

# CORPORATE EMERGENCY PLANNING



## MASTER EMERGENCY RESPONSE PLAN

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**2015**



# Emergency Response Plan





## **Summary of Plan**

The Emergency Response Plan is for City of Regina (the City) employees and key Regina Emergency Management Agency (REMA) partners who have an active role in the Emergency Operations Center (EOC) or a critical decision-making role during emergency responses. This plan is to guide management through the initial phases of an emergency event and EOC activation. It describes the required steps and provides instruction on how to carry them out.

The plan is broken down into the following: roles and responsibilities, levels of EOC Activation and procedures for the required actions. Further detail can be found in each specific EOC Position Binder located in the EOC.

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## DEFINITIONS

TERM	ABBREVIATION	DEFINITION
Duty Officer		The Duty Officer is the position that is the first point of contact in the process of activating the EOC. A Duty Officer will be available 24/7/365.
Emergency Coordinator	EC	The Emergency Coordinator is the Manager of the REMA, responsible for overseeing all emergency response and recovery planning as well as business continuity planning.
EOC Director	EOC DIR	The EOC Director has the overall responsibility for all action taken by the EOC staff and all staff, internal and external, that are working under the direction of the EOC in response to the emergency situation.
Regina Emergency Management Agency	REMA	The City of Regina Agency that is tasked with leading emergency planning and business continuity initiatives within the City.
Emergency Information Plan	EIP	The plan that outlines the escalation of the communications process during emergencies. The Information Officer is responsible for overseeing the plan and the activities therein.
Emergency Information Team	EIT	The team made up of communications, social media and website staff. The Information officer draws on for support during emergency responses.
Emergency Operations Centre	EOC	The central coordination point for all response activities undertaken by the City and supporting agencies. There may be many similar centres opened by different agencies or companies during an emergency. The City's EOC, representing the legislated Local Authority (Authority Having Jurisdiction), is the ultimate decision making centre that the other centres will support.



Emergency Operations Centre Command Team	EOC Command Team	The EOC Command Team is made up of the EOC Director and his/her direct reports. These include the Information, Risk Management, and Liaison Officers, and the Operations, Planning, Logistics, and Finance Section Chiefs.
Emergency Response Plan	ERP	This document is the Emergency Response Plan, or Master Emergency Response Plan. This is the primary response plan for ELT, Directors and EOC staff. Other corporate and departmental level plans work in support of this plan.
Emergency Social Services	ESS	The group of people who look after personal needs (Food, Shelter, Clothing, Medical, etc.) of the community during a disaster.
Incident Commander	IC	The Incident Commander is responsible for all staff and activities occurring at the emergency site. The IC will represent the agency or department with the legislated responsibility to oversee the site. The IC reports to the EOC Operations Section Chief. See also <i>Unified Command</i> .
Incident Command System	ICS	The Incident Command System is the internationally recognised and federally supported incident management system used by most emergency response agencies and industry partners.
Local Emergency Declaration	LED	A Local Emergency Declaration is an act of Council that provides responding staff with access to additional powers to help effectively respond in an emergency event.
Provincial Disaster Assistance Program &	PDAP	The Provincial Disaster Assistance Program is the Provincial application of a Federal program to provide financial support to residents, businesses and governments for non-insurable losses.
Unified Command	UC or UC Team	The Unified Command Team is responsible for all the staff and activities of the emergency site. The UC Team is used when more than one agency/department has legislated authority over a site. The UC Team reports to the EOC Operations Section Chief. See also <i>Incident Commander</i> .





## TYPES OF ACTIVATION LEVELS

An alert will be issued for any developing incident or situation which has the potential of the following:

- Causing a threat to life safety, infrastructure, property or the environment
- Negatively impacting the reputation or operation of the City and/or its’ major partners
- Escalating beyond the day-to-day responsibilities/capabilities of city employees or first responders
- Creating demand for limited resources

**There are three (3) levels of EOC activation.**

### LEVEL 1

#### **“MONITORING RESPONSE”**

Level 1 (one) Emergency Operations Centre (EOC) Alerts will be triggered by activation of the Regina Emergency Management Agency (REMA) or by any uniformed responders, City Directors or key partner agencies who become aware of an event that may require the prompt coordination of actions and resources to protect the safety, health and welfare of people or limit damage to property or the environment.

ACTIONS: All involved departments and partner agencies will be required to participate in a centralised reporting process that will create shared situational awareness for all departments and partner agencies.

### LEVEL 2

#### **“PARTIAL ACTIVATION”**

Level 2 (two) EOC Alerts will be triggered by the site command in consultation with the EOC Director where enhanced support of emergency response operations are required to coordinate actions to protect the safety, health and welfare of people and/or to limit damage to property and the environment

ACTIONS: The EOC will be established and begin virtual communication with staff. This level of activation will require minimal physical staffing of key EOC positions and will require all other staff to participate virtually, meaning either by telephone and email or other remote processes. Site and mobile command posts may also be activated at this time to support the activities of the site or event.

All departments and stakeholders will be required to send reports into the EOC.



### **LEVEL 3**

#### **“FULLY ACTIVATED RESPONSE”**

Level 3 (three) EOC Alerts will be triggered by the EOC Director where the enhanced support of a full City response is required to coordinate actions to protect the safety, health and welfare of people and/or to limit damage to property and the environment. All EOC positions, designated City Directors and external agency representatives will be required to physically report to the EOC to help manage the emergency response and recovery operations.

ACTIONS: The physical Emergency Operations Centre will be fully staffed and operations will continue with face to face planning and response coordination. All involved departments and agencies will be required to provide representation to the Emergency Operations Centre.

### **PRE-PLANNED EVENTS**

#### **“PLANNED RESPONSE”**

A pre-planned event is one that has the potential of creating a life safety issue, an increased burden to emergency response and City agencies, or generating negative image for the City. Pre-planned events need to be reviewed and coordinated so as to effectively mesh their response plans with the City's own. These types of events are not covered in this plan but are the responsibility of the Regina Emergency Management Agency.

The EOC may be activated to support pre-planned events at the discretion of the EOC Director and members of the Regina Emergency Management Agency (REMA).



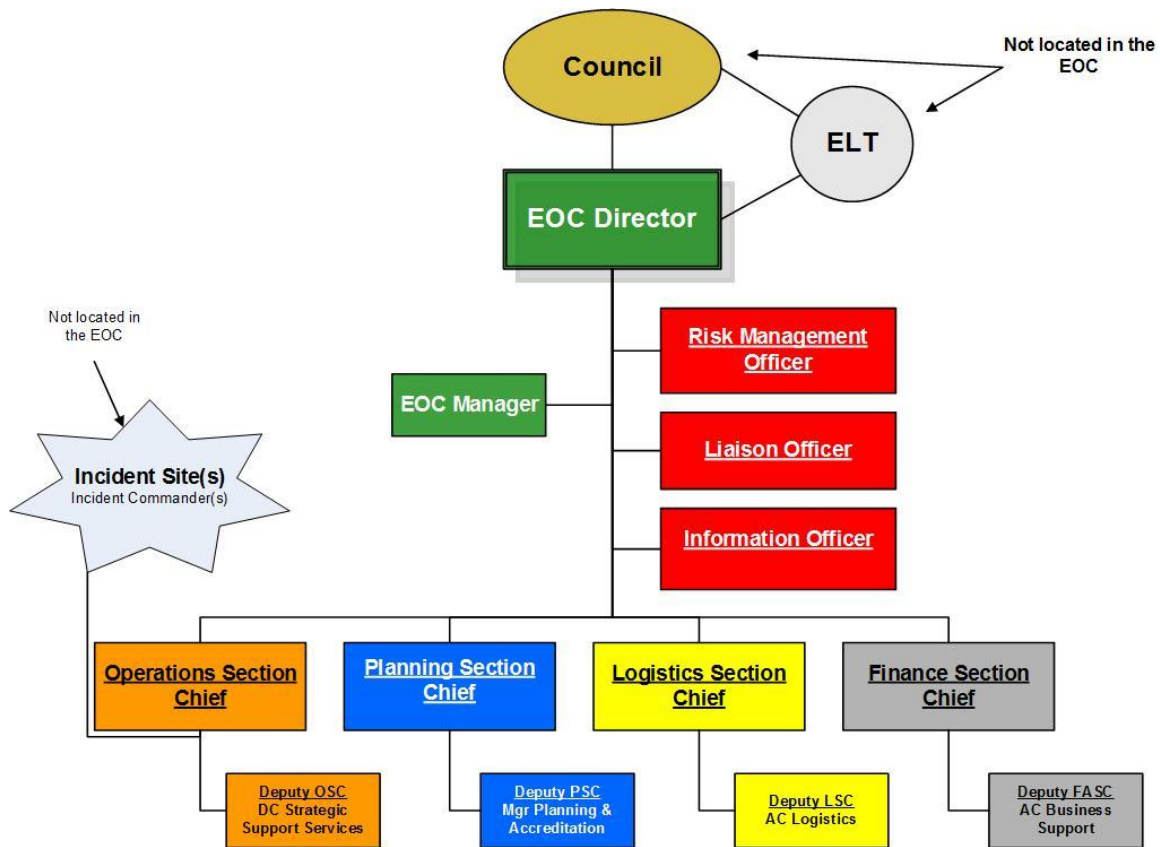
## The Emergency Operations Centre (EOC)

The Emergency Operations Centre has three primary responsibilities during emergency situations:

- Support of the impacted portion of the City;
- Management for the unaffected portion of the City; and
- Business continuity/recovery.

An individual will be designated as Incident Command at the site of any emergency event and may be supported by a Command Staff. Incident Command will set the objectives, strategies and tactics of response at the site. All requests for staff, materials and equipment necessary to meet established objectives will be communicated directly from Incident Command through the Operations Section of the EOC. The EOC decides how best to allocate resources to identify needs and requests. Coordination of the provision of services to the rest of the City is provided by the EOC. This ensures the needs of the incident and unaffected areas are balanced effectively. Resource allocation is maintained under the authority of the EOC for this purpose.

The Emergency Operations Centre is also responsible for looking into the future and implementing business continuity plans, as well as beginning recovery activities to ensure the continued economic viability of the City.

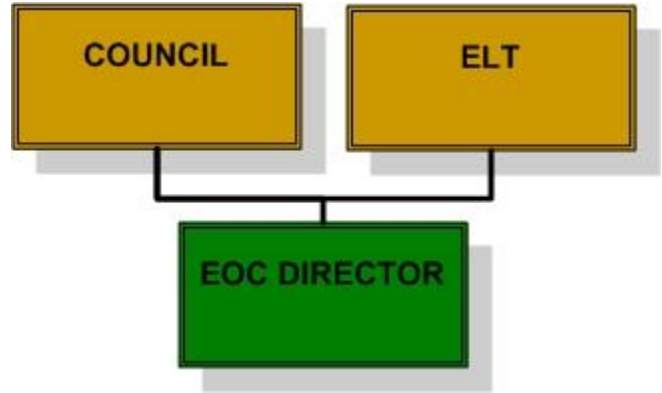




**ROLES AND RESPONSIBILITIES**

**Council**

City Council, as the municipal elected body, maintains all accountability and liability for all actions taken by Council or for Council in response to emergency events. This is ultimately where final decisions are made. Therefore the utmost care must be exercised in all decisions, statements and actions taken prior to, during and after an emergency. More information can be found in the Council Emergency Plan. The Executive Leadership Team (ELT) will sit with Council and act in an advisory capacity to Council as events unfold and decisions are required.



**Key activities of Council**

- Provides overall emergency policy and direction to the EOC Director.
- Sets expenditure limits.
- Formally requests outside support and resources not covered by agreements.
- Authorizes declaration and termination of states of “Local Emergency.”
- Provides direction for emergency public information activities.
- Acts as a spokesperson for the jurisdiction.

## Executive Leadership Team (ELT)

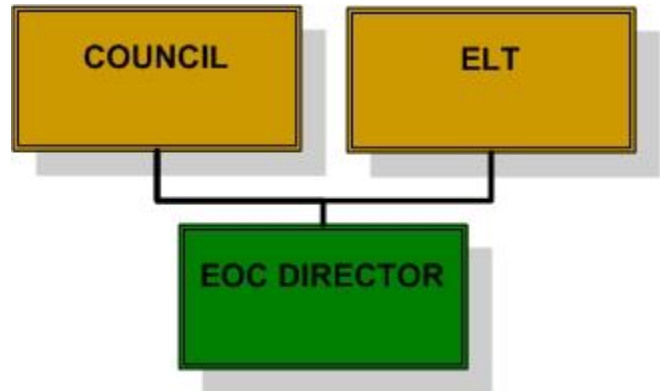
The Executive Leadership Team (ELT) has two primary roles during an emergency event. The first role is to support the event, followed by the second role, which consists of business continuity.

