



Emergency Response Plan

2019/20

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1. Introduction

Mohawk College is committed to providing the safest possible environment for students, employees and the public. The Mohawk College Emergency Response Plan (ERP) has been designed to assist in the management of all incidents and emergencies affecting the campus. The plan takes an “all hazards” risk mitigation approach to any potential emergency that involves employees, students, and the public.

The plan outlines the responsibilities for decision making during the emergency management process.

1.1 Definition of Emergency

In the Province of Ontario’s **Emergency Management and Civil Protection Act, R.S.O. 1990, c.E9**, an emergency is defined as:

A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

Examples of an emergency may be, but not limited to the following:

- Act of terrorism
- Active Threat
- Fire
- Flood
- Power Failure
- Public Health Event
- Severe Storm
- IT Cyber Security Threat

1.2 Definitions

After Action Report

A report that documents the performance of tasks related to an emergency, exercise or planned event and, where necessary, makes recommendations for improvements.

Business Continuity Program

An ongoing process supported by senior management and funded to ensure that necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity of services through staff training, plan testing, and maintenance.

Comprehensive Emergency Management

It is an all-encompassing risk-based approach to emergency management that includes prevention, mitigation, preparedness, response, and recovery measures.

Business Impact Analysis (BIA)

A process designed to prioritize business functions by assessing the potential quantitative (financial) and qualitative (non-financial) impact that might result if the college was to experience a service disruption.

Emergency

A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise (Emergency Management and Civil Protection Act).

Emergency Operations Control Group (EOCG)

The group formed by the Senior Leadership Team of Mohawk College to direct the College's response in an emergency including, the implementation of the College's emergency response plan.

Emergency management program

A risk-based program consisting of prescribed elements that may include prevention, mitigation, preparedness, response, and recovery activities.

Emergency Operations Centre (EOC)

A designated and appropriately equipped facility where officials from the College (and outside agencies as required) assemble to manage the response to an emergency or disaster.

Emergency Response Plan (ERP)

A plan developed and maintained to assist in the emergency management of all incidents and emergencies affecting the campus.

Exercise

A simulated emergency in which players carry out actions, functions, and responsibilities that would be expected of them in a real emergency. Exercises can be used to validate plans and procedures, and to practice prevention, mitigation, preparedness, response, and recovery capabilities.

Incident

An occurrence or event that requires an emergency response to protect people, property, the environment, the economy and/or services.

Incident Action Plan (IAP)

Within IMS, an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. For an example of the IAP, [please refer to Appendix D](#).

Incident Command/Incident Commander (IC)

The entity/individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority for conducting incident operations and is responsible for the management of all incident operations.

Incident Management System (IMS)

A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The IMS is predicated on the understanding that in any and every incident there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

1.3 Purpose

The purpose of this ERP is to serve as both a framework and guideline, to establishing an organized approach in the delivery and implementation of effective decision making, communication and overall coordination during an emergency.

This ERP works in conjunction with all existing Mohawk College Policies and Procedures. All subsequent plans must be consistent with the overall organization and direction of this ERP. Specific, actionable procedures will vary, depending on the incident.

1.4 Objectives

The foremost priority in responding to an emergency is the safety and protection of Mohawk College employees and students. The College is also committed to limiting or containing the extent of damage incurred during an emergency, and to the recovery and restoration of operations as soon as possible.

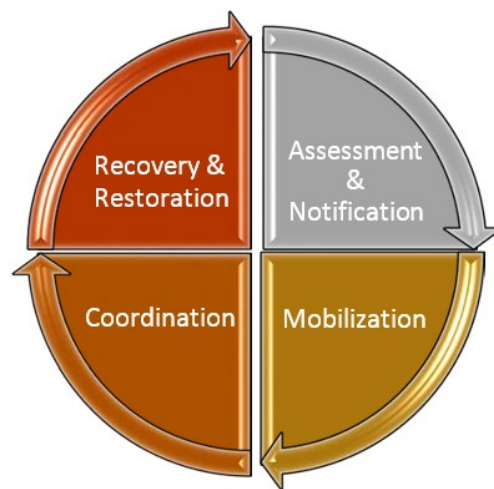
The objectives of this ERP are:

1. Preservation of Life.
2. Minimize harm – both physical, financial and reputational.
3. Establish a clear framework by which to respond to incidents or emergencies.
4. Establish clear guidelines to clearly communicate necessary information to visitors, employees, students and our community.
5. Minimize disruption to the on-going operation of the college.
6. Minimize emotional stress.
7. Ensure ongoing assessment of the plan in order to continually improve our response capability.

1.5 Scope

This ERP is intended to guide the College's response to everything from small disruptive incidents to large-scale campus emergencies. For situations affecting off-campus service locations, the College will work together with the responsible and affected building owners to assess and respond to developing situations.

This ERP assumes four stages of emergency response management:



- 1.5.1 Assessment and Notification – The process by which the incident is identified as an emergency, and assessed for the appropriate response requirements.
- 1.5.2 Mobilization – Notification to senior leadership of formal coordinated response and the possible activation of the Emergency Operations Centre.

- 1.5.3 Coordination – The activation of roles, teams, and communications networks, as well as the deployment of resources in an emergency situation.
- 1.5.4 Recovery and Restoration – The restoration of normal operations during an emergency, and a post-incident review and best practices assessment following the event.

