

	City of Lacombe Emergency Management Plan	
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	Revision Date:	N/a
	Review Date:	N/a
	Department:	Lacombe Emergency Management Agency
	Reference:	City of Lacombe Bylaw 369 – Municipal Emergency Management Bylaw Lacombe Regional Emergency Management Plan Emergency Management Act, RSA 2000, c E-6.8

Purpose of Policy

The purpose of the City of Lacombe Emergency Management Plan (the Plan) is to provide a prompt and coordinated response to emergencies affecting the municipality within the geographical boundaries of Lacombe and to make arrangements for extraordinary measures to protect the health, safety and welfare of all persons within the region.

Policy Statement

Comprehensive and integrated emergency management is a shared responsibility between all levels of governments (municipal, provincial and federal), the private sector, non-governmental organizations and individual citizens. A key function of this Plan is to promote the safety and security of residents within the City of Lacombe. Council is responsible for the prevention/mitigation of, preparedness for, response to and recovery from emergencies within their jurisdiction.

The objectives of this Plan are to:

- Save lives and reduce suffering;
- Protect property;
- Protect the environment; and
- Reduce economic impacts.

Applicability

Scope

The Plan contains standard guidelines for the notification, activation and operations of the Emergency Operation Centres (EOC). The Plan is part of the overall Regional Emergency Management Framework and meets all legislative and regulatory requirements under the Emergency Management Act. The Plan is intended to meet the basic needs for the City to respond effectively to all hazards.

Incident Management System

An incident management system defines the roles and responsibilities of personnel and the operating procedures to be used in the management and direction of emergencies and other events. The City of Lacombe has adopted the Incident Command System (ICS) as the incident management system of choice to be utilized at both the incident site and in the emergency operations centre(s). Training for and actually responding to significant incidents using ICS will be based on a continuous improvement process.

Confidentiality

- The Freedom of Information and Privacy Act does not apply to this Plan, as well as other supporting documentation used for the purpose of preparing for or administering the Plan, as per section 17.1 (2) of the Emergency Management Act.
- This version is the publicly available version.

Responsibilities

Responsibilities for the development, approval, execution and maintenance of the plan our outlined in City of Lacombe Bylaw 369.

Procedure

The strategies and tactics employed to respond to significant incidents will be developed on-site and in the EOC and/or regional EOC, based on the hazards, scope and scale of the incident.

The Plan is not intended to be used to replace existing standard operating procedures (SOPs) or guidelines that are normally utilized at the scene of an emergency by the appropriate first responding agencies. Departments or lead response agencies shall maintain detailed SOPs related to their area of expertise. These SOPs will not be included in the Plan.

Attachment

- Appendix 1 – City of Lacombe Emergency Management Plan including annexes (July 15, 2013 version).

Repeal of Previous Policy

Policy 24.210.01 (09) is repealed.

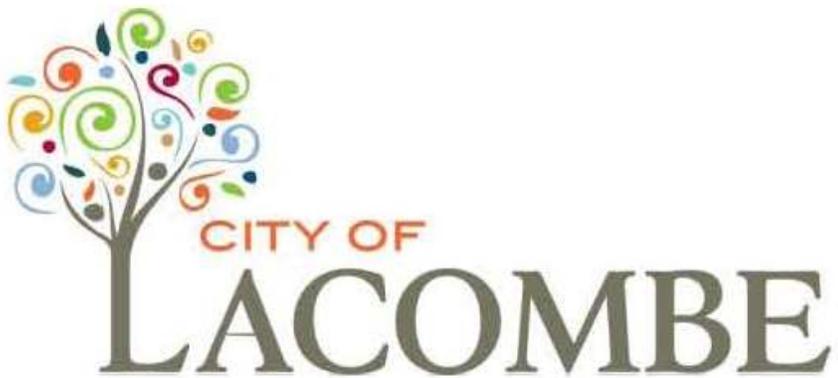
_____Original Signed_____

Mayor

_____Original Signed_____

Chief Administrative Office

CITY OF LACOMBE EMERGENCY MANAGEMENT PLAN



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Section 1: Operations

1.1 CITY OF LACOMBE NOTIFICATION

Background

City of Lacombe notification is the process of communicating to city officials' information regarding incidents that may require additional considerations beyond first response procedures in order to ensure early and proactive emergency management coordination. When an incident is anticipated or after an incident occurs, agencies (typically first responders) arriving at the site should assess if the Director of Emergency Management (DEM) needs to be informed of the incident. This assessment should be based on established operational criteria resulting in the applicable notification decision.