Supporting the event involves support of the two groups responsible for the response. (Council and the EOC Command Team). Council will need clear advice and an understanding of the potential impacts of the decisions they may have to make. The EOC also needs the clear backing of ELT to take the necessary steps to resolve and recover from the event.

Maintaining services, or deciding which services to suspend, will be an ever-evolving issue for the City during events. These may be isolated to a single department or corporate-wide, pending the scope and complexity of the emergency. Additionally, when the EOC is activated, staff from all over the City may be assigned to the EOC leaving some departments without the usual levels of management, necessitating the need for strong support from ELT.

### **Key activities of ELT**

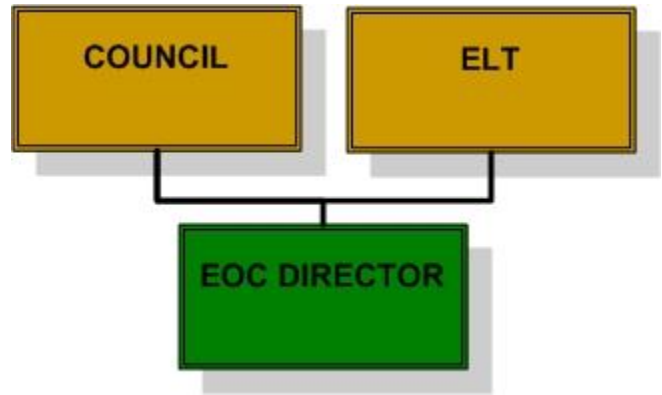
- Provide timely advice to Council to support effective decision making
- Provide rapid risk assessments to support Council and EOC decision making
- Provide support and direction to the Emergency Operations Centre Director
- Alter existing administration policies or procedures as needed
- Communicate situation urgency to City employees
- Support business continuity efforts throughout the organisation
- Participate in media events as required by the Information Officer
- Maintain adequate situational awareness by either appointing an ELT representative to the EOC or participating in frequent updates from the EOC Director





**Emergency Operations Center (EOC) Director**

The Emergency Operations Centre Director is in charge of the Emergency Operations Centre and the incident. While City Council holds ultimate accountability for the event and all actions taken on their behalf, the Emergency Operations Centre Director is the one responsible for directing resources and determining priority for action. With a duty to provide ongoing updates on the situation and confirming ongoing direction and guidance, this affirms the need for the EOC Director to be the link between the EOC and City Council.



The EOC Director must be aware of all the components of the emergency plans and the duties of the EOC positions. The EOC Director needs to provide effective team management, support and direction to EOC staff.

The EOC Director also has the authority/responsibility to approve unusual purchases, unorthodox procedures and new protocols that are required to support the coordinated response to, or recovery from the event. With support from the Finance Section Chief, parameters for spending approval limits and variance from normal purchasing procedures should be confirmed through ELT early in the activation.

The EOC Director should appoint a scribe who will work closely with the Director to capture all information received and decisions made. Due to the nature of this role, proper documentation is essential.



### Key Activities of the Emergency Operations Centre Director

- The EOC Director is the principal aide and advisor to City Council and ELT and is responsible for the direction and control of all city operations during an emergency
- Provide support to the Incident Commander(s) and ensure critical municipal operations continue
- Ensure the coordination of efforts and plans among the operating departments, non-governmental organizations (NGO's), mutual aid partners and other orders of government
- Ensure Incident Action Plans are developed, supported and meet defined objectives
- Establish the appropriate staffing levels for the Emergency Operations Centre and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required
- Ensure that inter-agency coordination is accomplished effectively within the EOC
- Direct, in consultation with the Information Officer, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases and other public information materials as required
- Liaise with Policy Group and/or Elected Officials
- Ensure risk management principles and procedures are applied for all EOC activities
- Document all personal activity on EOC 514 log



## Risk Management Officer

The Risk Management Officer (RMO) reports directly to the EOC Director and is responsible for managing risks in two areas:

- Identify potential financial and legal risks associated with the response and assist the EOC Director develop action plans to manage them; and
- Ensure the safety and security of Emergency operations Centre operations.



The RMO will work closely with the EOC Director to ensure good risk management practices are applied throughout the response and recovery organization and to ensure that every function contributes to the overall management of risk. The RMO will also monitor situations for risk exposures and ascertain probabilities and the potential consequences of future events. The RMO will take these observations and assessments and will work closely with the Planning Section to ensure they are built into plans to manage the event.

The RMO is also responsible for the safety and security of the EOC. These duties include providing technical advice on safety issues, appointment of a specialist who is familiar with all aspects of safety and relevant legislation, and ensuring the actual implementation of a safety plan.

Security of the EOC is an equally important aspect of these duties. This function includes access control, which means ensuring only those personnel with legitimate business in the EOC have access.

### **Key Activities of the Risk Management Officer**

- Provide damage and financial loss assessments resulting from the incident
- Evaluate situations and advise the EOC Director of any conditions and actions that might result in liability such as oversights, improper response actions, or improper evacuation procedures
- Advise members of response organizations regarding options for risk control, during operational meetings and upon request
- Advise on actions to reduce loss and suffering and, where appropriate, proactively support response and recovery operations
- Gather and organize evidence that may assist all EOC organizations in legal defence, including documentation that may be difficult to obtain later
- Assist the EOC Director in reviewing press releases, public alerts and warning and public information materials
- Document all personal and unit activity on EOC 514 log



## Liaison Officer

The Liaison Officer (LO) serves as the principal point of contact for representatives from other agencies arriving at EOC. The LO will liaise with other Operations Centers and with organizations who are not represented in the EOC. This excludes media contacts as it will be handled by the Information Officer. The LO will advise the EOC Director in ensuring adequate EOC structure and staffing levels and will provide assistance in ensuring proper procedures are in place for directing agency representatives and communicating with elected officials. The LO is an advisor to the EOC Director and Planning Section Chief related to the external functions of the EOC.



### Key Activities of the Liaison Officer

- Assist agency representatives in the EOC in filling all necessary roles and responsibilities. This also includes ensuring that their technology requirements are addressed
- Maintain effective communications with appropriate external, non-represented agencies (such as Regina Qu’Appelle Health Region, Saskatchewan Government, industry EOC’s, etc.) is established and recorded
- Liaise with local authorities, other EOCs, provincial and federal agencies, and NGOs to communicate the EOC’s guidelines, directives, Action Plans and situational information
- Facilitate the completion and sharing of situation reports with non-represented agencies and forward to the Planning Section
- Advise the EOC Director of critical information and requests contained within agency situation reports
- Provide expert advice to the EOC Director on staffing requirements and manage shift changes as required
- Provide support to external and non-represented agencies in the EOC
- Provide information to the Planning Section to assist in the development, updating and implementation of EOC Action Plans
- Assist the EOC Director and management team in the development of overall EOC priorities as well as priorities for the Initial Action Plan
- In consultation with the Information Officer, conduct tours of the EOC facility as requested
- Document all personal and unit activity on EOC 514 log



## Information Officer (IO)

City of Regina Communications Department will facilitate the Information Officer (IO) role in the EOC. The IO is responsible for the crisis communications plan and leads the Emergency Information Team. The IO will coordinate communications with other active communications personnel, ensuring a unified message is presented to the public. For more information see the Emergency Information Plan.



### Key activities of the IO

- Document all personal and unit activity on EOC 514 log
- Serve as the coordination point for all public information, media relations and internal information sources for the EOC
- Coordinate activities and supervise all staff assigned as Assistant Information Officers
- Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information
- Ensure that a Toll-Free Public Information Service (hotline or call centre) is established for the public to access helpful information and advice. Provide the call takers with timely and accurate messaging sheets so that they offer only confirmed and approved information.
- Serve as the coordination point for all media releases for the EOC
- Coordinate media releases with officials representing other affected emergency response agencies
- Establish media centers and develop the format for press conferences and briefings in conjunction with the EOC Director
- Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.
- In consultation with EOC Director and Liaison Officer, coordinate VIP and visitor tours of the EOC facility
- Develop helpful messaging sheets and/or FAQ sheets (frequently asked questions and answers) to ensure consistent and accurate information sharing amongst EOC staff
- Maintain social media and web site information on emergency activities as appropriate. This includes coordination of other agency and semi-official social media feeds that may be used by responding City and external responders
- Liaise with the Incident Command, other Emergency Operations Centres and external agencies as required and desirable





## Operations Section Chief

The Operations Section is the area most directly involved in supporting the response during the operational period. The Operations Section Chief is the only person who has the authority to give policy direction and assign priorities to the Incident Commander(s). This prevents conflicting direction and confusion for responders. The Incident Command Post will provide formal reports, Incident Action Plans and resource requests to the EOC through the Operations Section Chief.



The role of Operations Section Chief will be assigned to the senior representative of the most active responding City Department, as determined by the EOC Director. This position will be supported by the Deputy Operations Section Chief.

### Responsibilities

- Establish and maintain effective communications with external command centres and incident site(s).
- Represent the Operations Section in EOC meetings/briefings with the EOC Director and Command Staff, conducting Operations briefings for situational awareness and assessment.
- Hold Operations Section briefings periodically to keep all employees up to date.
- Monitor the workloads of Operations Section Branch Directors and assign help where needed, while being observant for burn out.
- Ensuring OPSEC Branch Directors continue to support both the incident site(s) and the unaffected portion of the City or recovery and business continuity operations.
- Ensure OPSEC Branch Directors are providing the Planning Section with adequate and timely information and vice versa.
- Continuously evaluate the effectiveness of the Operations Section structure, adjusting as necessary.
- Liaise with the Planning Section Chief to provide access to subject matter experts as required.
- Provide support to the incident site(s) by way of resourcing, policy clarification and direction, situation updates and establishing operational priorities.
- Ensure EOC activities are carried out safely and effectively.
- Inform the EOC Director, and Command Employees of significant events.
- Supervise the Operations Section.
- Document all personal and unit activity on EOC 514 log



## Initial Actions

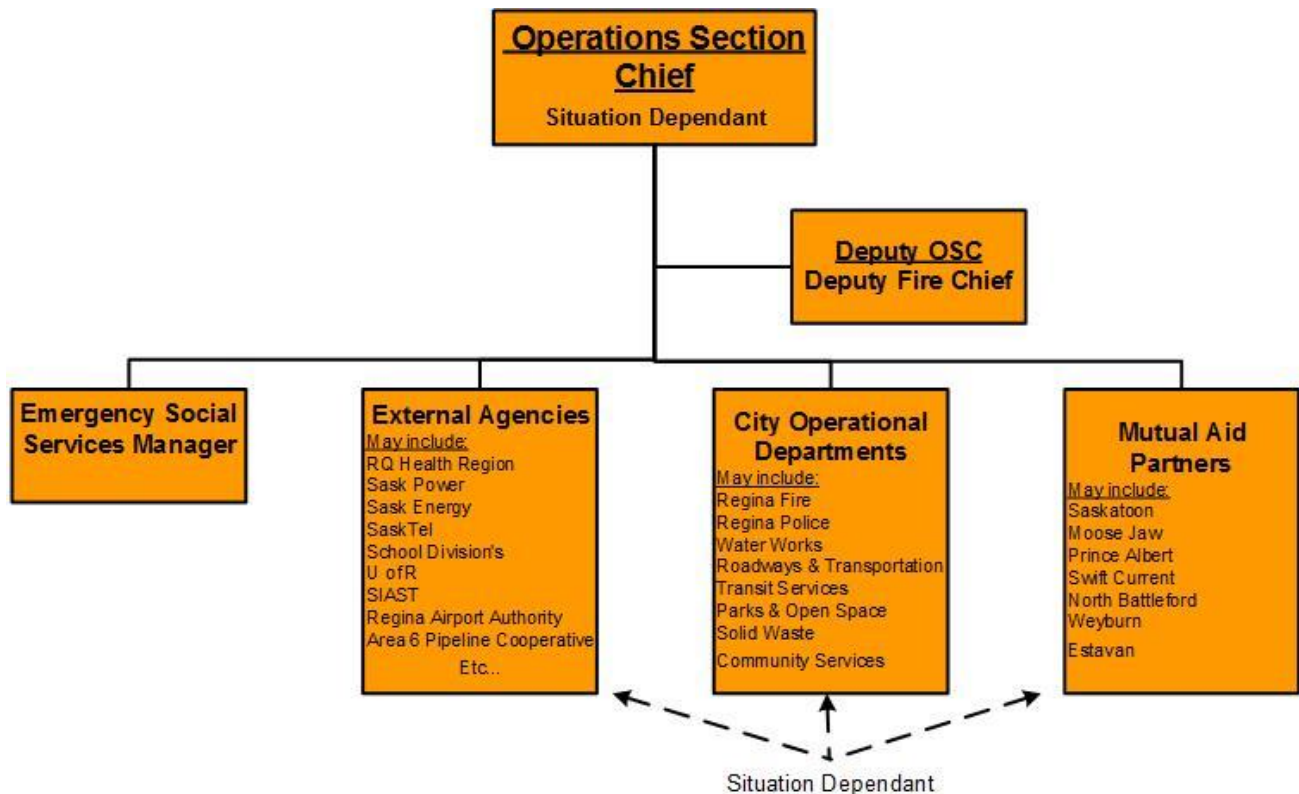
Document all personal and unit activity on EOC 514 log.