2. Notification

2.1 Incident Identification and Emergency Activation

As outlined in Mohawk College's Active Threat Procedures (ERP809) and the Violence Prevention and Protection Policy (CS-1402-2012), members of the College community who view or perceive an emerging issue, incident, emergency, and/or threat of violence must immediately report the incident to Security Services, or dial 911, and provide as much information as possible.

When such an event occurs:

- 2.1.1 Any person(s) should notify Security by calling 55 or 2003 from a Fennell or Stoney Creek campus phone, or 88 from an IAHS university phone at the IAHS campus.
- 2.1.2 The Director of Security Services (or designate) will be notified, and will conduct the initial assessment of the situation.
- 2.1.3 Based on the assessment of the incident, the Director of Security Services will notify the Chief Building & Facilities Officer, and the Vice President, Corporate Services.

2.2 Decision Making: Severity of Incident

Any member of the Mohawk Executive Group (MEG) may request that the incident response escalation include the formal activation of the Emergency Operations Control Group (EOCG) ([see Section 5 of this plan](#)).

Based on the severity or type of incident, the executive and senior leadership would select and designate an individual to the role of Incident Commander ([see Section 5 of this plan for information related to the role of Incident Commander](#)).

The decision to order a Lockdown will be made by Security Services. For outside emergencies impacting the College community, the decision to order a Hold & Secure or a Shelter-in-Place will be made by Security Services, in consultation with the Hamilton Police or Hamilton Emergency Services

2.3 Declaration of Emergency

The President has the authority to declare a formal state of emergency for the College, any campus, or any part of the College.

2.4 Liability

The Mohawk Executive Group (MEG), Senior Leadership Team (SLT) members and their designates, as well as Mohawk College Security Services, when acting under the provisions of the Mohawk College Emergency Response Plan, are deemed to be acting as agents of the College, and are not individually responsible for decisions of the group. The College accepts liability for the actions and decisions of the group, provided that such actions or decisions are made honestly and in good faith.

3 Incident Command at Mohawk College

Mohawk College has adopted the Incident Management System (IMS) – a standardized approach to incident management that is functional based. It allows for all departments to respond, operate, plan and communicate within a common organizational structure.

The IMS system is the standard used by first responders, municipalities and the provincial government.

IMS provides standardized organizational structure distinct from individual organizations day to day administrative structures. As roles are standardized, it allows for greater functional, interoperability and avoids confusion over different position titles and organizational structures.

[Refer to Section 4 diagram of the Mohawk College IMS Structure.](#)

3.1 Responsibilities during an Emergency

The responsibility of the college is to ensure the safety of employees, students and the public, and to ensure the prompt elimination of all sources of potential danger. Depending on the incident, responsibilities of the Emergency Operations Control Group (EOCG) could include:

1. Policy and strategic direction.
2. Site support.
3. Consequence management.
4. Information gathering.
5. Designate, and confirm Incident Commander for the EOCG and support unified command at the site (Police, EMS, and Fire).
6. Coordination of internal departments, academic schools, and if applicable, external stakeholders.
7. Resource management.
8. Internal and external communications.
9. Continuity of operations.

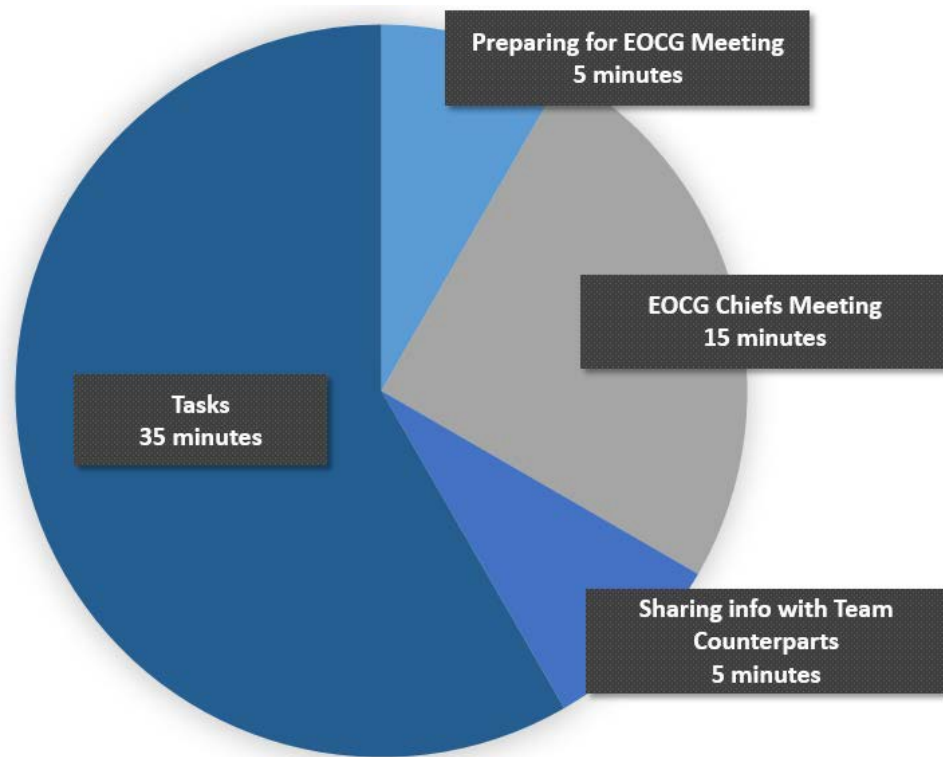
3.2 The Incident Response Cycle

When an incident is significant enough that it requires a coordinated response, it is essential that the response team acts in an integrated fashion and with a coordinated response. In order for each team to effectively communicate and coordinate, the Incident Commander must establish a response cycle.