Risk

The lack of clearly communicated notification procedures could result in failure to activate emergency coordination procedures in a timely manner. This failure to activate the emergency procedures could prevent the city from supporting the incident response as required and protecting public safety, property and the environment. The procedure and criteria for notification must be clear and communicated effectively to all agencies operating in the city. The notification procedure forms part of the City of Lacombe Emergency Management Plan (the Plan) and must be included in training, exercises and actual response.

Policy

To ensure timely and effective emergency management within the city, notification of incidents shall be proactive, shall be based on incident criteria and shall be developed as part of the Plan. The notification procedures shall be communicated to all municipal, regional and contracted agencies operating in the municipality/region, including those with the potential of responding to an incident or those who may become aware of an incident. The DEM shall establish, distribute and exercise these municipal notification procedures as part of the Plan.

Goal

In order to respond effectively to all occurring or anticipated incidents, the DEM, the Deputy DEM or designate must be able to activate emergency management coordination procedures as soon as possible. In order to activate these procedures, notification of the municipal emergency management agency must be ensured in a timely and predictable manner.

1.1.1 Procedure

All municipal first responders and city departments aware of an occurring or potential incident need to ask the following questions to determine the necessity of contacting the Director of Emergency Management (DEM), Deputy DEM or designate:

- Is there a need or potential need to evacuate residents beyond the initial isolation zone;
- Is environment/property/utility damage or potential damage critical;
- Does the incident require more resources than are available locally or through mutual aid;
- Will this incident attract media beyond the local or regional level and/or require public notification/information; and
- Is notification to regulatory, government or other external agencies required?

If the answers to the above questions are all “no”, first responders are to proceed with their normal standard operating procedures and/or standard operating guidelines to resolve the incident. If the incident should escalate and/or any of the answers to the above questions changes to a “yes”, notification is required as per below.

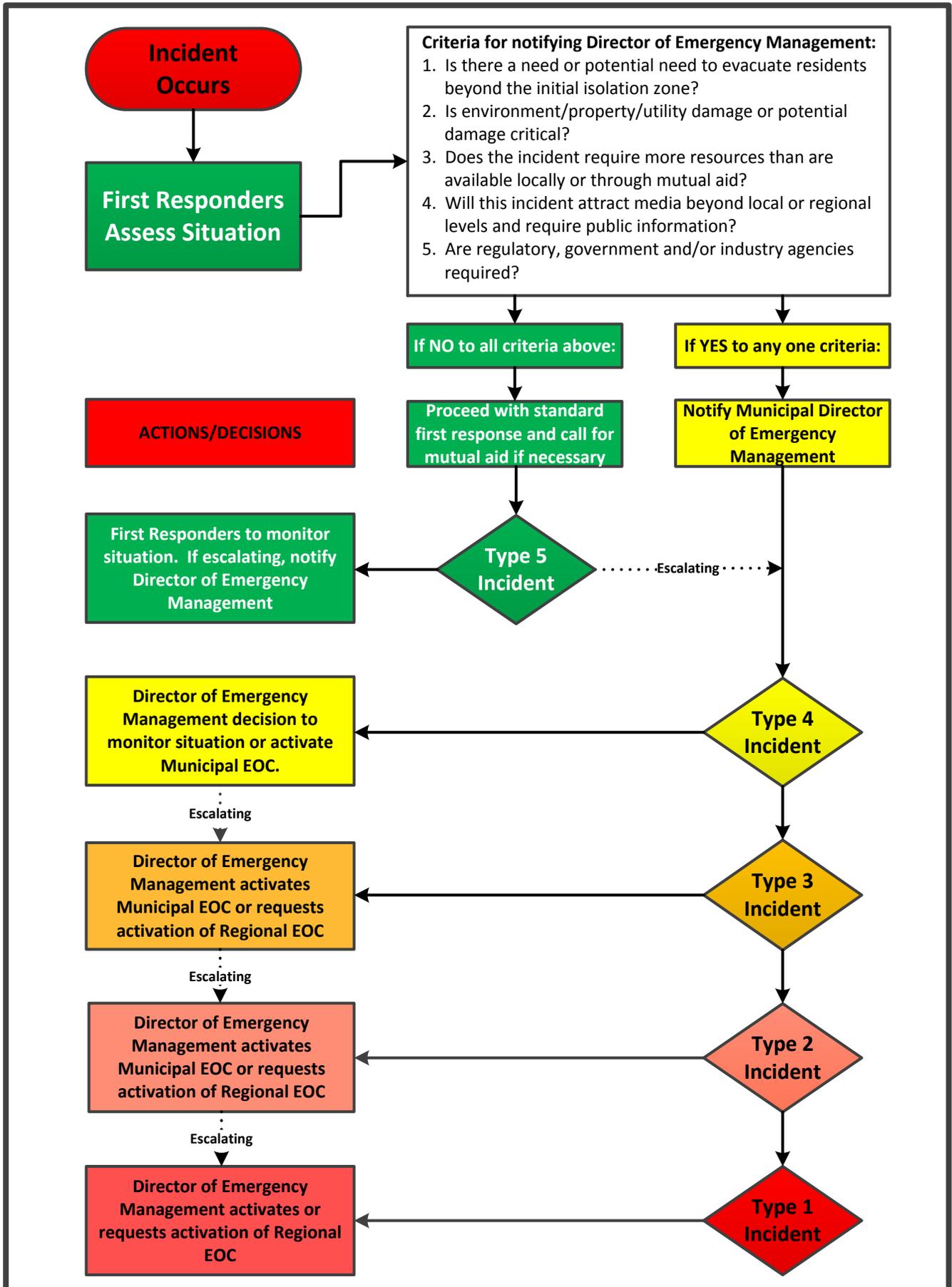
If the answer to any one question is “yes”, the following notification must be made:

- Contact the DEM of jurisdiction as per the municipal annexes;
- In his/her absence, contact the Deputy DEM of jurisdiction as per the municipal annexes;
- In his/her absence, contact the next designate on the list;
- The following information needs to be provided by the Incident Commander:
 - Type of incident and details;
 - Incident location;
 - Nature of the incident;
 - Municipal or regional impact;
 - Is immediate evacuation support or activation of the Alberta Emergency Alert system required?
 - What additional resources are required?
 - Other important information?
 - Who is reporting the incident?
 - Provide the contact name and number at emergency site.
 - Notifications requested.

The DEM or designate will record any notification received on the Incident Report Form for Municipal DEM and will decide if municipal emergency coordination procedures need to be implemented, including activating the Emergency Operations Centre (EOC). If the DEM believes that the EOC should be activated, the DEM will liaise with Agency Executive (Council and Administration) as per individual municipal policy, and activate as directed.

Notification/Activation Decision Chart, Incident Report Form, Key Municipal Contacts and Alberta Emergency Alert Quick Steps Guide are available on following pages.

NOTIFICATION/ACTIVATION DECISION CHART

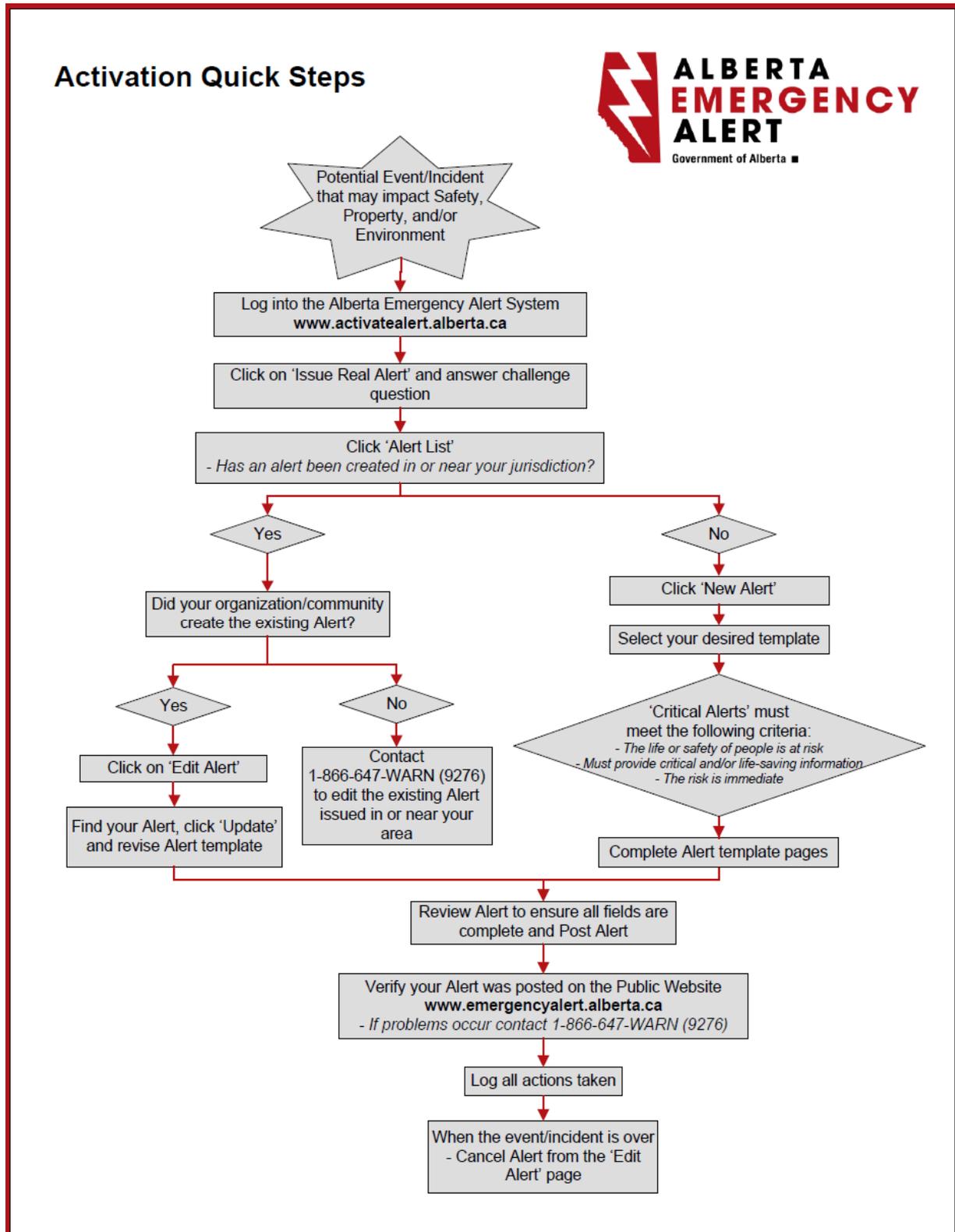


Incident Report Form

CALLER INFORMATION			
Name of Caller:			
Position:		Agency:	
Location:		Date & Time:	
Call Back Phone Number(s)	Business	Residence	Cell

INCIDENT INFORMATION	
Type of Incident and Details:	
Incident Location:	
Address	
GPS	
or DLS:	_____ - _____ - _____ - _____ W _____ M
Generic Directions:	
Nature of Incident:	
Municipal Impact:	
What is at Risk:	
Contact at Incident: (if different than above)	
Level of Impact:	
Notifications Requested:	

Alberta Emergency Alert – Quick Steps



Manual Critical Alert Message



MANUAL CRITICAL ALERT MESSAGE

ONLY FOR USE WHEN NO INTERNET IS AVAILABLE