1. Establish communications with all incident sites (communicate technical issues with the Logistics Section):
  - Identifying yourself and your position (reminding them that you are the only *formal* point of contact with the EOC).
  - Get a verbal situation status and assessment (request an Incident Action Plan if available).
  - Identify site operational objectives (help establish if not yet defined)
  - Identify resource needs at the site.
  - Identify safety issues.
  - Identify primary communications method.
2. Ensure the EOC Operations Section is set up with an adequate structure including representation of all operational areas. Communicate all personnel needs to the Logistics Section for resourcing.
3. Hold initial Operations Section scrum:
  - Brief Operations Section on the situation (site report).
  - Pass along site resource requests to the appropriate Operations Section Branch Directors.
  - Identify any situation/resource concerns Branch Directors may have.
  - Share the incident site's current operational objectives.
  - Identify key issues currently affecting the Operations Section and, based on the site's objectives, determine appropriate EOC objectives for the first operational period.
4. Connect with EOC Director and Command/General Staff for initial EOC Briefing:
  - Provide operation update.
  - Establish operational period.
  - Confirm EOC operational period objectives (based on Operations Section objectives).
  - Review Safety concerns.
5. Report back to Operations Section with Verbal Incident Action Plan update (include Logistics Section Chief and Risk Management Officer):
  - Present EOC objectives.
  - Determine EOC strategies and tactics.
  - Identify resource needs to meet current objectives.
  - Assign tasks as required.
6. Connect with the Planning Section Chief:
  - Identify Resource and Situation Unit contacts and establish connection with Operations Section.
  - Provide names of all Operations Section staff to Resource Unit Leader.
  - Establish/Confirm an EOC meeting schedule.

7. Coordinate with the Liaison Officer regarding the need for external agency representatives in the Operations Section, establishing communications with other command centres operating in the region.
8. Identify future needs of the Operations Section and incident site(s), maintaining a proactive role to predict, prevent, and plan for situations before they occur.
9. Consider the potential duration of incident and likely working hours of the EOC. If necessary, request additional personnel from Logistics to maintain full staffing capabilities.
10. Prepare for next operational period planning meeting and first written EOC Incident Action Plan creation.

Proceed to Operational Phase Checklist, located in the Operations Section Chief binder in the EOC.

The following units may make up the Operations EOC Section. Detailed checklists for each department or agency will be located in the EOC.



The structure presented above is for information purposes only. The operations section will be built to support the needs of the incident and cannot be pre-defined.



Emergency Social Services Manager: This is the individual that will manage all reception centres, shelter locations and other community support resources during an event. The Red Cross will play a leadership role in this area.

External Agencies: These are the agencies and departments that are integral to a response in the city of Regina, but are not part of the City administration structure

City Operational Departments: These are the City departments that have an externally focused mandate, delivering goods or services to the public. Depending on the nature of the emergency, one of these directors will likely occupy the role of Operations Section Chief.

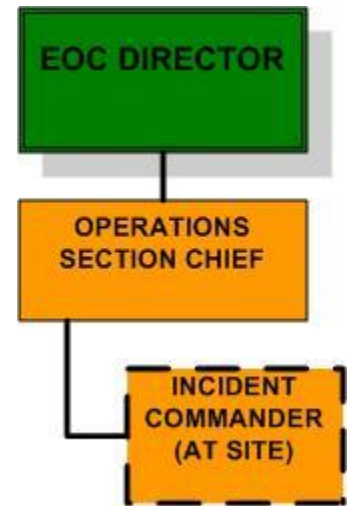
Mutual Aid Partners: This group refers to any mutual aid resources brought into Regina to assist with the response. These could be local, larger centres or nation depending on the nature of the incident.



### Incident Commander (Incident Specific)

The Incident Commander is the person with the ultimate responsibility for all aspects of the tactical emergency response; including, quickly developing incident objectives, managing all incident operations, application of resources as well as accountability for all personnel involved at the site. The Incident Commander is linked to the EOC through the Operations Section Chief.

While this is not an EOC role, the EOC primary purpose is to support the efforts of the Incident Commander. In some events, there may be more than one Incident Commander, each responsible for a unique geographic location



#### **Key Activities of the Incident-Site Commander**

- Make the decision and begin the process to escalate support of the emergency response to include EOC activation.
- Supervise command and general staff ensuring the safety and effectiveness of operations.
- Establish command and develop a strategy and Incident Action Plans based on an observation of incident conditions and risk assessment and ensure that the appropriate resources are assigned to support the plans.
- Provide ongoing assessments of the incident and ensure that the command system is adequate to support operations. This includes determining the need for establishment and participation in a Unified Command Structure.
- Identify incident response objectives in collaboration with the EOC.
- Manage all resource requests and coordinate them through the EOC.
- Provide regular briefings and updates to employees, responders and the EOC.
- Reassess the situation and current effectiveness of strategies employed, modifying as required.
- Maintain unit log (ICS form 214).

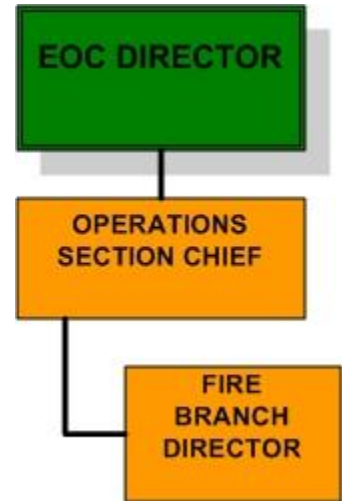


## Fire Branch Director

The Fire Branch Director does not direct activities at the site, but balances the needs of the community with those of the incident site to best meet the incident priorities.

### Responsibilities

- Arrange and coordinate for urban and wildland fire suppression and support for special operations.
- Maintain awareness of the operational demands placed on Fire by the unaffected portion of the City, balancing this need with that of the site(s).
- Closely monitor critical resource deployment, assigning them where the need is greatest.
- Acquire mutual aid resources, as necessary.
- Coordinate the mobilization and transportation of all resources (to the Staging Area and/or Incident Command Post) through the Logistics Section.
- Complete and maintain branch status reports for major incidents requiring or potentially requiring regional and provincial response support.
- Maintain status of unassigned fire resources in the area in conjunction with the Resource Unit.
- Implement the objectives of the EOC Action Plan assigned to the Fire Branch.
- Overall supervision of the Fire Branch.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

1. Obtain a situation briefing from Operations Section Chief (sit in on calls to the site if able). *If the Operations Section Chief has not been activated, report to the EOC Director.*
2. Identify, through the situational briefing:
  - a. Who is the Incident Commander?
  - b. Do your onsite resources know the reporting structure for this event?
  - c. Where is the staging area and who is the manager?
  - d. Are there current resource needs at the site that you can meet?
3. Connect with Fire Dispatch:
  - a. Have them provide you with a current roster and resource assignment list.
  - b. Direct them to feed you updates on calls for service in the unaffected portion of the city (immediately after dispatching).
  - c. Direct them to inform you of any changes of resource status.



- d. Have them direct all communications from the incident site through the onsite Incident Commander to the EOC Operations Section Chief. Dispatch should not interact with the site directly, except in mayday/emergency situation. All resource request from the site need to come through the EOC Operations Section.
- e. Determine if there is a need for additional dispatch personnel to support the event.
4. Activate any Fire resources requested by the incident site and have them report to the onsite Staging Area Manager. *In the absence of Staging Area Manager, they should report to the onsite operations Section Chief.*
  - a. Regina Fire and Protective Services (RFPS) internal resources (including Bylaw Enforcement)
  - b. Area 6 Pipeline Cooperative response resources
  - c. Fire and Rescue Mutual Aid
5. Communicate resource status with the Resource Unit in the Planning Section
6. Communicate any active events you're dealing with outside of the incident site(s) (ie. Business as usual operations)
7. Based on initial EOC priorities, establish objectives for the Fire Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting and first written EOC Action Plan creation.

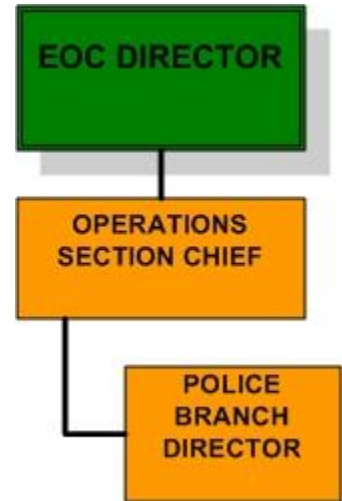


## Police Branch Director

The Police Branch Director does not direct activities at the site, but balances the needs of the community with those of the incident site to best meet the incident priorities.

### Responsibilities

- Maintain awareness of the operational demands placed on Police by the unaffected portion of the City, balancing this need with that of the site.
- Manage critical resource deployment, assigning them where the need is greatest.
- Coordinate public movement and evacuation operations with other Operation Section Branches.
- Coordinate law enforcement and traffic control operations, including evacuation, during a major emergency.
- Coordinate all ground and water search and rescue operations and resource for the jurisdiction.
- Coordinate the mobilization and transportation of all resources through the Logistics Section.
- Coordinate police Mutual Aid Requests.
- Supervise the Police Branch.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

1. Obtain a situation briefing from Operations Section Chief (sit in on calls to the site if able).  
*If the Operations Section Chief has not been activated, report to the EOC Director.*
2. Identify, through the situational briefing:
  - a. Who is the onsite Incident Commander?
  - b. Do your onsite resources know the reporting structure for this event?
  - c. Where is the staging area and who is the manager?
  - d. Are there current resource needs at the site that you can meet?
3. Connect with Police Dispatch/Watch Commander:
  - a. Have them provide you with a current roster and resource assignment list.
  - b. Direct them to feed you updates on calls for service in the unaffected portion of the city.
  - c. Direct them to inform you of any changes of resource status (going in or out of service).





- d. Have them direct all communications from the incident site through the onsite Incident Commander to the EOC Operations Section Chief. Dispatch/Watch Commander should not interact with the site directly, except in mayday/emergency situation.
  - i. All resource request from the site need to come through the EOC Operations Section.
  - ii. All incident site assignments need to come from the onsite Incident Commander.
- e. Determine if there is a need for an RPS communications employees member in the EOC to support the event.
- 4. Activate any Police resources requested by the incident site and have them report to the onsite Staging Area Manager. *In the absence of Staging Area Manager, they should report to the onsite operations Section Chief.*
  - a. RPS internal resources
  - b. RCMP
  - c. National Security/CSIS
  - d. Regina Search & Rescue
  - e. Coroner
- 5. Communicate resource status with the Resource Unit in the Planning Section
- 6. Communicate any active events you're dealing with outside of the incident site(s) (ie. Business as usual operations)
- 7. Based on initial EOC priorities, establish objectives for the Police Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting and first written EOC Action Plan creation.

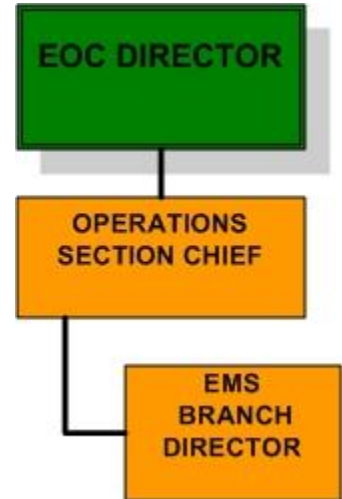


## Emergency Medical Services (EMS) Branch Director

The Emergency Medical Services (EMS) Branch Director manages EMS resource requests in support of the incident site(s). They do not direct activities at the site, but balances the needs of the community with those of the incident site to best meet the incident priorities.