The Response Cycle starts with a briefing/meeting followed by a period of action which in turn leads into another briefing/meeting.

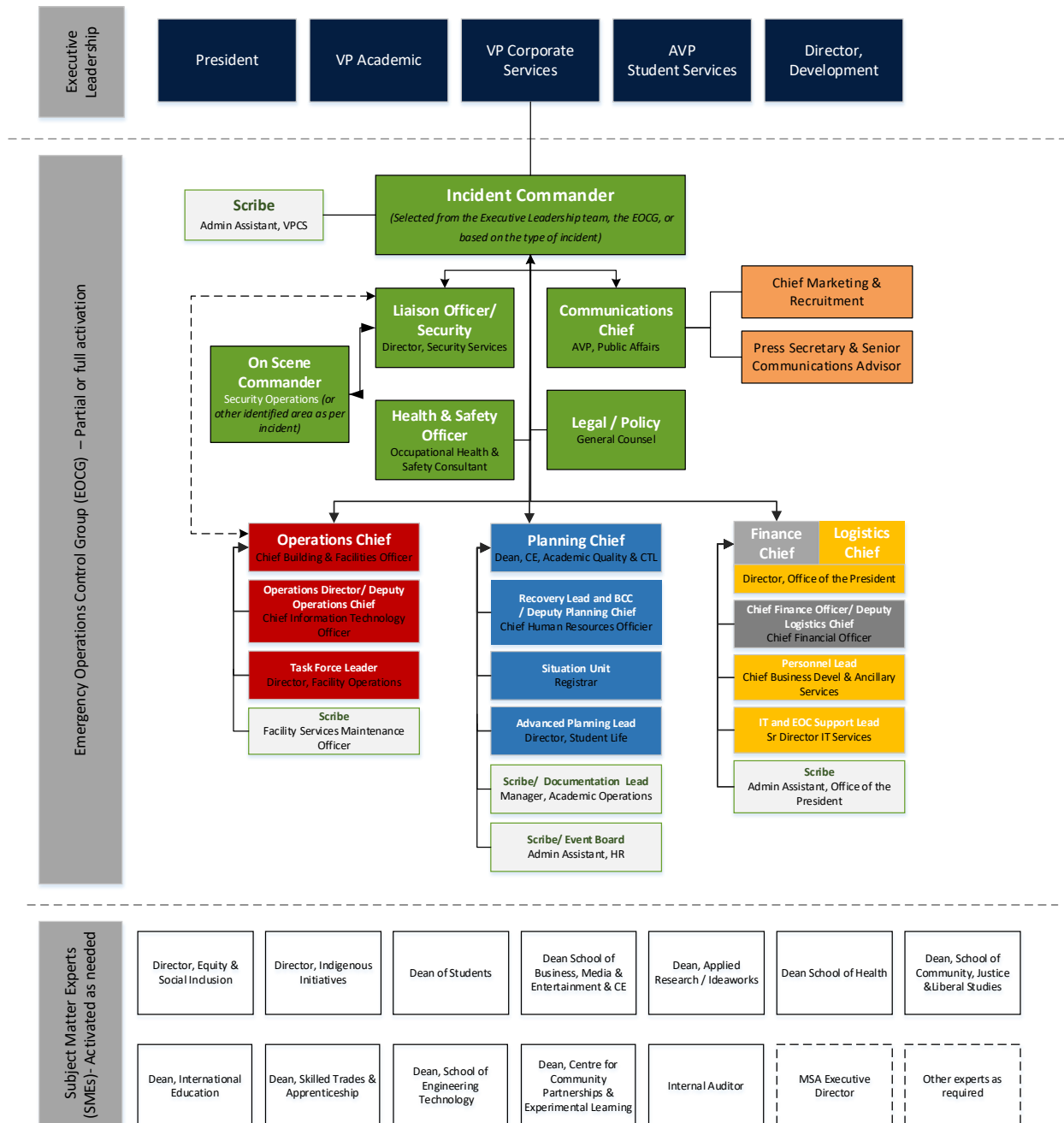
The timing of the Response Cycle should be modified to meet the needs of the response. It can be less than 1 hour and there should be no more than 12 hours between cycles.

This basic process is the same for all incidents and follows a continuous cycle as shown below.



4 Mohawk College IMS Structure – Diagram

This is the IMS structure used by the college during an emergency.



4.1 Executive Leadership

The primary role of the Executive Leadership is to provide support to members of the EOCG.



4.1.1 The President

- Communicates and provides a status report and summary of critical issues to the Chair, Board of Governors.
- Acts as Spokesperson for Mohawk College.

4.1.2 Vice President, Academic

- Supports academic employees as needed.
- Acts as the primary liaison between the EOCG and the academic schools within the college.
- Connects with external partners for strategic support, as needed.
- Acts as Spokesperson for Mohawk College, when requested.
- May take the role of Incident Commander.

4.1.3 Vice President, Corporate Services

- Receiving briefing from the Incident Commander (if not acting in that capacity).
- Ensures the Executive Leadership group is aware of the status updates from the EOCG.
- Provides support to the EOCG and Incident Commander, as needed.
- Communications with provincial counterparts, as needed.
- Acts as Spokesperson for Mohawk College, when requested.
- Connects with external partners for strategic support, as needed.

