Parent Policy:	Risk Management
Effective Date:	June 28, 2011
Last Reviewed Date:	February 17, 2017
Policy Sponsor:	Vice President Corporate Services and Chief Financial Officer
Administrative Responsibility:	Executive Director People and Planning
Appendix C	

Emergency Management Plan Procedure

Purpose

Lethbridge College is potentially subject to natural and man-made incidents that could threaten the members of the college community, its resources and the achievement of goals and objectives. Emergency planning sets forth the basic information required to respond to the occurrence of a natural or human induced emergency or disaster. The following procedure highlights the main aspects of the Lethbridge College Emergency Management Plan (EMP).

Definitions

Alberta Emergency Management Agency (AEMA): An agency that leads the co-ordination, collaboration and co-operation of all organizations in Alberta involved in the prevention, preparedness and response to disasters and emergencies. This ensures the delivery of vital services during a crisis. These organizations include government, industry, municipalities, and first responders. See www.aema.alberta.ca for more information.

Disaster: An event resulting in serious harm to the safety, health, or welfare of people or in widespread damage to property (AEMA).

Emergency: a present or imminent event that requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property (AEMA).

Emergency Preparedness: The planning, exercising, and education necessary to achieve a state of readiness for disasters and emergencies (AEMA).

Incident: An occurrence, either caused by humans or by natural phenomena that requires a response to prevent or minimize loss of life or damage to property and/or the environment (AEMA).

Plan Overview

The Emergency Management Plan (EMP) is:
- a comprehensive plan and can be used for all hazards
- a basic framework for emergency preparedness and incident management
- in alignment with external agencies including the City of Lethbridge Emergency Services and the Alberta Emergency Management Agency (AEMA)

The EMP does not address the specific needs of a department in an extended emergency. Departments and centres are required to develop their own Business Continuity Plans (BCP).

The EMP objectives are to:
- be prepared for emergencies
- minimize the effect on student learning
- protect people from further injury
- protect assets and informational resources from further damage
- provide for the continuation of critical functions and return to normal operations

Authority and Succession
The President and CEO has ultimate authority. If the President/CEO or designate is not available, the line of succession is:
- senior responsible person (next most senior level i.e. ELT, CLC, Management.)

The Emergency Management Plan delegates authority to the Incident Command Team (ICT) led by the Incident Commander to declare an emergency and respond to, manage and control all aspects of that emergency situation in conjunction with emergency response agencies.

Concept of Operations
The Emergency Management Plan operates under the following concepts and assumptions.
- It is structured using the nationally recognized Incident Command System (ICS).
- It utilizes a Management by Objectives (MBO) approach.
- Resources are assigned on a ramp-up, ramp-down basis as required.
- Emergency service organizations may take a lead role depending on the nature of the incident.
- Operations progress through the following priority responses:
  1. protection of life safety
  2. crisis management and mitigation of damages
  3. property preservation and restoration of college operations.
- The Crisis Communications Plan forms part of this plan and includes emergency notifications.