### Responsibilities

- Support the incident with any victim Treatment, Triage or Transportation services required at the emergency site(s).
- Coordinate with the Logistics Section to ensure the Medical Unit is adequately staffed (responder services, not victim services).
- Maintain awareness of the operational demands placed on EMS by the unaffected portion of the City, balancing this need with that of the site(s).
- Closely monitor critical resource deployment, assigning them where the need is greatest.
- Liaises with the RQHR Branch Coordinator to best direct the transport of patients from the site(s) to medical care, or the transfer of patients between facilities.
- Coordinate with RQHR to establish and support alternate medical service locations.
- Assist police with the evacuation of any:
  - Healthcare facilities
  - Care homes
  - Group homes
  - Seniors Centres
  - Other vulnerable populations
- Coordinate EMS Mutual Aid Requests.
- Supervise the EMS Branch.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

1. Obtain a situation briefing from Operations Section Chief (sit in on calls to the site if able).  
*If the Operations Section Chief has not been activated, report to the EOC Director.*
2. Identify, through the situational briefing:
  - a. Who is the onsite Incident Commander?
  - b. Do your onsite resources know the reporting structure for this event?
  - c. Where is the staging area and who is the manager?
  - d. Are there current EMS resource needs at the site that you can meet?
  - e. What are the estimated casualty numbers?
3. Connect with EMS Dispatch:



- a. Have them provide you with a current roster and resource assignment list.
  - b. Direct them to feed you updates on calls for service in the unaffected portion of the city.
  - c. Direct them to inform you of any changes of resource status (going in or out of service).
  - d. Have them direct all communications from the incident site through the onsite Incident Commander to the EOC Operations Section Chief. Dispatch should not interact with the site directly, except in mayday/emergency situation.
    - i. All resource request from the site need to come through the EOC Operations Section.
    - ii. All incident site assignments need to come from the onsite Incident Commander.
  - e. Determine if there is a need for an RQHR dispatcher in the EOC to support the event.
4. Activate any EMS resources requested by the incident site and have them report to the onsite Staging Area Manager. *In the absence of Staging Area Manager, they should report to the onsite operations Section Chief.* Resources may include, but are not limited to:
- a. EMS internal resources
  - b. STARS
  - c. EMS Mutual Aid resources
5. Communicate resource status with the Resource Unit in the Planning Section
6. Communicate any active events you're dealing with outside of the incident site(s) (ie. Business as usual operations)
7. Based on initial EOC priorities, establish objectives for the EMS Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting and first written EOC Action Plan creation.



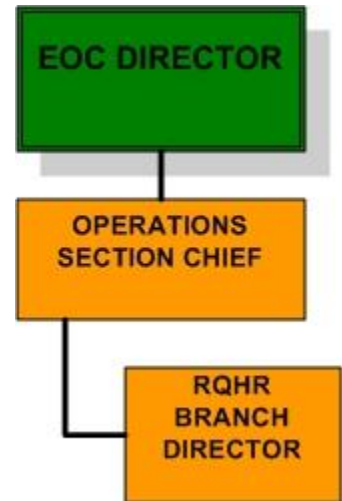
## Regina Qu'Appelle Health Region

### Branch Director

The RQHR Branch Director does not direct activities at the incident site, but coordinates with the site and the EOC to provide optimal care for the sick and injured, weighing the needs their clients with those of the incident.

#### Responsibilities

- Coordinate Preventative Measures in Public Health -The Health Branch Coordinator oversees community efforts to prevent illness from contaminated water or food during the emergency, including inspection of potable water, food delivery, and sewage systems.
- Assist with Medical Transportation -Assist in identifying and mobilizing available ambulance resources, including air transportation.
- Coordinate Health Care Facilities and Resources - Coordinate health care delivery, including special needs for pharmaceuticals, physically challenged or medically disabled persons, and care for displaced home care clients. Coordinate health care needs at Reception Centres.
- Coordinate Additional Health Facilities- Coordinate establishing additional health facilities, such as an advanced treatment centre or 200 bed emergency hospitals.
- Manage the Health Branch - Oversee the development of branch objectives, status reports, and daily time sheets and expenditures.



#### Initial Actions

Document all personal and unit activity on EOC 514 log.

1. Obtain a situation briefing from Operations Section Chief. *If the Operations Section Chief has not been activated, report to the EOC Director.*
2. Identify, through the situational briefing:
  - a. What are the estimated casualty numbers?
  - b. What percentage are likely to be Green, Yellow or Red?
  - c. Given the nature of the incident, what are casualties likely to present with?
  - d. Are their onsite treatments occurring that need support?
3. Connect with RQHR EOC and Sask Health:
  - a. Provide them with a situation assessment.
  - b. If needed, indicate the need for the ER support at the site(s).
  - c. Identify the anticipated number of casualties requiring transport for treatment
  - d. Have them provide you with a current Emergency Room capacities.
  - e. Direct them to inform you of any changes to service levels.



- f. Consider opening alternate/temporary treatment centres if appropriate.
    - g. Determine if there is a need for any additional RQHR employees in the EOC (i.e. Public Health) to support the event at this time.
  4. If required, determine the status and availability of mutual aid resources, such as:
    - a. St. John Ambulance
    - b. Private / industrial ambulances.
    - c. Industrial first-aiders
  5. Communicate facility status updates with the Situation Unit in the Planning Section.
  6. Based on initial EOC priorities, establish objectives for the RQHR Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting and first written EOC Action Plan creation.

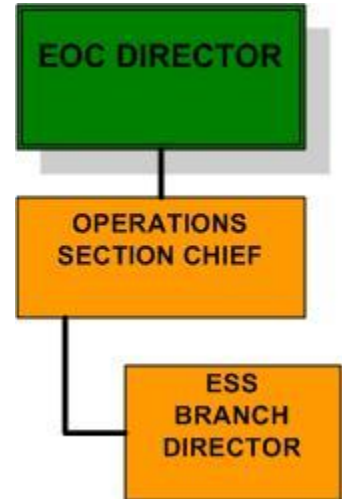


## Emergency Social Services Branch Director

The ESS Branch Director acts as the EOC link to Emergency Social Services operations in the field, coordinating with the Canadian Red Cross ERT Lead on all active reception centres and shelter locations.

### Responsibilities

- Over-all coordination of Registration and Inquiry activity within the ESS Branch.
- Coordinates the provision of food, clothing, shelter and other essential services as required for disaster victims.
- Works with Non-Governmental Organizations (NGO's), volunteer and private agencies in the area to support disaster victims.
- Executes any contracts with service providers to ensure the best care for victims.
- Provide routine situation reports to Operations Section Chief, Situation Unit and the Saskatchewan Ministry of Social Services (if appropriate).
- Coordinate the mobilization and transportation of all resources through the Logistics Section.
- When local ESS resources are exhausted, and with EOC Director approval, requests mutual aid assistance and/or provincial ESS resources from the Saskatchewan Ministry of Social Services, ESS Program.
- With EOC Director approval, provides ESS mutual aid for other affected communities by sending resources or cooperating with provincial requests to host evacuees.
- Confers with Operations Section Chief, Finance Section Chief and EOC Director to ensure that ESS response is appropriate and that expenditures for ESS are authorized.



### Activation Phase

- Respond immediately to the EOC as directed.
- Ensure the appropriate deployment of personnel between active Registration and Enquiry Centers and the EOC.
- Obtain a briefing of the situation from Operations Section Chief and Site Personnel. If Operations Section has not been activated, get a briefing from EOC Director.
- Obtain a briefing of the ESS situation from ESS Site Personnel.
- Ensure alternates are identified for your position to allow for 24 hour extended operations.
- Assess level of ESS services needed and initiate call-out of ESS employees and volunteers as required.
- If appropriate, activate the ESS plan to coordinate delivery of ESS services (through the activation of reception centres, volunteer centre, registration sites, etc.)
- Establish telephone and/or radio communications other ESS support agencies such as the Red Cross, St John Ambulance, and private security companies.
- Ensure communications is established with each activated ESS facility, Provincial ESS representatives, and and/or the ESS Coordinator in the Provincial EOC.

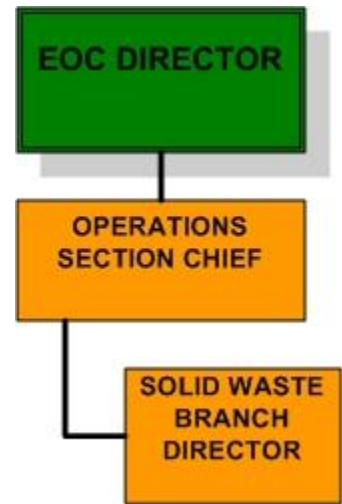


## Solid Waste Branch Director

The EOC Agency Branch Director does not direct activities at the site, but allocate resources to meet EOC priorities.

### Responsibilities

- Maintain awareness and provide status updates to the EOC on the Environmental concerns/activities.
- Maintain awareness and provide status updates to the EOC on solid waste collection and landfill impacts.
- Prepare for the possible impacts the event may have on Solid Waste operations.
- Liaise with the regulators and contractors.
- Ensure all environmental and waste management regulatory requirements are being met throughout the incident.
- Maintain awareness of the operational demands placed on Solid Waste by the unaffected portion of the City, balancing this need with that of the site(s).
- Manage departmental resources outside of the incident site(s), maintaining awareness of resources status, assignment and condition.
- Support the Planning Section’s Advanced Planning and Recovery Units with Subject Matter Experts (SMEs) and information as required.
- Contribute resources to joint task forces (multi-disciplinary) teams when able and if relevant, such as:
  1. Debris Removal Teams
  2. Damage Assessment Teams
  3. Facility Inspection Teams
- Monitor the Solid Waste Branch workloads in the EOC for effectiveness, adjusting the branch as necessary.
- Liaise with colleagues from other regions, and/or the Provincial EOC, as required.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

After receiving the initial call to report to the EOC you should:

1. On route – if it is safe to do so
  - a. Contact your impacted managers for a status update
  - b. Identify your Department’s concerns
  - c. Determine resource availability
2. Sign into the EOC
3. Report to the Operation Section Chief *(If the Operations Section Chief has not been activated, report to the EOC Director).*
  - a. Obtain a situation briefing.



- b. Provide a branch situation report.
  - c. Indicate likely areas of impact/concerns to your department.
  - d. Determine initial branch actions.
    - i. *Example - Collect status information*
    - ii. *Example - Call in extra resource*
    - iii. *Example - Dispatch resources to support the response*
    - iv. *Example - Check regulations or contracts potentially impacted by the event*
  - e. Identify where the Staging Area is and who the Staging Area Manager is for each site.
  - f. Ensure your onsite resources know who they report to and that their safety and accountability is being managed by the onsite Incident Command team.
  - g. Are there current resource needs at the site that you can meet/support?
4. Connect with your departmental management team to determine:
- a. The current staff roster and assignment list.
  - b. Direct them to provide you with updates on calls for service in the unaffected portion of the city.
  - c. Direct them to inform you of any changes of resource status (going in or out of service).
  - d. Remind your management team that all the resources onsite now report to the Incident Command Team on the site, and should take directions from them alone, until released. This is for the safety of all employees at the site(s).
    - i. All resource request from the site need to come through the EOC Operations Section.
    - ii. All incident site assignments need to come from the onsite Incident Commander.
5. Communicate resource status with the Resource Unit in the Planning Section
6. Communicate any active events you're dealing with outside of the incident site(s) (ie. Business as usual operations) to the Planning Section Situation Unit.
7. Based on initial EOC priorities provided by the Operations Section Chief, establish objectives for the Solid Waste Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting for inclusion in the first written EOC Action Plan.



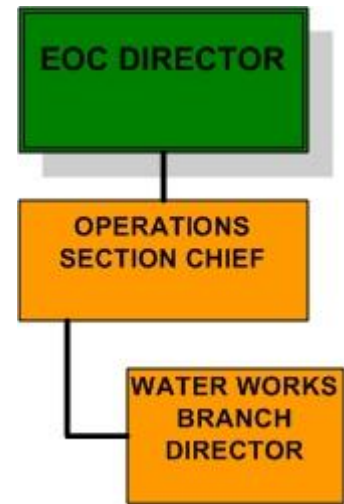


### Water Works Branch Director

The EOC Agency Branch Director does not direct activities at the site, but allocate resources to meet EOC priorities.

### Responsibilities

- Maintain awareness and provide status updates to the EOC on the potable water systems.
- Maintain awareness and provide status updates to the EOC of waste water drainage systems.
- Provide forecasts for events specific to Water Works.
- Liaise with the Water Security Agency.
- Ensure all water (potable and waste) regulatory requirements are being met throughout the incident.
- Maintain awareness of the operational demands placed on Water Works by the unaffected portion of the City, balancing this need with that of the site(s).
- Manage departmental resources outside of the incident site(s), maintaining awareness of resources status, assignment and condition.
- Support the Planning Section’s Advanced Planning and Recovery Units with SMEs and information as required.
- Contribute employees to joint task forces (multi-disciplinary) teams when able and if relevant, such as:
  1. Debris Removal Teams
  2. Damage Assessment Teams
  3. Facility Inspection Teams
- Monitor the Water Works Branch workloads in the EOC for effectiveness, adjusting the branch as necessary.
- Liaise with colleagues from other regions, and/or the Provincial EOC, as required.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

After receiving the initial call to report to the EOC you should:

1. On route – if it is safe to do so
  - a. Contact your impacted managers for a status update
  - b. Identify your Department’s concerns
  - c. Determine resource availability
2. Sign into the EOC
3. Report to the Operation Section Chief *(If the Operations Section Chief has not been activated, report to the EOC Director).*
  - a. Obtain a situation briefing.
  - b. Provide a branch situation report.
  - c. Indicate likely areas of impact/concerns to your department.