4.1.4 Associate Vice President, Student Services

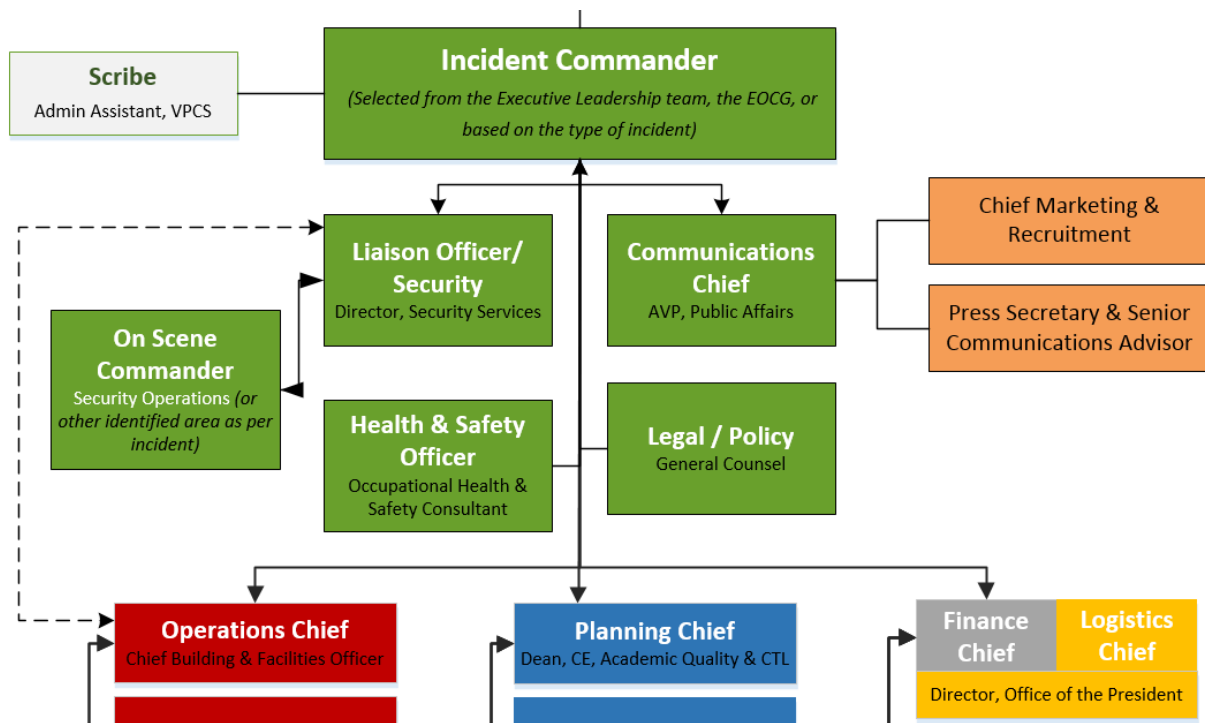
- Liaises with Mohawk Students' Association.
- Acts as Spokesperson for Mohawk College, when requested.
- Connect with external partners for strategic support, as needed.
- May take the role of Incident Commander.

4.1.5 Director, Development

- Provides support to EOCG, as needed.
- Connect with external partners for strategic support, as needed.

5 Emergency Operations Control Group (EOCG)

Once the details pertaining to a situation have been identified, the EOCG members support the incident management and resolution. The number of persons called upon to act, respond and recover will be dependent on the size and complexity of the incident.



Responsibilities include:

- Support emergency workers at the emergency site, evacuation centres, or any other location where employees, people or volunteers are working to respond to a college emergency.
- Provide the coordination and support necessary to respond to and mitigate the emergency situation.
- Ensure the adequate emergency resources are maintained outside of, and apart from, the emergency site.
- Inform employees, students and the public regarding issues of concern by issuing authoritative messages through the media.
- Notify response agencies and coordinating the activities of the various departments and organizations which are needed to effectively respond to and recover from the emergency.

- Collect as much information as possible on the status of the emergency vetting the information, prioritizing it, evaluating it, summarizing it, disseminating/displaying it and acting upon required needs.
- Establish priorities based on all of the information gathered and develop the Incident Action Plans ([Appendix D](#)) that complement and enhance the response taking at the site.
- Approve additional resources needed to support the site.
- Coordinate all internal and external information and communicate advisories, warnings, and emergency information to the general public.

Once the EOCG and/or the EOC have been activated, the scope of Consequence Management during the incident/emergency can include:

1. Evacuation.
2. Debris Management.
3. Damage Assessment.
4. Traffic Control.
5. Re-Entry Plans.
6. Volunteer Management.
7. Public Information.
8. Recovery Plans.
9. Critical Infrastructure, including prioritizing and restoration.
10. Gathering / Family Centres.

5.1 Emergency Operations Control Group (EOCG): Individual Roles

5.1.1 Incident Commander (IC)

Reports to: Executive Leadership via Vice President Corporate Services

Designate: The Incident Commander is determined by the Executives, based on the situation. In most situations, the designate will be the Vice President, Corporate Services. In early response stages the Incident Commander is the first person in the EOC and maintains that position until relieved. The Incident Commander should be established with the person who can ensure that EOCG is operating most effectively.

The Incident Commander is responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities.