Organizational Structure
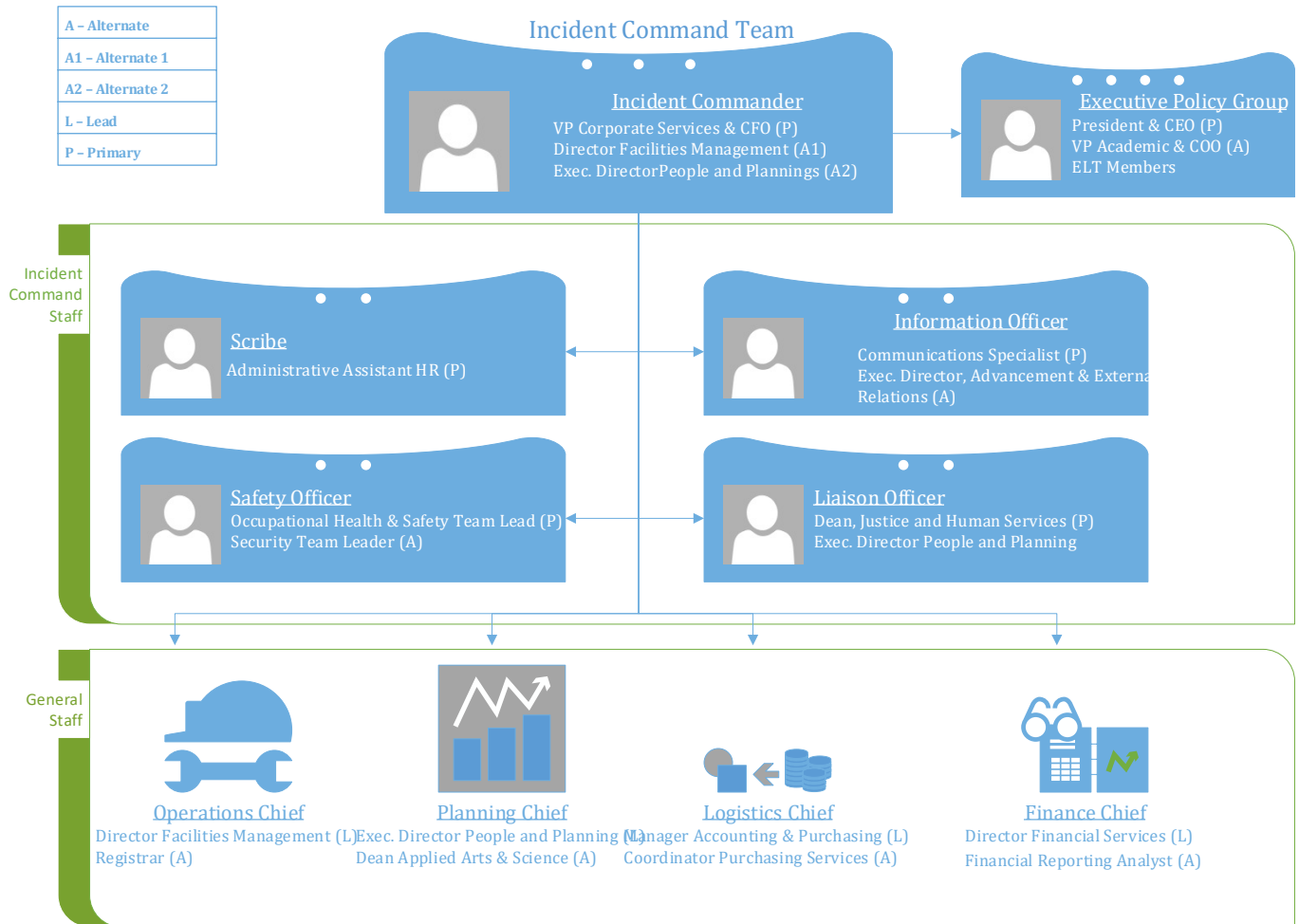The plan is managed using the following two teams:

The Executive Policy Group (EPG):
- is led by the President and CEO or designate
- provides executive level information and support and assumes overall coordination of the external community response

The Incident Command Team (ICT):
- is led by Incident Commander
- provides incident management and return to normal operations

Incident Command Team - Roles and Responsibilities

A – Alternate	
A1 – Alternate 1	
A2 – Alternate 2	
L – Lead	
P – Primary	

Incident Command Team

Incident Commander
VP Corporate Services & CFO (P)
Director Facilities Management (A1)
Exec. DirectorPeople and Plannings (A2)

Executive Policy Group
President & CEO (P)
VP Academic & COO (A)
ELT Members

Incident Command Staff

Scribe
Administrative Assistant HR (P)

Information Officer
Communications Specialist (P)
Exec. Director, Advancement & External Relations (A)

Safety Officer
Occupational Health & Safety Team Lead (P)
Security Team Leader (A)

Liaison Officer
Dean, Justice and Human Services (P)
Exec. Director People and Planning

General Staff

Operations Chief
Director Facilities Management (L)
Registrar (A)

Planning Chief
Exec. Director People and Planning (L)
Dean Applied Arts & Science (A)

Logistics Chief
Manager Accounting & Purchasing (L)
Coordinator Purchasing Services (A)