- d. Determine initial branch actions.
  - i. *Example - Collect status information*
  - ii. *Example - Call in extra resource*
  - iii. *Example - Dispatch resources to support the response*
  - iv. *Example - Check regulations or contracts potentially impacted by the event*
- e. Identify where the Staging Area is and who the Staging Area Manager is for each site.
- f. Ensure your onsite resources know who they report to and that their safety and accountability is being managed by the onsite Incident Command team.
- g. Are there current resource needs at the site that you can meet/support?
4. Connect with your departmental management team to determine:
  - a. The current staff roster and assignment list.
  - b. Direct them to provide you with updates on calls for service in the unaffected portion of the city.
  - c. Direct them to inform you of any changes of resource status (going in or out of service).
  - d. Remind your management team that all the resources onsite now report to the Incident Command Team on the site, and should take directions from them alone, until released. This is for the safety of all employees at the site(s).
    - i. All resource request from the site need to come through the EOC Operations Section.
    - ii. All incident site assignments need to come from the onsite Incident Commander.
5. Communicate resource status with the Resource Unit in the Planning Section
6. Communicate any active events you're dealing with outside of the incident site(s) (ie. Business as usual operations) to the Planning Section Situation Unit.
7. Based on initial EOC priorities provided by the Operations Section Chief, establish objectives for the Water Works Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting for inclusion in the first written EOC Action Plan.

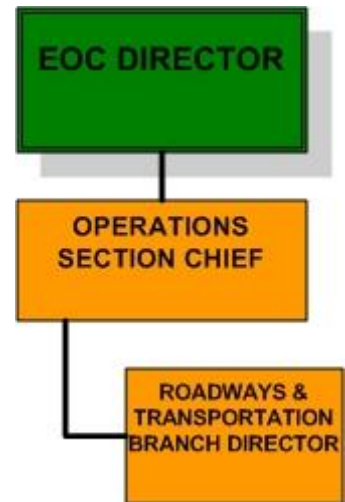


## Roadways & Transportation Branch Director

The Roadways & Transportation Branch Director does not direct activities at the site, but allocates resources to meet EOC priorities, balancing day-to-day business with incident site(s) needs.

### Responsibilities

- Maintain awareness of all Roadways & Transportation concerns and activities, providing status updates to the EOC.
- Prepare for possible impacts the event may have on Roadways & Transportation operations.
- Liaise with any regulators and contractors.
- Ensure all regulated or contractually obligated services are monitored, and contingency plans prepared.
- Maintain awareness of the operational demands placed on Roadways & Transportation services by the unaffected portion of the City, balancing this need with that of the site(s).
- Manage departmental resources outside of the incident site(s), maintaining awareness of resources status, assignment and condition.
- Contribute employees to joint task forces (multi-disciplinary teams) when able and if relevant, such as:
  1. Debris Removal teams
  2. Damage Assessment teams
  3. Emergency Site Access teams
- Support the Planning Section’s Advanced Planning and Recovery Units with SMEs and information as required.
- Monitor the Roadways & Transportation Branch workloads in the EOC for effectiveness, adjusting the branch as necessary.
- Liaise with colleagues from other regions, and/or the Provincial EOC, as required.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

After receiving the initial call to report to the EOC you should:

1. While on route – if it is safe to do so
  - a. Contact your impacted managers for a status update
  - b. Identify your Department’s concerns
  - c. Determine resource availability
2. Sign into the EOC
3. Report to the Operation Section Chief *(If the Operations Section Chief has not been activated, report to the EOC Director).*
  - a. Obtain a situation briefing.
  - b. Provide a branch situation report.



## Emergency Response Plan

City of Regina



## ROLES & RESPONSIBILITIES

- c. Indicate likely areas of impact/concerns to your department.
  - d. Determine initial branch actions.
    - i. *Example - Collect status information*
    - ii. *Example - Call in extra resource*
    - iii. *Example - Dispatch resources to support the response*
    - iv. *Example - Check regulations or contracts potentially impacted by the event*
  - e. Identify where the Staging Area is and who the Staging Area Manager is for each site.
  - f. Ensure any resources you already have onsite know who they report to and that their safety and accountability is being managed by the onsite Incident Command team.
  - g. Are there current resource needs at the site that you can meet/support?
4. Connect with your departmental management team to determine:
    - a. The current staff roster and assignment list.
    - b. Direct them to provide you with updates on any impacts being seen to service levels outside of the incident site.
    - c. Direct them to inform you of any changes of resource status (going in or out of service).
    - d. Remind your management team that all the resources assigned to a site now report to the Incident Command Team on the site, and should take directions from them alone, until released. This is for the safety of all employees at the site(s).
      - i. All resource request from the site need to come through the EOC Operations Section.
      - ii. All incident site assignments need to come from the onsite Incident Commander.
  5. Communicate resource status with the Resource Unit in the Planning Section
  6. Communicate any active events you're dealing with outside of the incident site(s) (ie. Business as usual operations) to the Planning Section Situation Unit.
  7. Based on initial EOC priorities provided by the Operations Section Chief, establish objectives for the Roadways & Transportation Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting for inclusion in the first written EOC Action Plan.

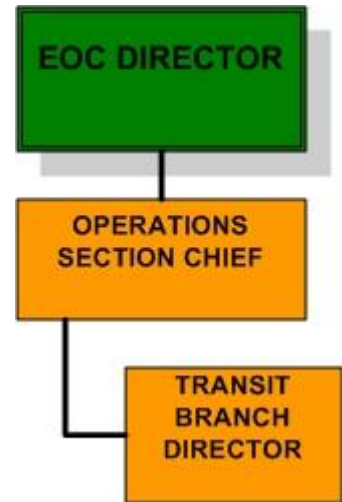


## Transit Services Branch Director

The Transit Branch Director does not direct activities at the site, but allocates resources to meet EOC priorities, balancing day-to-day business with incident site(s) needs.

### Responsibilities

- Maintain awareness and provide status updates to the EOC on Transit and Para-Transit Services concerns/activities.
- Prepare for possible impacts the event may have on Transit operations.
- Liaise with any regulators and contractors.
- Ensure all regulated or contractually obligated services are monitored, and contingency plans prepared.
- Maintain awareness of the operational demands placed on Transit Services by the unaffected portion of the City, balancing this need with that of the site(s).
- Manage departmental resources outside of the incident site(s), maintaining awareness of resources status, assignment and condition.
- Work closely with the Logistics Section Transportation Branch to support ground transportation requests.
- Support the Planning Section’s Advanced Planning and Recovery Units with SMEs and information as required.
- Monitor the Transit Services Branch workloads in the EOC for effectiveness, adjusting the branch as necessary.
- Liaise with colleagues from other regions, and/or the Provincial EOC, as required.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

After receiving the initial call to report to the EOC you should:

1. On route – if it is safe to do so
  - a. Contact your impacted managers for a status update
  - b. Identify your Department’s concerns
  - c. Determine resource availability
2. Sign into the EOC
3. Report to the Operation Section Chief *(If the Operations Section Chief has not been activated, report to the EOC Director).*
  - a. Obtain a situation briefing.
  - b. Provide a branch situation report.
  - c. Indicate likely areas of impact/concerns to your department.
  - d. Determine initial branch actions.
    - i. *Example - Collect status information*

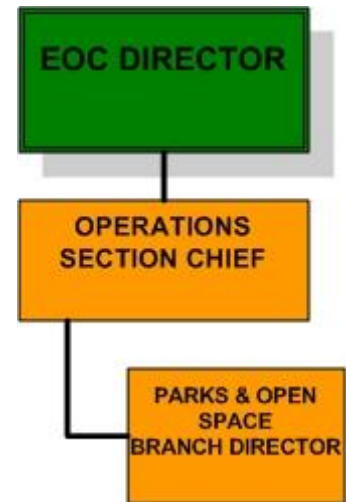


## Parks & Open Space Branch Director

The Parks and Open Space Branch Director does not direct activities at the site, but allocates resources to meet EOC priorities, balancing day-to-day business with incident site(s) needs.

### Responsibilities

- Maintain awareness and provide status updates to the EOC on Parks & Open Space operations and assets that may be impacted by the event.
- Liaise with any regulatory groups.
- Liaise with any sub-contractors or key stakeholders.
- Ensure all regulated or contractually obligated services are monitored, and contingency plans prepared in the event of their disruption.
- Maintain awareness of the operational demands placed on Parks & Open Space services by the unaffected portion of the City, balancing this need with that of the response.
- Manage departmental resources outside of the incident site(s), maintaining awareness of resources status, assignment and condition.
- Contribute employees to joint task forces (multi-disciplinary teams) when able and if relevant, such as:
  1. Debris Removal teams
  2. Damage Assessment teams
  3. Emergency Site Access teams
- Support the Planning Section’s Advanced Planning and Recovery Units with SMEs and information as required.
- Monitor the Parks & Open Space Branch workloads in the EOC for effectiveness, adjusting the branch as necessary.
- Liaise with colleagues from other regions, and/or the Provincial EOC, as required.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

After receiving the initial call to report to the EOC you should:

1. While on route – *if it is safe to do so*
  - a. Contact your impacted managers for a status update
  - b. Identify your Department’s concerns
  - c. Determine resource availability
2. Sign into the EOC
3. Report to the Operation Section Chief (*If the Operations Section Chief has not been activated, report to the EOC Director*).
  - a. Obtain a situation briefing.



## Emergency Response Plan

- b. Provide a branch situation report.
- c. Indicate likely areas of impact/concerns for your department.
- d. Determine initial branch actions.
  - i. *Example - Collect status information*
  - ii. *Example - Call in extra resource*
  - iii. *Example - Dispatch resources to support the response*
  - iv. *Example - Check regulations or contracts potentially impacted by the event*
- e. Identify where the Staging Area is and who the Staging Area Manager is for each site.
- f. Ensure any resources you already have onsite know who they report to and that their safety and accountability is being managed by the onsite Incident Command team.
- g. Are there current resource needs at the site that you can meet/support?
4. Connect with your departmental management team to determine:
  - a. The current staff roster and assignment list.
  - b. Direct them to provide you with updates on any impacts being seen to service levels outside of the incident site.
  - c. Direct them to inform you of any changes of resource status (going in or out of service).
  - d. Remind your management team that all the resources assigned to a site now report to the Incident Command Team on the site, and should take directions from them alone, until released. This is for the safety of all employees at the site(s).
    - i. All resource request from the site need to come through the EOC Operations Section.
    - ii. All incident site assignments need to come from the onsite Incident Commander.
5. Communicate resource status with the Resource Unit in the Planning Section.
6. Communicate any active events you're dealing with outside of the incident site(s) (ie. Business as usual operations) to the Planning Section Situation Unit.
7. Based on initial EOC priorities provided by the Operations Section Chief, establish objectives for the Parks & Open Space Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting for inclusion in the first written EOC Action Plan.

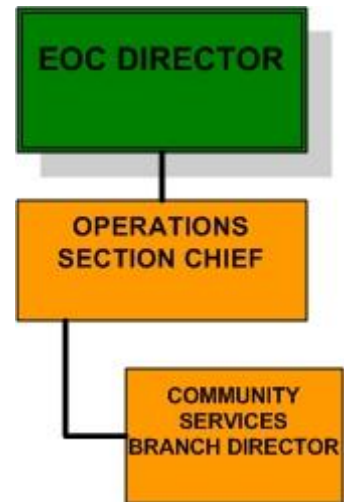


## Community Services Branch Director

The Community Services Branch Director does not direct activities at the site, but allocates resources to meet EOC priorities, balancing day-to-day business with incident site(s) needs.

### Responsibilities

- Maintain awareness and provide status updates to the EOC on Community Services operations and assets that may be impacted by the event.
- Liaise with any regulatory groups.
- Liaise with any sub-contractors or key stakeholders.
- Ensure all regulated or contractually obligated services are monitored, and contingency plans prepared in the event of their disruption.
- Maintain awareness of the operational demands placed on Community Services Branch by the unaffected portion of the City, balancing this need with that of the response.
- Manage departmental resources outside of the incident site(s), maintaining awareness of resources status, assignment and condition.
- Contribute employees to Emergency Social Services activities when able and if relevant.
- Support the Planning Section’s Advanced Planning and Recovery Units with SMEs and information as required.
- Monitor the Community Services Branch workloads in the EOC for effectiveness, adjusting the branch as necessary.
- Liaise with colleagues from other regions, and/or the Provincial EOC, as required.



### Initial Actions

Document all personal and unit activity on EOC 514 log.