Responsibilities include:

- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation.
- Determine which sections are needed.
- Overall management of Emergency Operations Control Group, including Chairing meeting each response cycle ([refer to the standard EOCG Meeting Agenda in Appendix D](#)).
- Review notes maintained by the IC Scribe, detailing information received, decisions-made, and rationale.
- Establish the Operational Period and briefing schedule.
- Provision of support to the Site Emergency Teams (SERT) Coordinator.
- Providing strategic guidance, information, and the coordination of resource management, legal, financial and other forms of off-site support.
- The IC has the authority to suspend and/or alter normal business operations in the area that immediately surrounds the emergency scene.
- Issues directions considered necessary to protect the safety, health, welfare and property of Mohawk College.
- Monitors and directs recovery operations.
- Approve additional resources needed to support the site.

5.1.2 Scribe

Reports to: Incident Commander

Designate: Admin Assistant – VP Corporate Services

Responsibilities:

- Works closely with the Incident Commander, by preparing the official Scribe Log on their behalf. This includes documenting all critical information and rationale related to decision-making, including:
 - Directions given and received.
 - Conversations and communications that may impact the decision process.
 - Phone calls and related information / decisions.
 - Track items for follow-up.
 - Document times/dates for each of the items above.
- Prepares agendas and minutes of the EOCG meetings.
- Responsible for ensuring the notes are reviewed and signed-off by the Incident Commander, including:
 - Copies of all notes.
 - Copies of information received, including emails, photos, faxes, etc.
 - Audio recordings that are transcribed and included in the Scribe Log.
 - Ensures electronic notes have been PDF'd to ensure no changes/edits have been made.
- Works with the EOCG Chiefs and Section Members.
 - Collects all completed Position Logs ([Appendix C](#)) from each of the Team Members.

5.1.3 Liaison Officer / Security

Reports to: Incident Commander

Designate: Director, Security Services

Responsibilities:

- Act as the primary liaison between the EOCG and emergency responders including the On Screen Commander.
- Provides assistance to other security, law enforcement, and/or emergency responder agencies.
- Invites representatives of external agencies and/or others to join the EOCG when appropriate.
- Establishes and maintains liaison with supporting, or assisting organizations.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the IC Scribe for record-keeping purposes.
- Maintains EOC Status Reports throughout the incident providing updates on the status of the response activities for your IMS section during operational periods ([Appendix C](#)).

5.1.4 On-Scene Commander

Reports to: Incident Commander – typically through the Liaison/Security Officer.

Refer to [Section 7: Site Emergency Response Team \(SERT\)](#), and the [Incident Report in Appendix D](#).

5.1.5 Communications Chief

Reports to: Incident Commander

Designate: AVP, Public Affairs

Public Affairs are responsible for all communication, on behalf of the President, the IC, the EOCG and the Site Emergency Response Team (SERT) ([details relating to SERT are described in Section 7](#)).

In collaboration with community emergency responder media teams, this would include the preparation of all news releases, web and social media messaging, as well as handling all media and external requests for information related to any emergency.

For more information, please refer to [Appendix E: Mohawk College Crisis Communication Plan](#).

The Communications Section also includes the following Roles:

- *Chief Marketing and Recruitment*
- *Press Secretary*

Responsibilities:

- Prepare and distribute all approved news releases, web and social media messaging.
- Handling all media and external requests for information related to any emergency.
- Establishes a team of staff to oversee media updates, and coordinate interviews and media briefings, monitor social media, establish communication strategies, manage internal communications, and develop public information materials.
- Coordinating with emergency information staff from other organizations or levels of response to ensure that clear and consistent emergency information is issued.
- Advising command on issues related to media/public emergency information and media releases.
- Ensuring that there is a primary contact for anyone who wants emergency information about the incident and response to it.
- Consulting with Command and Planning regarding any constraints on the release of emergency information to the media and public.
- Establishing a public inquiry hotline (call centre).
- Monitors and coordinates response activity of the call centre (if activated).

- Media monitoring, to counteract rumours or misinformation.
- Being spokesperson in the early stages of an incident or emergency until designated spokespersons are identified.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the IC Scribe for record-keeping purposes.
- Maintains EOC Status Reports throughout the incident, providing an update on the status of the response activities for your IMS Section during operational periods ([Appendix C](#)).

5.1.6 Legal / Policy Chief

Reports to: Incident Commander

Designate: General Counsel & Corporate Secretary

The General Counsel & Corporate Secretary, or their designate, will serve as Legal / Policy Chief. General Counsel will work with, and meet at the call of the designated Incident Commander.

Under General Counsel's direction, the Legal / Policy Team is responsible for providing legal and policy advice and risk and insurance management during an incident or emergency situation.

In the absence of the President, General Counsel liaises with the Board of Governors, as appropriate.

Responsibilities:

- Providing legal and policy advice and risk insurance management during an incident or emergency situation.
- Evaluates situations and advises of any conditions and actions that might result in liability.
- Provides risk/liability analysis where appropriate on any operation.
- Identifies potential claimants and the scope of their needs and concerns.
- Gathers and organized evidence that may assist in legal defence, if required.]
- Conducts interviews and takes statements that address major risk management issues.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the IC Scribe for record-keeping purposes.
- Maintains EOC Status Reports throughout the incident, providing an update on the status of the response activities for your IMS Section during operational periods ([Appendix C](#)).