Build your message by completing this form. Once this form is COMPLETE, call 1-866-647-WARN (9276) to issue your critical alert.

Level: **Critical – Immediate risk to human life, action must be taken immediately**

Description:

What is occurring, what is expected to happen

Keep it short and simple

Detail:

OPTIONAL
website info

E.g. Reception centres, where people should evacuate to, phone numbers/web addresses of additional information

Instructions for the Public:

Keep it short and simple

Alert Area

Where is the emergency, who is affected

Your Agency

Who the public can contact to get more information

Once this form is COMPLETE, call 1-866-647-WARN (9276) to issue your critical alert.

1.2 EMERGENCY OPERATIONS CENTRE ACTIVATION

Once the decision has been made to activate the EOC, a fan-out or call down procedure should be initiated by the DEM. Depending on the nature and urgency of the incident (IE: mandatory evacuation requirement) this call down procedure must be made as quickly as possible. In essence, the call down procedure should be arranged to minimize the number of calls needed to be made by the DEM. For example, the DEM should only have to make one or two calls (call to the Administrator and/or Deputy DEM) and they will carry out the remaining calls as per the municipal fan-out process. This will allow the DEM to concentrate on the details of the incident and the requirements for immediate public protective actions and other higher level notifications.

1.3 NEIGHBORING MUNICIPAL EMERGENCY OPERATIONS CENTRE ACTIVATION

There may be incidents whereby the impacted EOC is not suitable for activation (for example, the EOC is located in or near the impacted area). In these circumstances, the flexibility of the Partnership allows for a request to the closest neighbouring municipality to activate their MEOC in support of the impacted municipality. The decision to choose a neighbouring MEOC, as opposed to requesting activation of a Regional Emergency Operations Centre (REOC), should be made considering the capabilities of the supporting MEOC.