After receiving the initial call to report to the EOC you should:

8. While on route – *if it is safe to do so*
  - a. Contact your impacted managers for a status update
  - b. Identify your Department’s concerns
  - c. Determine resource availability
9. Sign into the EOC
10. Report to the Operation Section Chief (*If the Operations Section Chief has not been activated, report to the EOC Director*).
  - a. Obtain a situation briefing.
  - b. Determine if Emergency Social Services has been, or needs to be, activated.
  - c. Provide a branch situation report.
  - d. Indicate likely areas of impact/concerns for your department.
  - e. Determine initial branch actions.
    - i. *Example - Collect status information*



- ii. *Example - Call in extra resource*
      - iii. *Example - Dispatch resources to support the response*
      - iv. *Example - Check regulations or contracts potentially impacted by the event*
    - f. Identify where the Staging Area is and who the Staging Area Manager is for each site.
    - g. Ensure any resources you already have onsite know who they report to and that their safety and accountability is being managed by the onsite Incident Command team.
    - h. Are there current resource needs at the site that you can meet/support?
- 11. Connect with your departmental management team to determine:
  - a. The current staff roster and assignment list.
  - b. Direct them to provide you with updates on any impacts being seen to service levels outside of the incident site.
  - c. Direct them to inform you of any changes of resource status (going in or out of service).
  - d. Remind your management team that all the resources assigned to a site now report to the Incident Command Team on the site, and should take directions from them alone, until released. This is for the safety of all employees at the site(s).
    - i. All resource request from the site need to come through the EOC Operations Section.
    - ii. All incident site assignments need to come from the onsite Incident Commander.
- 12. Communicate resource status with the Resource Unit in the Planning Section.
- 13. Communicate any active events you're dealing with outside of the incident site(s) (ie. Business as usual operations) to the Planning Section Situation Unit.
- 14. Based on initial EOC priorities provided by the Operations Section Chief, establish objectives for the Community Services Branch and provide them to the Operations Section Chief prior to the next operational period planning meeting for inclusion in the first written EOC Action Plan.



## Planning Section Chief

The Planning Section has two key areas of responsibility: understanding the present and planning for the future.

Understanding the present – The Situation Unit and Resources Unit have the task of maintaining and displaying up-to-date situational awareness. This awareness forms the foundation for all operational decisions and long term planning.

Planning for the future – The Advanced Planning Unit, Demobilisation Unit, Recovery Unit and Technical Specialist Unit have the task of looking into the next operational period and beyond to create a roadmap to recovery.



## Responsibilities

- Prepares regular Situation Reports.
- Document and maintain files on all EOC activities.
- Collects, analyzes, and displays up-to-date situation information.
- Tracks and displays resource status and assignment across the city.
- Facilitates the EOC action planning process, creating and distributing the EOC Action Plan (EOC502).
- Conducts advance response planning and recovery activities.
- Provide expert technical support services to EOC sections, units, and branches.
- Coordination of unit activities within the section.
- Ensure effective communication between units and other EOC sections.
- Monitor units to ensure adequate employees for the workload.
- Coordinate with Operation Section Chief in advance of the planning meeting to ensure the completion of Status Reports (EOC501).
- Establish a de-escalation plan for the demobilisation of response units and the transition of EOC staff back to normal operations.
- Inform the EOC Director, and Command Staff of significant events.
- Oversee the collection and retention of EOC documentation.

## Initial Actions

Maintain unit log (ICS form 514).

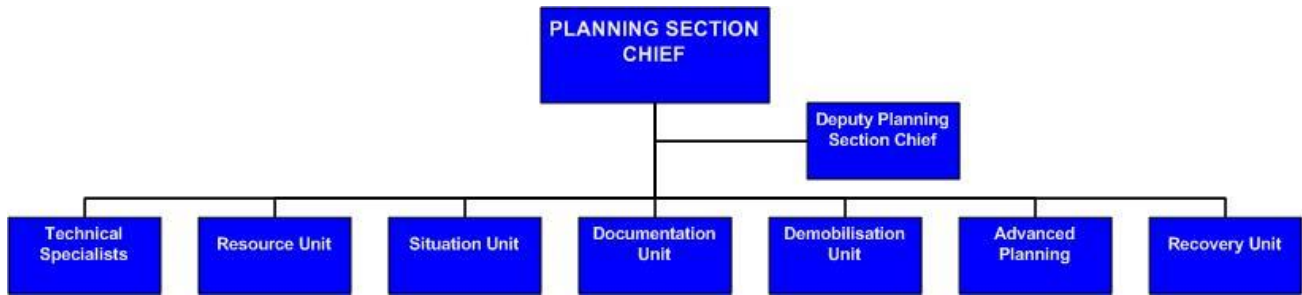
1. Obtain a briefing from the EOC Director or Operations Section Chief. If possible, sit in on initial call with all incident site(s).
  - Get a verbal situation status and assessment.
  - Get a verbal onsite resource status.



- Identify site operational objectives.
2. Review planning section units and activate those required at this time, remember to “get big quick” and scale back if need be. If you have trouble staffing a unit, see the Logistics Section for resourcing.
3. Hold a quick Planning Section Scrum:
  - Brief the Planning Section on the situation (use site report or Incident Action Plan if available).
  - Share the incident site’s current operational objectives.
  - Discuss and recommend long term, high level objectives.
  - Ensure units are comfortable with set-up tasks.
4. Connect with EOC Director and other Command/General Staff for initial EOC Briefing (follow EOC Briefing agenda (in EOC)):
  - Identify operational period.
  - Confirm current EOC operational period objectives.
  - Share and confirm long term EOC objectives.
  - Confirm meeting schedule:
    - Operations Strategy and Tactics Meeting
    - Planning Meeting (develop EOC Action Plan for next operational period)
    - EOC Briefing (starts each operational period)
5. Report back to the Planning Section with Verbal Incident Action Plan update (include Logistics Section Chief and Risk Management Officer):
  - Identify key issues and objectives to be accomplished by the Planning Section during the initial operational period
  - Assign tasks as required
  - Develop an internal schedule for reviewing responsibilities of the Planning Section that support the meeting schedule
6. Identify Technical Experts needed and request their support.
  - Use the Liaison Officer for external SMEs
  - Use the Logistics Section for internal SMEs
7. Connect with the Operations Section Chief (OPSEC):
  - Establish Resource and Situation Unit personnel and connect them to OPSEC
8. Identify future needs of the Planning Section and incident site(s), maintaining a proactive role to predict, prevent, and plan for situations before they occur
9. If the Provincial EOC activated, establish contact with their Planning Section to coordinate a Situation Report timing schedule
10. Consider the potential duration of incident and the likely working hours of the EOC. If necessary, request additional personnel from Logistics to maintain full staffing capabilities
11. Begin preparing for next operational period planning meeting and first written EOC Action Plan creation

Go to Operational Phase Checklist, located in the Planning Section Chief’s binder in the EOC.

The following units make up the planning section. Detailed checklists for each position can be found in the EOC.



**Situation Unit Coordinator:** The unit of the planning section responsible for the collection, organisation and analysis of incident status information and for the analysis for the situation as it progresses.

**Resource Unit Coordinator:** The unit of the planning section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident(s), the impact that additional responding resources will have on the incident(s), and anticipated resource needs.

**Documentation Unit Coordinator:** The unit of the planning section responsible for collecting, recording and safeguarding all documents relevant to the incident.

**Advanced Planning Unit Coordinator:** The unit of the planning section responsible for reviewing all current information, identifying approaching EOC issues and recommending future EOC objectives to mitigate or respond to them.

**Demobilization Unit Coordinator:** The unit of the planning section responsible for assuring controlled, orderly, safe and efficient demobilisation of incident resources and EOC staff.

**Recovery Unit Coordinator:** The unit of the planning section responsible for coordinating and controlling unsolicited donations as well as assessing the current community situation in order to recommend and document a recovery process that addresses community infrastructure, services and overall wellbeing.

**Technical Specialist Unit Coordinator:** The unit of the planning section responsible for providing personnel with special skills that can be resourced where required in the EOC.



### Logistics Section Chief (LSC)

The Logistics Section must work closely with all sections to ensure that incident needs are identified and addressed. The LSC must be able to manage effectively the wide range of functions that fall under this section. To coordinate the provision of facilities, services, personnel and material in support of the emergency response.



### Responsibilities

- Provide functions that includes:
  - Telecommunication and information technology support services
  - Location and acquisition services for equipment, supplies, personnel, facilities, and transportation needed for next operational period activities
- Other support services as required both for the EOC and site requirements
- Coordinate the activities required to complete objectives found in the EOC Action Plan, within the operational period or within the estimated time frame
- Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required
- Allocate critical resources according to EOC Action Plan policy, priorities, and direction
- Coordinate with the Operations Section Chief to establish priorities for resource allocation within the operational area
- Coordinates with the ESS Branch Director to support the required food and lodging resources for the activated reception and or registration sites
- Arrange food and lodging for EOC and site personnel
- Keep the EOC Director informed of all significant issues relating to the Logistics Section
- Supervise the Logistics Section

### Initial Actions

Maintain unit log (ICS form 514).

1. Obtain a briefing from the EOC Director or Operations Section Chief. If possible, sit in on initial call with all incident site(s).
  - Get a verbal situation status and assessment
  - Identify current resource needs at the site
  - Identify logistical requirements to resolve safety issues
  - Ensure primary communications method between EOC and the site(s) is adequate
  - Identify site operational objectives
2. Participate in the initial Strategy and Tactics meeting with the Operations Section.
  - Listen to dialogue and identify current and future resource needs.
3. Hold initial Logistics Section scrum:
  - Brief staff on the situation
  - Indicate the incident site’s current operational objectives
  - Provide current resource requests.





Information Technology Branch: is the Logistics Section branch responsible for providing communications and computer system support to the EOC and site(s). This branch also manages any groups or equipment used in support of incident communications (such as the Amateur Radio Emergency Support (ARES) team).

EOC Support Branch: is the Logistics Section branch responsible for directly supporting the EOC with the facilities, equipment, security and clerical support needed to ensure the EOC runs safely and efficiently.

Supply Branch: is the Logistics Section branch responsible for ordering equipment and supplies required to support the incident and ensuring their delivery to the onsite staging area.

Personnel Branch: is the Logistics Section branch responsible for supporting the EOC and site(s) with personnel to meet operational needs. This branch also coordinates volunteer labour used in support of the incident.

Transportation Branch: is the Logistics Section branch responsible for determining transportation needs, acquiring transportation resources and coordinating transportation services in support of the EOC and site(s) operations.





## Finance Section Chief

### (AKA Finance & Administration Section)

The Finance Section is responsible for collecting, tracking and analysing the financial impacts of an emergency event on the City.



### Responsibilities

- Maintain financial records throughout the event.
- Maintain continuum of the payroll process for all employees responding to the event.
  - Coordinate with Resource Unit to collect and record on-duty hours for all personnel
- In consultation with EOC Director determine spending limits, if any, for the EOC Director, Logistics Section and Command Team for Executive Leadership Team or Council approval
- In consultation with ELT and the EOC Director, determine spending limits, if any, for the EOC director
- In consultation with EOC Director, determine delegated spending limits, if any, for the Logistics Section and Command Team
- Ensure compensation claims are processed within a reasonable time, given the nature of the situation
- Process all travel and expense claims within a reasonable time, given the nature of the situation
- Monitor and supervise the Finance/Administration Section, increase staffing levels as required, and reorganize as needed
- Process and apply for the Provincial Disaster Assistance Program (PDAP) if necessary

### Initial Actions

Maintain unit log (ICS form 514).

1. Obtain a briefing from the EOC Director or Operations Section Chief. If possible, sit in on initial call with all incident site(s)
  - Get a verbal situation status and assessment
  - Identify current resources at the site
  - Identify any additional resources being requested:
    - Employees
    - Contractors
    - Mutual Aid
  - Identify damage to property that has already occurred, or will occur and consider compensation implications

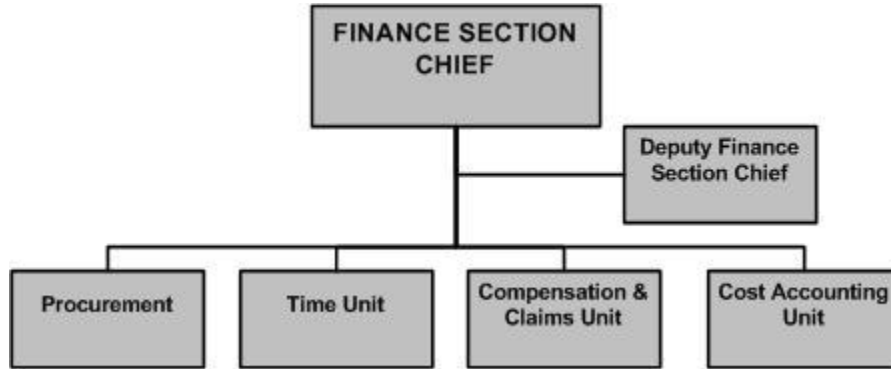


2. Assemble Finance Section units required to support the event and hold the initial Section scrum
  - Brief staff on the situation
  - Identify what resources are already onsite or on route
    - Is adequate time keeping in place?
    - Are contracts required?
  - Resource status and probability of additional resources
    - Is purchasing support or contract services required?
  - Provide current resource requests.
    - Ensure resource requests coming from the incident site(s) are approved by the appropriate EOC Operations Section Branch Director prior to filling the request.
  - Identify probable spending limit requirement recommendations for:
    - EOC Director
    - Logistics Section staff
    - Other Command Team members
3. Connect with the Logistics Section Chief to:
  - Identify procurement procedures
  - Connect Logistics Section resource acquisition staff with appropriate Finance staff
  - Confirm spending limit recommendations for level of purchasing authority and process for the Logistics Section
4. Connect with the EOC Director to confirm recommended spending limits and purchasing authorities for the Command Team
  - Assist in presenting this to ELT and getting approvals
  - Communicate the decision to the Command Team
5. Provide the Planning Section's Situation Unit of the names and positions of the Finance Section staff
6. Establish a connection with the PDAP office to ensure efficient reporting if required
7. Assist unit leaders in developing objectives for the Finance Section in support of the EOC objectives, including plans to accomplish the objectives within the first operational period, or in accordance with the EOC Action Plan
8. Ensure sufficient staff are available at City Hall or if requested by the EOC Director, at the EOC for a 24 hour schedule as required
9. Prepare for next operational period planning meeting and first written EOC Incident Action Plan creation

Go to Operational Phase Checklist, located in the Finance Section Chief's binder in the EOC.