Finance Chief
Director Financial Services (L)
Financial Reporting Analyst (A)

The Incident Commander:

- reports to the President/CEO or designate
- has delegated authority to provide overall leadership for the incident response
- delegates authority to others as the incident complexity dictates
- is the only position that is **always** staffed in ICS events and serves in all functional roles until they are delegated
- is responsible for:
  - incident safety
  - providing Information to internal and external stakeholders
  - establishing and maintaining liaison with public service agencies participating in the incident
  - establishing incident objectives
  - the development and implementation of the incident action plan

The Information Officer:

- develops and releases information regarding the incident to the public, incident personnel, internal stakeholders, and other appropriate agencies and personnel

The Safety Officer:
- helps prevent injuries from occurring – can override the Incident Commander if safety is compromised

The Liaison Officer:
- serves as the primary contact for responding agencies (law enforcement, fire, etc.)

The Operations Section Chief:
- directs the Operations Section Staff
- participates in the development of the Incident Action Plan (IAP)
- manages all tactical operations of the incident and directs the implementation of the IAP to accomplish objectives

The Logistics Section Chief:
- directs the Logistics Section Staff
- participates in the development of the IAP
- sources and supplies necessary resources and services required to support incident activities including any additional staffing

The Planning Section Chief:
- directs the Planning Section Staff
- collects, evaluates and disseminates information needed to measure size, scope and seriousness of the incident
- looks beyond the current and next operational period and anticipates potential problems or events
- anticipates and arranges for specialized staffing (technical experts etc.)

The Finance Section Chief:
- directs the Finance Section staff
- tracks incident costs including employee time records; files claims for loss and compensation

The Scribe:
- ensures documentation of all actions, decisions, critical communications and requests are recorded and preserved

All of the above positions report directly to the Incident Commander. All staff functions may have additional supporting members as required to meet the objectives and complexity of the incident.

Threat Severity Levels and Actions

	Minor (Prov. Level 5)	Moderate (Prov. Level 4)	Severe (Prov. Level 3)	Catastrophic (Prov. Level 2,1)
	Threat Severity Levels and Actions			
Scope	Limited – is or may affect one or more customers/ employees; handled by appropriate administration	May impact one or more college facilities, students or employees. Potential to expand and requires additional resources	Employees and customers are in danger and/or facilities are at risk. Coordination with outside agencies may be required	Large disaster impacts well beyond the college. Multiple jurisdictions (i.e. Slave Lake); vast resources
Time Frame	Short (<4hrs)	May extend beyond an operational period (>4 hrs.)	May extend into multiple operational periods (days, weeks, months)	Multiple operational periods
Response	IC – notified and may take action to put teams on standby	EPG briefed; IC and ICT required functions activated, others may be on standby	Coordination with outside agencies may be required. EPG, IC, and ICT functions as required	Local, regional, provincial response; EPG, ICT – as required
Document-ation	Verbal Incident Action Plan (IAP); written Incident Briefing form (ICS201)	Verbal Incident Action Plan (IAP); written Incident Briefing form (ICS201)	Written IAP and Briefing Form for each operational period	Written IAP and Briefing Form for each operational period
Follow-up	Debrief – lessons learned	Debrief – lessons learned	Debrief – lessons learned	Debrief – lessons learned

Crisis Communications

Modes of Communication
Depending on the event, multiple modes of communication may be utilized. Some may be more successful than others.
- **Primary** - Lethbridge College Website "News and Events page"
- **Secondary** – email, social media, radio/TV, college monitors, posters/ bulletins

The initial response to any level of security threat
- The Information Officer will issue a holding statement sent via **email** to internal stakeholders (employees, students and security) acknowledging the event.
- The message will convey that as details emerge more information will be forthcoming in a timely fashion.
- If immediate action is needed, direction will be sent via **email** to all staff and students.

- This information will then be posted to the **main college website** under the **News & Events** section which will then automatically transfer to the **portal**.
- After the immediate notification to internal stakeholders, the information will be dispersed to **external stakeholders** (media, board of governors, government) as seen fit by the Incident Command Team.