Details for requesting support are contained in Section Three – Administration, sub-section 3.3.

1.4 REGIONAL EMERGENCY OPERATIONS CENTRE ACTIVATION

The Partnership has identified the need for an enhanced regional capability and the following municipalities have agreed to establish a Regional Emergency Operations Centre (REOC) based on need and formal request:

- Lacombe County;
- The City of Lacombe; and
- The Town of Blackfalds.

Procedures for requesting activation of a REOC in support of a MEOC are contained in Section Three – Administration, sub-section 3.3.

1.5 MUNICIPAL EMERGENCY OPERATIONS CENTRE – INITIAL OPERATIONS

1.5.1 General

The EOC, when activated, will operate under an “all hazards” concept (see glossary). Life safety is the obvious first priority, with property and the environment being the next considerations. As the Lacombe Region is faced with a wide variety of potential hazards, including natural, man-made (both non-intentional and intentional) and technological threats, notification, passage of information and quick reaction is critical to a successful response.

1.5.2 Incident Command System

The City of Lacombe has agreed to use the Incident Command System (ICS) as the incident management system for use at both the EOC and at the incident site. Training on the ICS for first responders and EOC personnel will be an on-going effort across the region. Diagrams to illustrate suggested ICS structure and positions for the EOC and the Incident Site are available on pages 1-13 to 1-16. Forms and Position Checklists for EOC and Site Personnel are available in Section Two – Tools and Templates.

1.5.3 Priorities

The first priority is life safety. During the Hazard Identification and Risk Assessment process, the Partnering municipalities identified dangerous goods/hazardous materials releases (road and rail transportation and/or activity in the oil and gas/petrochemical industries) amongst their top five hazards. Wildland, urban and urban interface fires were also rated as high hazards.

In the event of a dangerous goods/hazardous materials incident, there may be a requirement for immediate public protective actions (shelter-in-place and/or mandatory evacuation) to be initiated. Incident Commanders (typically, senior first responders at the officer and above levels) have been delegated authority through their municipal bylaws or municipal contracts, to conduct evacuations within what is known as the initial isolation zone. If the incident requires a larger scale evacuation, the Incident Commander must notify the DEM immediately of the requirement and the DEM must initiate the process for a **declaration of a state of local emergency** to provide the necessary legal authority to conduct a mandatory evacuation and provide liability protection for emergency services providers.

2012 Emergency Response Guide

This guide is made available in hard copy to all first responders throughout Alberta by the Alberta Transportation ministry and is intended to be a guidebook for first responders during the initial phase of a dangerous goods/hazardous materials transportation incident. It will also be a very valuable tool within the EOC/REOC in supporting site personnel. The guide is available in PDF document format and as a software version at Transport Canada's website at: www.tc.gc.ca/eng/canutec/guide-menu-227.htm

The following information on protective actions has been extracted from the **2012 Emergency Response Guide (ERG2012)** to assist first responders and EOC Staff:

- **Protective Actions** are those steps taken to preserve the health and safety of emergency responders and the public during an incident involving the release of dangerous goods.
- **Isolate Hazard Area and Deny Entry** means keep everybody away from the area if they are not directly involved in emergency response operations. Unprotected emergency responders should not be allowed to enter the isolation zone. The "isolation" task is done first to establish control over the area of operations. This is the first step for any protective actions that may follow.

- **Evacuate** means move all people from a threatened area to a safer place. To perform an evacuation, there must be enough time for people to be warned, to get ready, and to leave an area. If there is enough time, evacuation is the best protective action. Begin evacuating people nearby and those outdoors in direct view of the scene. When additional help arrives (or EOC/REOC is activated), expand the area to be evacuated downwind and crosswind to at least the extent recommended in ERG2012. Even after people move to the distances (or place) recommended, they may not be completely safe from harm. They should not be permitted to congregate at such distances. Send evacuees to a definite place, by a specific route, far enough away so they will not have to be moved again if the wind shifts.

Forms for Voluntary and Mandatory Evacuations are available in Section Two – Tools and Templates, on pages EOC 2-1-10 and EOC 2-1-11.

- **Shelter-in-Place** means people should seek shelter inside a building and remain inside until the danger passes. **Sheltering-in-place is used when evacuating the public would cause greater risk the staying where they are, or when an evacuation cannot be performed.** Direct the people inside to **close all doors and windows** and to **shut off all ventilating, heating and cooling systems.** Sheltering-in-place protection may not be the best option if (a) the vapors are flammable; (b) if it will take a long time for the gas to clear the area; or (c) if buildings cannot be closed tightly. Vehicles can offer some protection for a short period if the windows are closed and the ventilating systems are shut off. Vehicles are not as effective as buildings for sheltering-in-place.