5.1.7 Health and Safety Officer

Reports to: Incident Commander

Designate: Occupational Health and Safety Consultant

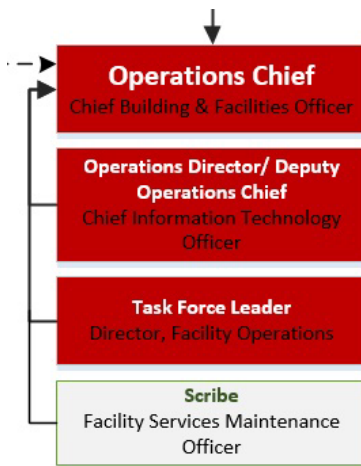
The Health and Safety Officer monitors safety conditions and develops safety measures. The Safety Officer is tasked with creating systems and procedures related to the overall health and safety of all incident

responders. This is done in close conjunction with the Operations Chief and the Planning Chief.

Some of the responsibilities of the Health and Safety Officer include:

- Advising Command on issues regarding incident safety.
- Minimizing employee risk by promoting safety procedures.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the IC Scribe for record-keeping purposes.
- Maintains EOC Status Reports throughout the incident, providing an update on the status of the response activities for your IMS Section during operational periods ([Appendix C](#)).
- Assisting in the review of the Incident Action Plan ([Appendix D](#)) to identify safety concerns and issues.

5.2 Operations Section: Individual Roles



5.2.1 Operations Chief

Reports To: Incident Commander

Designate: Chief Building and Facilities Officer

The Operations Team is led by an Operations Chief.

The Operations Chief will also prepare and participate in the EOCG Meetings, and maintains EOC Status Reports throughout the incident, provide an update on the status of the response activities for your IMS Section during operational periods ([Appendix C](#)).

This section is responsible for all operations directly applicable to the primary mission of the response. This section implements the Incident Action Plan (IAP) ([Appendix D](#)). The Operations Chief will manage the Operations Section ensuring all actions outlined under the Operations Section on the Incident Action Plan (IAP) are completed.

5.2.2 Operations Director / Deputy Operations

Reports To: Operations Chief

Designate: Chief Information Technology Officer

Responsibilities:

- Gathers situational information from site and shares it with the Planning Section and other members of the EOCG.
- Coordinates any resource requests from the site, support site operations, and coordinates multi-

agency support to the site.

- Provides technical assistance to the college, technology needs and infrastructure.
- Assists in providing essential communication services.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the Operations Scribe for record-keeping purposes.
- As Deputy, also maintains EOC Status Reports throughout the incident, providing an update on the status of the response activities for your IMS Section during operational periods ([Appendix C](#)).

5.2.3 Task Force Leader

Reports To: Operations Chief

Designate: Director, Facility Operations

Responsibilities:

- Provides technical and trades assistance to the college, fire departments, and utilities providers.
- Carries out damage assessments and damage containments.
- Provides essential utilities – hydro, heat, eater, etc.
- Prepares and implements facilities recovery plans.
- Manages and coordinates stockpile reserve and location(s).
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the Operations Scribe for record-keeping purposes.

5.2.4 Scribe for Operations Chief

Reports to: Operations Chief

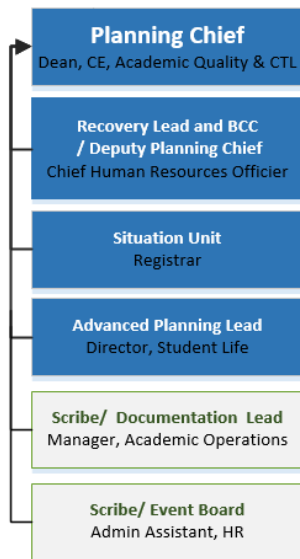
Designate: Admin Assistant – Facility Services

Responsibilities:

- Works closely with the Operations Chief, by preparing the official Scribe Log on their behalf. This includes documenting all critical information and rationale related to decision-making, including:
 - Directions given and received.
 - Conversations and communications that may impact the decision process.
 - Phone calls and related information / decisions.
 - Track items for follow-up.
 - Document times/dates for each of the items above.
- Prepares agendas and minutes of the EOCG meetings.
- Responsible for ensuring the notes are reviewed and signed-off by the Operations Chief, including:
 - Copies of all notes.

- Copies of information received, including emails, photos, faxes, etc.
 - Audio recordings that are transcribed and included in the Scribe Log.
 - Ensures electronic notes have been PDF'd to ensure no changes/edits have been made.
- Works with the Operations Chief and Section Members.
 - Collects all completed Position Logs ([Appendix C](#)) from each of the Team Members.

5.3 Planning Section: Individual Roles



5.3.1 Planning Chief

Reports To: Incident Commander

Designate: Dean, Continuing Education (CE), Academic Quality, and Centre for Teaching and Learning (CTL)

The Planning Chief manages the Planning Section ensuring all actions are completed, as well as prepares and participates in the EOCG Meetings, and maintains EOC Status Reports throughout the incident, provide an update on the status of the response activities for your IMS Section during operational periods ([Appendix C](#)).

Responsibilities of the Planning Section:

- The Planning Team is responsible for developing the Incident Action Plan (IAP) ([Appendix D](#)).
- Collecting, evaluating, analyzing, tracking and disseminating incident information related to the incident.
- Maintaining incident documentation
- Tracking resources assigned to the incident.

5.3.2 Recovery Lead and Business Continuity Lead / Deputy Planning

Reports To: Planning Chief

Designate: Chief, Human Resources Officer

Responsibilities:

- Responsible for developing the Recovery Plan
- Conducting long-range and/or contingency planning.
- Developing plans for demobilization in preparation for when the incident winds down.
- Initiates relation or cancellation of classes or examinations.
- Determines which services will continue at the college, and which services will be terminated or scaled back.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the Planning Scribe for record-keeping purposes.