Ongoing information
- The Information Officer will send regular updates to stakeholders.
- Each message will be followed with an update of the same information to the web with a display of the time posted.
- The timeliness of these updates will be dependent on the situation and the speed at which it unfolds.

Social media
- Social media will be integrated into the dissemination of information based on the event itself.
  - The Information Officer and the communication team have the ability to take control of all college-related social media accounts. Depending on the severity of the event, all Facebook pages and Twitter accounts will be updated to display an emergency response graphic.
  - Ongoing updates and instructions will also be posted on these pages.
  - Accounts will be continuously monitored for questions and other communications.
- At any given time, stakeholders may also follow the college's Twitter feed for updates without having to have a Twitter account. Simply click the feed that is displayed on the News & Events page on the lethbridgecollege.ca website.

Emergency Operations Centre (EOC)

EOC – A centralized location in which emergency staff will gather, check in, and assume their emergency response roles. The location of the EOC is based on the size, scope, and seriousness of the incident. The main activities performed within the EOC may range from a centralized meeting place to prepare for and/or manage a minor incident to a 24/7 operation for managing severe incidents.

EOC Locations
- Primary 1– Executive Boardroom
- Alternate 2 – On-campus unaffected facility with emergency power
- Alternate 3 – **Off-campus** Facility

Command and Transfer of Command
All activities of the EOC are under the direction of the Incident Commander (IC). Formal transfer of command protocol must be followed when there is a change in the IC or a supervisory position. Protocol calls for a face-to-face meeting in which a complete incident briefing takes place using ICS Form 201- Incident Briefing Form.

Activities performed within an EOC
Incident Action Plans (IAPs) are developed for each operational period. As appropriate, plans should cover the following phases:

- Initial response (i.e. safety and security)
- Damage assessment and incident stabilization
- Business continuity
- Recovery to normal operations

Note: Business Continuity Plans are the responsibility of each college centre and/or department.

Incident Management

Initial Response Options
Depending on the incident assessment a decision by the Incident Commander (IC) to enact one of the following response options may be required.
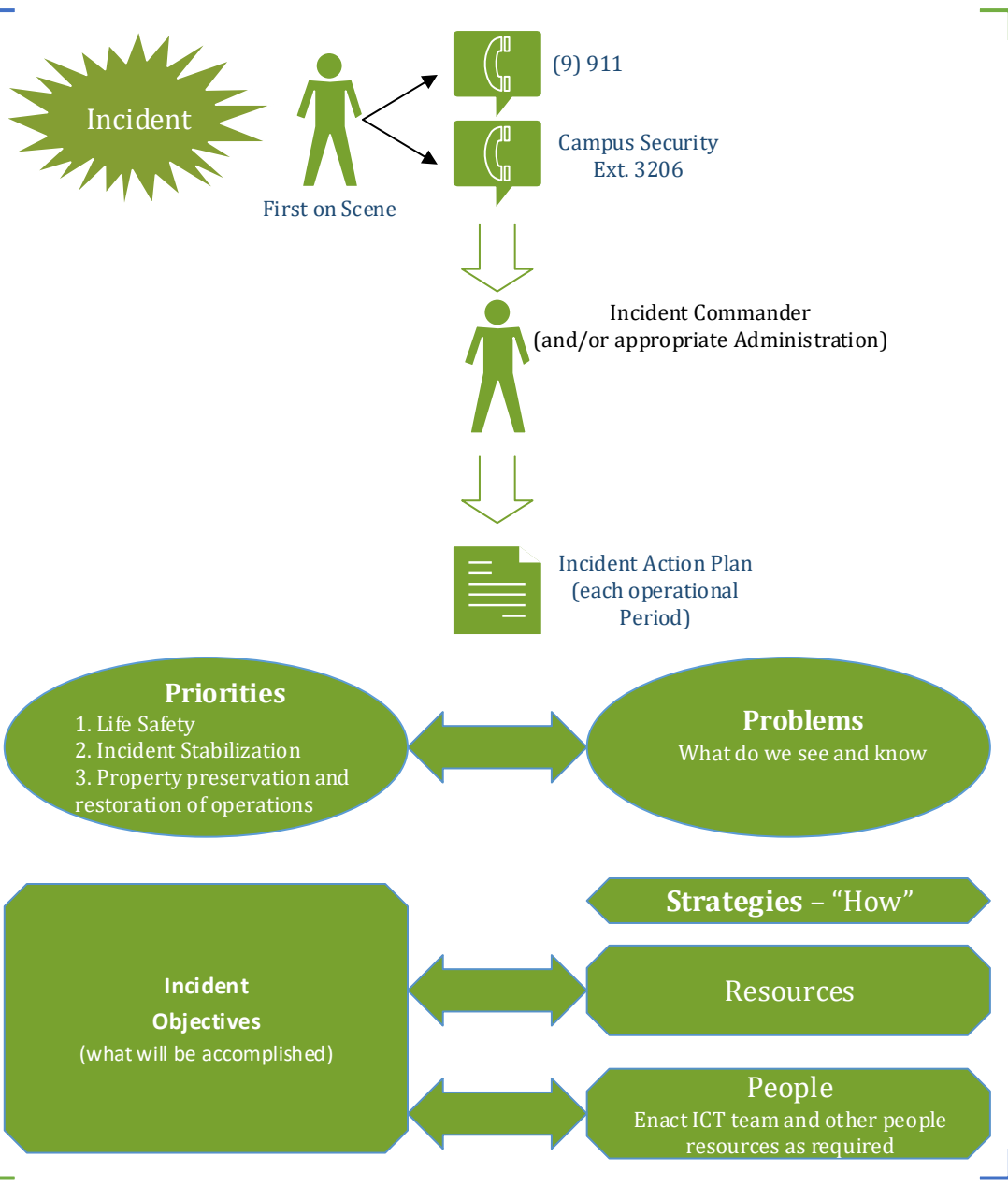
Primary resources to support the response will be the Incident Command Team (ICT) - primarily the Information Officer and members of the college's **Building Emergency Response Team (BERT).**
- cancel normal operations or modify services for the work day
- emergency dismissal – services suspended
- shelter-in-place (protection within grounds/facilities)
- lock-down – secure buildings and isolate the threat
- evacuation to a safe site
- relocation (for sheltering) in conjunction with evacuation