The following units make up the Finance & Administrations Section. Detailed checklists for each position can be found in the EOC.



Time Unit Coordinator: is the Finance Section Unit responsible for recording time for personnel and hired equipment.

Procurement Unit Coordinator: is the Finance Section Unit responsible for financial matters involving vendor contracts.

Compensation and Claims Unit Coordinator: is the Finance Section Unit responsible for financial concerns resulting from property damage, injuries or fatalities at the incident.

Cost Accounting Unit Coordinator: is the Finance Section Unit responsible for tracking costs, analysis cost data, making cost estimates and recommending cost-saving measures.



## **Deputy Positions for EOC Specified Roles:**

The EOC Director, Operations Section Chief, Planning Section Chief, Logistics Section Chief and the Finance Section Chief can all have deputy positions. The Deputy positions are appointed by the Regina Emergency Management Agency.

### **Responsibilities**

The Deputy Section Chief role is primarily to support the Section Chief in establishing and maintaining a high functioning Section. This is accomplished through maintaining effective span of control, monitoring section structure for maximum effectiveness and filling in for the Section Chief when they are otherwise occupied.

### **Initial Actions:**

1. The deputy will handle the initial set up of the Section while the Section Chief is participating in situation reporting calls/meetings
  - Set up section
  - Call in Branch/Unit resources as needed
2. Establish a section organisational structure that suits the needs of the incident
  - Organise branches/units into logical groups/divisions and assign managers as needed
  - Maintaining effective span of control
  - Maintain unity of command
3. Prepare initial section scrum agenda
  - Try to have the section organised and ready for the initial Section Meeting.
4. Any other duties as assigned by the Section Chief
5. Act as a functional second in command to the section chief



## LEVEL 1 EOC ACTIVATION MONITORING

A Level 1 Activation means the Emergency Operations Centre is gathering information from the Incident Command Post (ICP), if activated, and impacted key stakeholders in order to provide an accurate and comprehensive situation assessment to management.

Level 1 activations of the EOC reflect incidents that have not yet reached a point where advanced support from an EOC is required, but are of a nature that could see them escalate rapidly. A Level 1 Activation ensures a satisfactory level of situational awareness ensuring that the City is prepared to make timely and informed decisions including escalating response levels.

### STEP 1 - NOTIFICATION

The Incident Command Team at the emergency site, or a partner agency representative who becomes aware of a real or potential emergency will alert the Regina Emergency Management Agency (REMA) through the Duty Officer or the City Emergency Coordinator with an initial verbal report, and accompany it with the appropriate document if requested to do so.

- Incident Command Post/Site - ICS Form 201
- Partner agency or Department – ICS Form 401

1. The Duty Officer will immediately advise the EOC Command Team and circulate the correct forms (201/401), if provided.

### STEPS 2-3 - ASSESSMENT

2. The EOC Command Team will gather (if time permits) or dial into the teleconference line, as directed by the Duty Officers message. Required to attend the meeting will be the:
  - a. EOC Director
  - b. Section Chiefs (Planning, Operations, Logistics, and Finance)
  - c. Officers (Information, Liaison, and Risk Management)
  - d. Impacted Department or Agency representatives (Branch Coordinators)
3. The EOC Director will chair the meeting. The group will examine the situation as presented by the Duty Officer and determine next actions. Below are some suggested triggers/indicators for each level of activation, any one of which may result in a required action. They are:
  - a. *MONITORING - Level 1 Activation - Triggers for an event that:*
    - i. may cause long term disruptions to a departments normal operations
    - ii. may cause significant short term impacts to a department
    - iii. involve an evacuation requiring Emergency Social Service support



- iv. involves the city hosting evacuees from another community
  - v. has the potential to grow into a more significant event
  - vi. could have impacts of a political, legal, environmental or economic nature
- b. ESCALATE - *Level 2 Activation - Triggers for an events that:*
- vii. impacts multiple departments
  - viii. requires the evacuation of a portion of a neighbourhood
  - ix. requires a moderate amount of coordination
  - x. may require external support resolve
  - xi. will have impacts (political, legal, environmental, economic)
  - xii. will cause disruptions to the normal operations of a department
  - xiii. may impact the ongoing operations of several departments
  - xiv. may require recovery planning
  - xv. may negatively impact the reputation of the City
- c. ESCALATE - *Level 3 Activation - Triggers for an event that:*
- xvi. directly impacts multiple departments and indirectly affects the remaining departments the City
  - xvii. requires the evacuation of an entire neighbourhood
  - xviii. requires a high level of coordination
  - xix. will require substantial external support to resolve
  - xx. will have long term impacts (political, legal, environmental, economic)
  - xxi. will significantly impact the ongoing operations of the City
  - xxii. will require significant recovery planning and operations
  - xxiii. will negatively impact the City's reputation
- d. NON-INTERVENTION – It is determined that no action/support is required from the EOC for this event.

#### **STEP 4 –NEXT STEPS**

Based on the discussion in the meeting from Step 3 one of the following three courses of action will be selected.



**4A. MONITOR**

The Incident Command Post and all involved departments or agencies will be required to continue reporting using the Form 201s/401s. Reports will be required 1 (one) hour before the end of the operational period. The EOC Director, or designate, will maintain communications with the Incident Command Post.

**Process Repeats,  
Go back to Step 1.**

**4B. ESCALATE**

A decision to activate a level 2 or 3 Activation of either the Partial EOC (Level 2) or a Full EOC Activation (Level 3). Proceed to the appropriate EOC Activation Level and begin with Step 1. The EOC Director will communicate this to the Incident Command Post.

**Go to Level 2 or Level 3 section of this plan.**

**4C. NO ACTION**

No further action is determined to be necessary. Responsibility for this event rests with the departments and agencies involved. The Duty Officer will alert the original alert initiator that no further action will be taken by the EOC, but to notify them immediately if the situation worsens.

**No Further Action  
Required.  
Process starts when  
required.**







# LEVEL 2 EOC ACTIVATION PARTIAL EOC

A Level 2 Activation means that the Emergency Operations Centre is being opened by a limited number of staff with the majority of REMA EOC members working remotely and ‘dialling’ in as required.

Partial activation helps to provide a higher level of coordination for larger, more complex, events that still have a limited impact on City and stakeholder operations. Partial activations can also be used to support a non-emergency activity with planning or logistical support. The Emergency Operations Centre will be opened and physically staffed by a few key positions to support the event while other parties will be required to only dial into meetings and email in reports. All departments and agencies will be required to send reports into the Emergency Operations Centre on schedule, even if there are no impacts to their area of responsibility.

## STEPS 1-2 – INITIAL ACTIONS

When a Level 2 Activation has been decided on it means the EOC is being set up at the primary location, unless otherwise stated in the communication.

- Primary Location: Building A – 2425 4<sup>th</sup> Ave.
- Secondary Location: Regina Fire and Protective Services HQ, 1205 Ross Avenue

Set-up instructions are in-place at both locations and will be used for physical set up of the space.

1. The following positions are required to physically report to the EOC (more position specific details can be found in the position binders at the EOC, or in the G:\EOC\Positions folder):
  - EOC Director
    - Should be present at start, then may delegate or work remotely as appropriate
    - Manage the EOC team and provide direction as needed
    - Liaise with the City Council and Executive Leadership Team, providing regular briefings
    - Set EOC objectives (with Operations Section Chief) for EOC activities
    - Approve the Incident Action Plan
    - Appoint EOC staff positions as required
  - Activated REMA Members
    - Liaise with active field staff to gain situational awareness and to determine incident conditions, actions and needs
    - Work in collaboration with EOC Director to set EOC objectives for each operational period
    - Assist in the creation of an EOC Incident Action Plan
    - Monitor/evaluate the effectiveness of the Incident Action Plan and its’ implementation



- Information Officer
  - Work with the EOC Director to ensure timely, relevant information is being released internally and externally as required
  - Schedule media scrums
  - In consultation with the EOC Director, City Council and ELT, identify spokesperson(s)
  - Communicate with Operations Section Chief and Incident Command
  - Liaise with external agency communications groups
  - Monitor Social Media and Website for up-to-date and correct information
- Stakeholder representatives – if involved in the event
  - Represent Agency/Company’s interests and responsibilities at the planning table
  - Be authorized to make decisions
  - Be the link to the agency/company’s EOC (if active)
  - Provide information to support the response and recovery planning process
  - Support response operations when able and as required
  - Ensure the safety of their staff

The EOC may also request the following positions at the EOC Directors discretion:

- Risk Management/Legal
  - Provide regulatory/legislative/bylaw understanding to the event and planned actions
  - Raise/address liability concerns based on event or planned actions
- Branch Representatives (Fire, Police, EMS, Utilities, Province, Regulators)
  - Be the link back to agency Management/Dispatch
  - Represent agency policies and procedures at the planning table
  - Provide resource support and resource acquisition support to the EOC
- Other EOC functions or City support staff
  - Duties as assigned

Unless otherwise notified all other stakeholders and City positions will work remotely, maintaining phone (radio) and email contact with the EOC.

2. Each person reporting to the EOC will sign in, collect their position binder and confirm their communications are operational and correct (Cell phones/Landlines/Radios/Email).

***CYCLE FROM STEP 6 STARTS HERE***

**STEP 3-5 – CONCEPT OF OPERATIONS**

3. Based on the current Form 550 or EOC Action Plan a mandatory Operational Period will be established to align all operations with the top priority tasks and to establish a reporting



timeframe. This operational timeframe will be re-confirmed to all stakeholders by the Operations Section Chief.

4. All REMA member departments and agencies will provide written Form 401s a minimum of 90 minutes prior to the end of an operational period
  - o For guidance on filling in the 401, please see page 69 of this plan
  - o Once the form is complete send it to [ReginaEOC@regina.ca](mailto:ReginaEOC@regina.ca)
5. Each operational period will end with an EOC Operational Briefing that will take place one (1) hour prior to the end of an operational period if 24 hour operations are being maintained, otherwise at the start of each operational period. This will enhance objective and task alignment for all staff for each operational period
  - o This will be facilitated by the EOC Planning Section Chief (if appointed) otherwise the EOC Director can facilitate the call or delegate this task
  - o The EOC Operational Briefing agenda can be found on page 71
  - o Teleconference joining instructions can be found on page 73

**STEP 6 – ESCALATION/DE-ESCALATION PROCEDURE**

The final conversation during the Teleconference Situation Report call should be the discussion and decision of next steps. The EOC Director will decide to:

**6A - Maintain**

Continue with the Level 2 activation of the EOC. Compile all reports and Form 401s into a Form 550.

**Go back to Step 3 and repeat process**

**6B - Stand down**

EOC Director closes the EOC and returns the overall event command and control back to Incident Command.

**Return to Day-to-Day operations**

**6C – Escalate**

Possible reasons to escalate:

- Communications system proves ineffective
- It is expected that normal City business significantly disrupted for more than 24 hours
- Situation has worsened
- Significant negative public reaction expected
- External stakeholder requires escalation for improved support.

**GO TO LEVEL 3 Activation Procedure.**

**6D - De-escalate**

Return to the Level One Monitoring status. This will likely result in the closing of the EOC and the disbanding of the EOC staff back to their normal duties. The EOC Director will assign someone the responsibility of monitoring the situation, collecting 401s and distributing Form 550s.

**Go back to LEVEL 1 (Step 1) Activation and resume from there.**





# LEVEL 3 EOC ACTIVATION FULL ACTIVATION

The purpose of this Level 3 Emergency Operations Centre Activation procedure is to describe how large or complex emergencies will be managed in the City of Regina. The events that require this level of activation will impact all areas of the community and all business functions at the City of Regina.