5.3.3. Situation Unit

Reports To: Planning Chief

Designate: Registrar

Responsibilities:

- This area is responsible for the collection, processing and organizing of all incident information.
- The Situation Unit may prepare future projections of incident growth, maps, and intelligence information.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the Planning Scribe for record-keeping purposes.
- Develops the Incident Action Plan ([Appendix D](#)) with support from the Planning Section.

5.3.3 Advanced Planning Unit

Reports To: Planning Chief

Designate: Director, Student Life

Responsibilities:

- Responsible to assist in identifying planning initiatives.
- Reviews and advises external bookings of campus status and/or closure.
- Provides registration and inquiry services to reunite families and to collect any queries concerning the safety and location of students.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the Planning

Scribe for record-keeping purposes.

5.3.4 Event Board Scribe

Reports to: Planning Chief

Designate: Admin Assistant – Human Resources

Responsibilities:

- Within the EOC, this Scribe prepares, maintains and displays the status Event Board (Appendix C) for the entire EOCG Group.
- Collecting and tracking all incident information pertaining to facts surrounding the incident itself, and major actions taken under the direction of the IC on behalf of the College.

5.3.5 Scribe Identified as a Documentation Lead

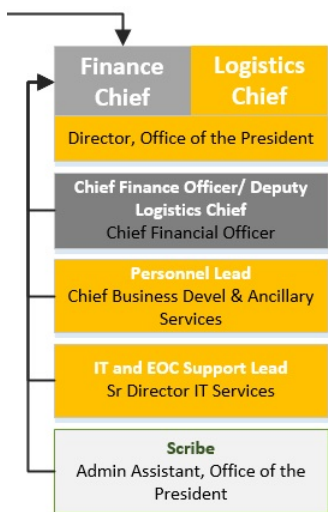
Reports to: Planning Chief

Designate: Manager, Academic Operations

Responsibilities:

- Works closely with the Planning Chief, by preparing the official Scribe Log on their behalf. This includes documenting all critical information and rationale related to decision-making, including:
 - Directions given and received.
 - Conversations and communications that may impact the decision process.
 - Phone calls and related information / decisions.
 - Track items for follow-up.
 - Document times/dates for each of the items above.
- Prepares agendas and minutes of the EOCG meetings.
- Responsible for ensuring the notes are reviewed and signed-off by the Planning Chief, including:
 - Copies of all notes.
 - Copies of information received, including emails, photos, faxes, etc.
 - Audio recordings that are transcribed and included in the Scribe Log.
 - Ensures electronic notes have been PDF'd to ensure no changes/edits have been made.
- Works with the Planning Chief and Section Members.
 - Collects all completed Position Logs ([Appendix C](#)) from each of the Team Members.

5.4 Logistics and Finance Section: Individual Roles



5.4.1 Logistics and Finance Chief

Reports To: Incident Commander

Designate: Director, Office of the President

The Logistics and Finance Section is responsible for providing resources and services, including the contracting and purchasing of goods and services needed as part of the incident response.

The Finance and Logistics Chief prepares and participate in the EOCG Meetings, and maintains EOC Status Reports throughout the incident, providing an update on the status of the response activities for the IMS Section during operational periods ([Appendix C](#)). They also ensure all actions outlined under the Finance and Logistics Section on the Incident Action Plan (IAP) ([Appendix D](#)) are completed.

5.4.2 Chief Finance Officer

Reports To: Logistics and Finance Chief

Designate: Chief Finance Officer

Responsibilities:

- Ensures provisions are in place for extraordinary financial expenditures required by a crisis at the college.
- Maintains lists of costs associated.
- Assesses and ensures appropriate actions are taken to minimize financial risk of the College (e.g.: insurance).

- Evaluates any financial requirements arising from emergency situations.
- Determines source of funding and solicits approval to satisfy any additional financial requirements.
- Provides financial and cost analysis support related to the incident.
- Monitoring sources of funding.
- Tracking and reporting on the financial usage rates.
- Making reimbursements (individual and organizational/departmental).
- Preparing costs analysis, including the identification of incremental and extraordinary costs associated directly with the incident.
- Making cost estimates for alternative response strategies.
- Compensation for injury or damage to property.
- Tracking Mutual Assistance arrangements and monitoring costs.
- Tracking disaster relief assistance, including local funding or fundraising, if relevant.
- Reconciliation in conjunctions with the planning and logistics sections.
- Contract negotiation and monitoring.
- Procuring equipment.
- Obtaining, coordinating and managing payment of any additional resources needed to support site.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the Logistics and Finance Scribe for record-keeping purposes.

5.4.3 Personnel Lead

Reports To: Logistics and Finance Chief

Designate: Chief Business Development & Ancillary Services

Responsibilities:

- Coordinates with Human Resources and the Registrar's team on the retrieval of addresses and phone numbers to report injuries, death or missing persons to First Responders and/or next of kin.
- Setting up food services.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Tracking timesheets for incident personnel and equipment.
- Timekeeping of the responders' time, including volunteers.
- Coordinates offers of an appeal for volunteers at the direction of the EOCG.
- Liaises with on-site contractors, vendors, suppliers and service providers.
- Coordinates counselling and support services
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the Logistics and Finance Scribe for record-keeping purposes.