Forms and Documentation
For the majority of incidents, the ICS Form 201 - Incident Briefing Form will be all that is required. Check in sheets and other working documents are available for working groups. Other ICS forms are available for more severe incidents.

The following diagram provides an overview of the incident management process in a response to an incident that is ***outside of normal operations AND requiring a response from a public service agency (i.e. fire, police)***

Incident

First on Scene

(9) 911

Campus Security
Ext. 3206

Incident Commander
(and/or appropriate Administration)

Incident Action Plan
(each operational
Period)

Priorities
1. Life Safety
2. Incident Stabilization
3. Property preservation and restoration of operations

Problems
What do we see and know

Incident Objectives
(what will be accomplished)

Strategies – "How"

Resources

People
Enact ICT team and other people resources as required

Training and Plan Exercise

The Executive Director People and Planning is responsible to coordinate training activities and regular opportunities for exercising the plan.

Training for members of the Incident Command Team and Executive Policy Group will consist of:
- knowledge of the college's Emergency Response Plan and implementation;
- a working knowledge of the Incident Command System;
  - All ICT members are required to take **ICS 100** (AEMA web-site)
  - other courses as required
- the skills necessary to increase their effectiveness to respond to and recover from emergencies of all types;
- at least annually conduct realistic exercises and drills to evaluate local capabilities and test the plan;
- lessons learned from actual or test incidents will be incorporated into the plan; and
- ensuring members of the BERT team receive appropriate training.

Plan Maintenance
The Executive Director People and Planning or designate is responsible for maintaining the Emergency Management Plan. Plan maintenance shall include:
- an annual review and update of the plan based on stakeholder input and lessons learned
- regular maintenance of teams (ICT, EPG)
- centralization of all associated plans and documents.

The Executive Director People and Planning or designate is responsible to assist departments and centres in the development of business continuity plans.

The Communications Manager is responsible to develop and maintain the Crisis Communication Plan.