*Select Path A or B.*

## **STEP 1 - Option A:** **INITIATING RESPONSE**

In the event of a serious emergency with no warning phase that results in an immediate LEVEL 3 EOC ACTIVATION the following must occur:

- The EOC will be fully activated, all EOC positions will be staffed and all response operations and communications will be coordinated through the EOC
- City Council and ELT will be briefed via teleconference and possibly asked to issue a Local Emergency Declaration
- REMA members will be expected to report to the primary EOC location, unless otherwise indicated in the notification
- All personnel will sign into the EOC and Report to the EOC Director, or designate, for assignment
- The Operations Section Chief will determine if responders are on site and establish formal communications with each ICP Unified Command Team, collecting situational awareness and Incident Action Plans
- The Operations Section will perform a rapid accountability of all responders and staff
- ALL EOC staff will perform a rapid situation assessment for their respective areas of responsibility and be ready to report at the first briefing

## **STEP 1 - Option B:** **UPGRADING RESPONSE**

When a LEVEL 3 EOC ACTIVATION has been issued following a LEVEL 2 EOC ACTIVATION there will be no "initial information gathering" step as at least one round of 401's and a 550 will have been circulated.

The following changes will take place:

- All active stakeholder EOC's will now communicate and coordinate their activities through their representative in the EOC for effective response management
- All internal and external communications will now be coordinated through the EOC's Information Officer
- City Council and ELT will be briefed via teleconference and possibly asked to issue a Local Emergency Declaration
- All EOC staff not already in the EOC should report for assignment



## **STEP 2: INITIAL EOC MEETING**

As soon as possible, but in all cases within 60 minutes of activation, the EOC Director shall hold the initial meeting. The goals of this meeting are to;

- a. Align all staff/agencies with the initial priority objectives
- b. Inform staff of any City Council or ELT direction or mandates
- c. Introduce EOC Management Team and reinforce reporting structure
- d. Ensure the EOC Management Team has the opportunity to reinforce key information
  - i. Safety messaging
  - ii. Communications Responsibilities
  - iii. EOC Process and procedures
- e. Remind REMA members to check their position checklists and complete their position logs
- f. Set First Operational Period and task timelines

*CYCLE from Step 6 starts here*

## **STEP 3: Concept of Operations**

While the operational period is under way, each of the positions in the EOC is responsible for monitoring, supporting and elevating concerns as required. Details on these roles can be found in the position binders

- The EOC Director
  - Manage EOC team for maximum efficiency and effectiveness
  - Act as liaison to City Council, ELT, Provincial and Federal Government
  - Provide signing/purchasing/legal authority to all staff
  - Ensure adequate documentation is kept
- Stakeholder Representatives
  - Function as an information conduit into and out of their respective business areas and act as subject matter expert in their field of expertise
  - Provide resource support when able
  - Keep EOC apprised
- Branch Representative (Fire, Police, EMS, Utilities, Province, Regulators)
  - Be the link back to agency Management/Dispatch
  - Represent Branch policies and procedures at the planning table
  - Provide resource support and resource acquisition support to the EOC
- The Operations Section Chief
  - Monitor the activities of the staff carrying out the EOC's Incident Action Plan.
  - Modify EOC Operations Section organizational structure as needed
  - Monitor the activities of the emergency site(s) providing support when able
- The Planning Section



- Create the EOC Action Plan
- Maintain information displays and situation awareness
- Plan for recovery operations
- The Logistics Section
  - Support operations with resource acquisition
  - Feed and hydrate all operational staff
  - Maintain communications and facilities that support the operation
- The Finance Section
  - Draft contracts for services/resources with logistics
  - Ensure continuity of payroll services
  - Track all time and expenditures
- The Information Officer
  - Liaise with Media
  - Keep employees and responders informed
  - Coordinate internal and external communications with other communications departments

**STEP 4: MID-OPERATIONAL PERIOD BRIEFING**

At the mid-point of the operational period the EOC Director should call the EOC Command Team to do a quick round table allowing each of the EOC Command team members to provide a Conditions, Actions and Needs (CAN). Report to ensure that EOC Action Plan objectives are being met and that all parties are informed on operational status prior to starting the planning for the next operational period.

**STEP 4: Planning for Next Operational Period**

Planning for the next operational period should begin at the mid-point of the current operational period. This is when the planning meeting will occur. Accountabilities for this planning are as follows:

- i. The **EOC Command Team** need to meet and identify the status of current objectives and identify objectives for the next operational period. Based on the following 8 response goals prioritise the objectives (and record on a Form 502).
  - a. Protect responders health and safety
  - b. Save lives
  - c. Reduce Suffering
  - d. Protect Public Health
  - e. Protect Critical Infrastructure
  - f. Protect property
  - g. Protect the Environment
  - h. Reduce Economic and Social Losses



- ii. The **Operations Section Chief, Logistics Section Chief & Planning Section Chief** will meet to set the strategies and identify the resource requirements to meet the objectives.
- iii. The **Operations Section Chief** will determine work assignments (Form 504) and organizational structure (Form 507) for the next operational period and provide to Planning.
- iv. The **Planning Section Chief** will identify the data needs and a meeting schedule (Form 530) to support the next operational period.
- v. The **Logistics Section Chief** will prepare/order the resources required by operations in the next operational period. Logistics will also determine any medical (Form 506), food and communications (Form 505a) requirements that operations will have and prepare a plan for them. These details will be provided to Planning.
- vi. The **Planning Section** will compile these Forms together to create the EOC Action Plan. The Plan should also include:
  - a. Safety Messages (**Safety/Risk Manager**)
  - b. Weather updates (**Planning**)
  - c. Internal communications updates and external communications roles and responsibilities (**IO**)
  - d. Any other relevant information
- vii. The completed EOC Action Plan will be presented to the **EOC Director** for approval.
- viii. The **Planning Section Chief** will distribute the plan at the start of the next operational period at the Operational briefing.

**STEP 5: EOC OPERATIONAL BRIEFING**

Each operational period is started off with the EOC Operational Briefing, conducted by the EOC Director. Please see the Meeting Agenda on page 71.

**STEP 6 – NEXT STEPS**

During each operational period the EOC Director should be monitoring operations and the EOC team assessing whether the current level of response is still appropriate.

- Consider that recovery operations or business continuity strategies often require a higher level of coordination at the beginning of the process.

The final conversation during the Operational Briefing should be the discussion and decision of next steps. The EOC Director will decide to:





**6A. Maintain**

Continue with the current level of activation. The option to increase or decrease the level of staff can be done at any time without needing to change the level of activation. It is often best to make staffing changes during shift changes

**GO BACK to Step 3 and repeat this process.**

**6B. De-escalate**

The decision to de-escalate to a lower level of activation should be discussed by the EOC Command Team during Step 4 - "Plan for next operational period" while the team is setting the objectives. If it is decided that de-escalation is appropriate then the setting of the next objectives and the new Incident Action Plan can reflect a lower level of activation and support for the next operational period.

**GO BACK to Step 3 and continue to follow current EOC Action Plan.**

**Create next EOC Action Plan to reflect a LEVEL 1 or 2 activation change.**

**Then at the start of the next Operational Period GO TO LEVEL 1 or 2 Activation and resume from there.**





## **FILLING IN THE DEPARTMENTAL REPORTING FORM** **(ICS 401 FORM)**

The 401 Form is used to provide the Emergency Operations Centre with situational awareness for a specific point in time during an incident. It is a strategic level overview, and summary of departmental activities and impacts resulting from the incident.

Departments will send their completed 401 Forms to: [reginaEOC@regina.ca](mailto:reginaEOC@regina.ca)

### **LEVEL 1 EOC ALERT**

During a Level 1 EOC Alert all active Branches or Departments that are impacted by the situation must complete a 401 Form and submit when requested to assist in the decision to escalate the response or maintain current activity levels.

### **LEVEL 2 or 3 EOC ALERT**

During a Level 2 or 3 EOC Alert *ALL* Branches and Departments must regularly complete a 401 Form and submit them one hour prior to the end of the operational period. The operational period will be set when a level 2 or 3 EOC Alert is issued and all departments will coordinate their reporting times with the operational period requirements. Please submit reports via email to [reginaEOC@regina.ca](mailto:reginaEOC@regina.ca) one hour prior to the end of the operational period.

### **ACCESSING, COMPLETING AND DISTRIBUTING THE FORM.**

1. City Directors, whether in the EOC or not, can access a copy of the 401 Form from G Drive by opening "G:\EOC\FORMS" and locate and open file "COR 401 Form.doc".
2. Complete the Form by filling in the blanks as required.
  - a. Box 1 - Basic information, complete as required (some of the information may have been supplied in the alert you received)
  - b. Box 2 - Current Situation: Describe the situation from your perspective. What are you dealing with, what tactics and resources have been applied, what is the overall impact to your department or branch
  - c. Box 3 - Outstanding issues/challenges/problems. List all that are ongoing.
  - d. Box 4 - Anticipated Priorities/Activities. What are your overall goals and what are you doing to meet them, where are you focusing your efforts
  - e. Box 5 - Other Comments or issues. Is their support you require, do you have specific legal or safety concerns, What can you offer to the rest of the organization?
  - f. Box 6 & 7 - Distribution list. A distribution list is provided based on the activation level



- 3. Re-name the file by selecting the File tab at the top of the document and clicking "Save As".
  - g. Choose a name that has both department title and 401 in it. (ex. Fire 401.doc or RFPS401.doc, etc...)
- 4. Submit your 401 by sending it via email to [reginaEOC@regina.ca](mailto:reginaEOC@regina.ca)

<b>Fire &amp; Protective Services - Status Report</b>	
Event:	Status Report Origin:
Date:                      Time:	Agency: <u>Fire &amp; Protective Services</u>
Operational Period # ___ From:              To:	Person Reporting:
<b>Current Situation:</b> <i>(Incidents, actions taken, resource status etc)</i>	
<b>Outstanding Issues/Challenges/Problems:</b>	
<b>Anticipated Priorities/Activities:</b> <i>(For future operational periods)</i>	
<b>Other Comments/Issues:</b> <i>(i.e., media information, public information bulletins, safety tips...)</i>	
Please send completed forms to the EMO Coordinator at: <a href="mailto:ReginaEOC@regina.ca">ReginaEOC@regina.ca</a>	



# EOC OPERATIONAL BRIEFING AGENDA

## FOR LEVEL 2 OR 3 EOC ACTIVATIONS

AGENDA ITEM		RESPONSIBLE
1	Briefing on weather condition and Forecast	Planning Section Chief
2	Review of EOC Action Plan	Planning Section Chief <i>(supported by SMEs as required)</i>
3	Critical issues requiring immediate discussion	EOC Director or Operations Section Chief
4	Operations Section Update <ul style="list-style-type: none"> <li>• Situation Report</li> <li>• Activated OPSEC Branch updates</li> <li>• City Department updates</li> <li>• External Partner updates</li> </ul>	Operations Section Chief <i>(supported by OPSEC Branch Directors as required)</i> , City Directors and External Partner Reps
5	Discuss interagency liaison issues <i>(if required)</i> .	Liaison Officer
6	Discuss communications issues. <i>If possible, create brief situation summary statements.</i>	Information Officer
7	Discuss operational risk concerns <i>(if needed)</i> .	Risk Management Officer
8	Set/Confirm objectives for next operational period.	EOC Director
9	Identify resource requirements for next operational period, discuss opportunities for active organisations to share resources to accomplish objectives.	Logistics Section Chief <i>(supported by Planning Section Chief if needed)</i>
10	Confirm the next operational period start time and length and close.	Planning Section Chief





## PARTICIPATING IN EMERGENCY CONFERENCE CALLS

There are several reasons you may be asked to participate in a Conference Call as a result of an incident. Conference Calls will be used to determine the initial response, give situation updates, and for making executive and policy decisions (such as local emergency declarations) when time is pressing.

A Level 2 EOC Activation is a Partial activation and, with the exception of key staff members who will be required to attend the EOC in person, all other staff required to participate may do so virtually through email and teleconference.

The authority to call an emergency Conference Call rests with the following positions (or their designates):

1. City Manager
2. EOC Director

### Conference Call Access

**1-866-296-5646**

### Participant Code

**153791**

### PARTICIPATION INSTRUCTIONS

1. All Departments will email their completed 401 Forms to: [reginaEOC@regina.ca](mailto:reginaEOC@regina.ca).
2. At the time of the Conference Call dial the access number and then enter the participant's code.
3. Identify yourself during the role-call {name and department}.
4. Have a copy of your 401 Form in front of you so you can speak to it when prompted by the moderator (EOC Director or designate).
  - a. When reviewing your 401 Form speak slowly and focus on the areas of the report where you are anticipating problems or requiring assistance
  - b. Try to keep your report to 5 min or less
  - c. The call will be recorded
5. Take notes from other participants and be prepared to ask/answer questions after all participants have reported.
6. After all information has been collected and discussed the EOC Director (or designate) will clarify the civic priorities and set the next operational period.