5.4.4 IT and EOC Support Lead

Reports To: Logistics and Finance Chief

Designate: Sr. Director IT Services

Responsibilities:

- Provides support to essential information technology systems and ensures back-ups are in place.
- Ensures that the EOC is set-up with all equipment and technology
- Provides essential communication services.
- Ensures IT staff are available to assist with EOC computer functions.
- Provides support to ensure the website is updates.
- Provides systems training to staff, as required.
- Prepares a Position Log ([Appendix C](#)) during the EOC activation, and provides logs to the Logistics and Finance Scribe for record-keeping purposes.

5.4.5 Scribe for Logistics and Finance Chief

Reports To: Logistics and Finance Chief

Designate: Administrative Assistance, Office of the President

Responsibilities:

- Works closely with the Logistics and Finance Chief, by preparing the official Scribe Log on their behalf. This includes documenting all critical information and rationale related to decision-making, including:
 - Directions given and received.
 - Conversations and communications that may impact the decision process.
 - Phone calls and related information / decisions.
 - Track items for follow-up.
 - Document times/dates for each of the items above.
- Prepares agendas and minutes of the EOCG meetings.
- Responsible for ensuring the notes are reviewed and signed-off by the Logistics and Finance Chief, including:
 - Copies of all notes.
 - Copies of information received, including emails, photos, faxes, etc.
 - Audio recordings that are transcribed and included in the Scribe Log.
 - Ensures electronic notes have been PDF'd to ensure no changes/edits have been made.
- Works with the Logistics and Finance Chief and Section Members.
 - Collects all completed Position Logs ([Appendix C](#)) from each of the Team Members.

6 Emergency Operations Centre (EOC) Activation

The EOC is a physical location where EOCG Team gather to collectively and collaboratively support emergency management response and manage the consequences of an emerging incident. The EOC is activated when it's necessary to centralize and coordinate efforts occurring at the site.

Activating the Operations Centre would be necessary in the following circumstances:

- A need for site support
- Large-scale complex response.
- Significant population impact / at risk.
- Uncertain conditions / risk of escalation.
- Information management issues.
- Major planned event.
- Potential threat to be monitored.

Notification that the EOC has been formally activated will occur through the utilization of the Security Alert Messenger (SAM) system by Security Services.

By establishing an EOC, the EOCG commits to:

1. Providing a common, operating picture.
2. Providing a ready-access to all available information.
3. Promoting resource identification and assignment.
4. Supporting and improving the continuity of operations.
5. Facilitating longer-term emergency operations.

Information about EOC resources can be found in [Appendix C: Emergency Operations Centre Materials](#).

7 Site Emergency Response Team (SERT)

The Site Emergency Response Team (SERT) is responsible for all college activities within the perimeter. This will include coordination with partner first responders such as emergency services. The On-Scene Commander shall establish or be part of the Command Post for the emergency.

In many cases this role would be held by the Security Operations Supervisor (or designate).

The SERT On-Scene Commander will be responsible for:

- Assessing and reassessing the situation.
- Ensuring safety of college responders.
- Consulting and coordinating with on-site response agencies and any external “Officers-in-Charge” to establish an inner and outer perimeter around the emergency site.
- Maintaining communications with the Liaison Officer / Security in the EOCG, ensuring they are informed of the status at the emergency site.
- Ensure that priorities, tasks and tactics are established to contain and mitigate the emergency situation.
- Requesting and coordinating subject matter experts, as required, to assist in the management of the incident at the Emergency Site. Some of the roles are identified in the chart below.

The number of persons called upon to act, respond and recover will be dependent on the size and complexity of the incident. Site roles and participants will vary, depending on the incident.



8 Business Continuity and Recovery

An element of emergency response and coordination, is the determination of the areas within the College that require continuity of operations in the event of an incident or emergency.

Program-specific business continuity plans (BCPs) have been established throughout the college, and general outline:

- Services that will be maintained during an emergency incident or event.
- Services that will be maintained at reduced levels of services.
- Services that would be discontinued.

Also included are plans, measures and management to ensure the continuous delivery of critical services and products, permitting the organization to recover its facilities, data and assets, for example: personal information, equipment, infrastructure protection, and accommodations.

While the College is oriented into response mode, continuous and time critical services will be determined, based on the following areas of impact:

- Life, health and safety of persons.
- Critical infrastructure and critical information.
- Environment.
- Contractual legal and Regulatory.

The common standard for defining services as time-critical are those that just be recovered between 24 hours and 1 week.

Based on the emergency, the Incident Commander will make the determination as to whether the emergency is under control and when operations can return to normal.

Resumption to normal operations will mark the end of the emergency and final staff of the transition period. At that point, an official announcement, drafted by Public Affairs, will be made indicating that operations are back to normal.

9 Plan Maintenance, Review and Training Exercises

The Vice President, Corporate Services is responsible for the Mohawk College Emergency Response Plan (ERP) and will, on an annual basis, provide the President with a signed statement of the ERP's accuracy, indicating compliance with the due diligence requirement.

To that effect, a yearly review of the ERP will be coordinated by Corporate Services, with proposed revisions to be submitted in writing. Major changes will be presented to MEG, with the recommendation for acceptance or otherwise. Minor changes will be noted, collected, and submitted to MEG for approval. MEG-approved revisions will be effective immediately.

All MEG and identified members of the EOC, as well as identified advisory and support staff members are required to have completed IMS 100 Training. In addition, they will receive for EOC Training, on an ad-hoc basis, and/or at the direction of MEG directly.

Security Services will coordinate training every year, and will arrange for tabletop and functional exercises with endorsement of MEG regularly.