the entire incidents area returns to its previous condition or undergoes improvement with new features that are less prone to future loss.

There are two distinct areas of focus for recovery:

- Municipal Service Recovery.
- Community Recovery and Renewal.

6.1 Municipal Service Recovery

Municipal service recovery can be viewed as short term recovery. The goal of municipal service recovery is to reduce the direct impact to residents by restoring critical municipal services. Examples of these services include, but are not limited to the following:

- Repairing impacted critical infrastructure, such as power poles and water/wastewater distribution systems.
- Clearing debris from roads.
- Dismantling temporary mitigation systems.
- Conducting re-entry operations following an evacuation or identifying longer term temporary housing for those displaced.
- Re-establishing essential service delivery to a pre-incident state (e.g., Fire, 911, Police, EMS).

Municipal service recovery should be viewed as the final stage of response considering that additional incident related problems still exist and if not rectified, can induce unforeseen life safety and incident stabilization problems. Therefore, the multi-agency coordination system will be utilized during municipal service recovery and full demobilization should not occur until municipal service recovery has been achieved.

6.2 Community Recovery and Renewal

Community recovery and renewal can be viewed as long term recovery. Community recovery and renewal includes restoration of the physical, social, and economic landscape of the City following an incident. Examples of community recovery and renewal include, but are not limited to the following:

- Disaster Recovery Program application and funding (e.g., municipal and individual households).
- Acquiring damaged property for demolition and rebuilding.
- Economic enhancements through municipal, provincial, and federal grant funding.
- Revisions to applicable bylaws to prevent future loss (e.g., Land Use Bylaw).
- Investigating and applying future mitigation measures.

Community recovery and renewal is outside of the multi-agency coordination system and may take numerous years to witness progress. A plan to undertake community recovery and renewal is at the discretion of the City's Executive Leadership Team, individual City departments and/or Elected Officials.

7 Governance

The City is focused on continuously progressing toward a high level of emergency preparedness from a response-ready posture. This legislated requirement entails developing, approving, leading, and implementing plans and programs that are designed to achieve the City's emergency management goals, including:

- Preventing incidents whenever possible.
- Strategically mitigating impacts with permanent or temporary resources.
- Responding effectively to save lives, stabilizing the incident, and protecting critical infrastructure, property, and the environment.
- Recovering safely and effectively thereby reducing the impacts on residents and City services.

Legislated and governed processes are in place to ensure that the City is capable and resourced appropriately to achieve these goals.

7.1 Emergency Management Bylaw

The City will have in place, an Emergency Management Bylaw as indicated by legislation and will be reviewed on a regular basis to ensure it is consistent with the practices, framework, and governance associated with the City's regular operations. The Emergency Management Bylaw outlines the following:

- Summary of borrowing, third party agreements, and emergency plans and programs.
- Establishment and role of the Emergency Advisory Committee.
- Establishment and role of the Emergency Management Agency.
- Roles and responsibilities of the Director of Emergency Management.
- Method to declare a State of Local Emergency.
- Role of the City during a regional emergency.
- Protection from liability against Council, the Emergency Advisory Committee, the Emergency Management Agency, and any other designated responders during an incident.

7.2 Director of Emergency Management

A Director of Emergency Management will be appointed by the City Manager and may also designate Deputy Directors to fulfill the role of the Director of Emergency Management in their absence. The Director of Emergency Management will conduct the following:

- In conjunction with the Emergency Management Agency, prepare, coordinate, implement, and periodically review emergency plans and programs, including but not limited to the Municipal Emergency Management Plan and the Regional Emergency Management Plan, and recommend amendments to these Plans for approval of the Administrative Committee.
- In conjunction with the Emergency Management Agency, prepare, approve, coordinate, implement and periodically review emergency plans and programs that are consistent with the Municipal Emergency Management Plan and the Regional Emergency Management Plan for response by City departments or public or private organizations to an incident.
- In conjunction with the Emergency Management Agency, coordinate all emergency services and other resources used during an incident.
- Perform any powers, duties and responsibilities delegated to the Director by the Emergency Advisory Committee during a State of Local Emergency.
- Perform other duties as may from time to time be prescribed by the City Manager.

7.3 Emergency Advisory Committee

The City will designate an Emergency Advisory Committee as a Standing Committee of Council and meet at least once per year. The Emergency Advisory Committee will consist of three members of Council in the following order:

- Mayor (Chair of the Emergency Advisory Committee).
- Chair of the Public Services Committee.
- Chair of the Energy, Land, and Environment Committee.
- Chair of the Development and Infrastructure Committee.
- Deputy Mayor.
- Remaining members of Council as listed alphabetically by surname.

The Emergency Advisory Committee will provide guidance and direction to the Emergency Management Agency. The Director of Emergency Management will act as an advisor to the Emergency Advisory Committee and will participate in all meetings of the Emergency Advisory Committee.

7.4 Emergency Management Agency

The City will establish an Emergency Management Agency, meeting four times per year. The Director of Emergency Management is the chair of the Emergency Management Agency and consists of the City Solicitor, a leadership representative from each City department and those persons who are appointed by the City Manager to represent a City department. The Director of Emergency Management may also invite other external agencies to the Emergency Management Agency in the following circumstances:

- The external agency may provide subject matter expertise during an incident.
- The external agency may be adversely impacted by the incident and the relationship is critical to support the mitigation of the adverse impact.
- The external agency can provide resources and support to the City during an incident.

7.5 Mutual Aid Agreements

The City enters into numerous mutual aid agreements to ensure the continuity of operations during adverse situations. This may be related to large-scale incidents but may also be entered into due to other factors, including staff absences, cost savings, and any other reason an individual City department may deem appropriate.

In relation to a large-scale incident, the City may utilize the Southern Alberta Emergency Management Resource Sharing Agreement to either provide incident related resources to a requesting municipality who may be impacted by an incident or request resources if the City requires them to respond to an incident within the City's jurisdiction.

The City, along with most other municipalities in Southern Alberta are signatories of the Southern Alberta Emergency Management Resource Sharing Agreement. The City, Cypress County, and the Town of Redcliff will utilize this agreement during a regional incident where resources are shared and are not covered by existing mutual aid agreements.