Form for Shelter-in-Place Instructions is available in Section Two – Tools and Templates, on page EOC 2-1-9.

- **It is vital to maintain communications with competent persons inside buildings so that they are advised about changing conditions. Persons who are sheltered-in-place should be warned to stay far from windows because of the danger from glass and projected metal fragments in the event of a fire and/or explosion.**
- **Every dangerous goods incident is different. Each will have special problems and concerns. Action to protect the public must be carefully considered. This information can help with initial decisions on how to protect the public.** Site personnel and EOC Staff must continue to gather information and monitor the situation until the threat is removed.

1.5.4 Protective Action Decision Factors to Consider

The choice of protective actions for given situation depends on a number of factors. For some cases, evacuation may be the best option; in others sheltering-in-place may be the best course. Sometimes, these two actions may be used in combination. In any emergency, first responders and EOC officials need to quickly give the public instructions. The public will need continuing information and instructions while being evacuated or sheltered-in-place.

Proper evaluation of the factors listed below will determine the effectiveness of evacuation or sheltering-in-place. The importance of these factors can vary with emergency conditions. In specific emergencies, other factors may need to be identified and considered as well. The following list indicates what kind of information may be needed to make the initial decision.

The Dangerous Goods/Hazardous Material

- Degree of health hazard;
- Chemical and physical properties;
- Amount involved;
- Containment/control of release; and
- Rate of vapor movement

The Population Threatened

- Location of incident;
- Number of people;
- Time available to evacuate or shelter-in-place;
- Building types and availability (reception centres in a safe location); and
- Special institutions or populations (e.g. seniors' facilities, hospitals, schools, etc.).

Weather Conditions

- Effect on vapor and cloud movement;
- Potential for change in weather conditions; and
- Weathers effect on evacuation or sheltering-in-place efforts.

It is important to note that the protective actions detailed above are primarily intended for response to dangerous goods/hazardous materials release; however, these protective actions are also appropriate for consideration in the response to natural hazards such as urban, wildland, and/or urban interface fires; as well as meteorological events such as flooding and severe weather (tornados, windstorms).

1.5.5 State of Local Emergency

Conditions under which a State of Local Emergency (SOLE) exists or may exist include the need for extraordinary legal authority or the provision of liability protection for elected officials, the emergency operations centre team, incident site personnel and volunteers engaged in the response. The power to declare or renew a SOLE is typically delegated to the Mayor, or the Deputy Mayor, or in their absence, two members of Council acting in concert. All forms associated with a SOLE, including the declaration, public announcement, termination and renewal, are available in **Section Two – Tools and Templates on pages EOC 2-1-5 to EOC 2-1-8.**

1.6 EOC/REOC OPERATIONAL GUIDELINES

The following points should be considered by the City of Lacombe during an activation of their EOC or REOC and subsequent operations:

- **Security.** All EOCs should address the issue of security to ensure that only those essential personnel who are directly involved in operations and support to the site are allowed access into the EOC;
- **Staffing.** EOCs should be staffed using the principles of ICS and as such, only those positions that are required to meet the operational needs of the incident, are filled. Having said that, if the EOC Director (typically the DEM) does not fill a position, then it is understood that the EOC Director is responsible for those functions. Diagrams to illustrate suggested ICS structure and positions for EOC and Incident Site are available on pages 1-13 to 1-16. **Forms and Position Checklists for EOC and Site Personnel are available in Section Two – Tools and Templates;**
- **EOC Planning Cycle Meetings.** There are many models describing the planning cycle process in EOCs. As the City of Lacombe progresses with training under the ICS and the utilization of this Plan, the planning cycle process will be refined and standardized across the region.
- **Emergency Social Services.** Emergency Social Services (ESS) is a planned emergency response program intended to meet the immediate and long term survival and psychological needs of individuals impacted by an emergency or disaster. ESS programs should include and plan for the provision of basic food, clothing, lodging and personal services in order to care for those evacuated during a major emergency or disaster.

The City of Lacombe currently has some level of ESS capability. ESS is typically provided by the following organizations:

- Lacombe Family and Community Support Services (FCSS)- lead Agency
- Victim Services Units;
- Non-Government Organizations (NGOs) such as the Red Cross, Salvation Army, St. John Ambulance, etc.;
- Municipal Staff; and
- Church and local service groups.

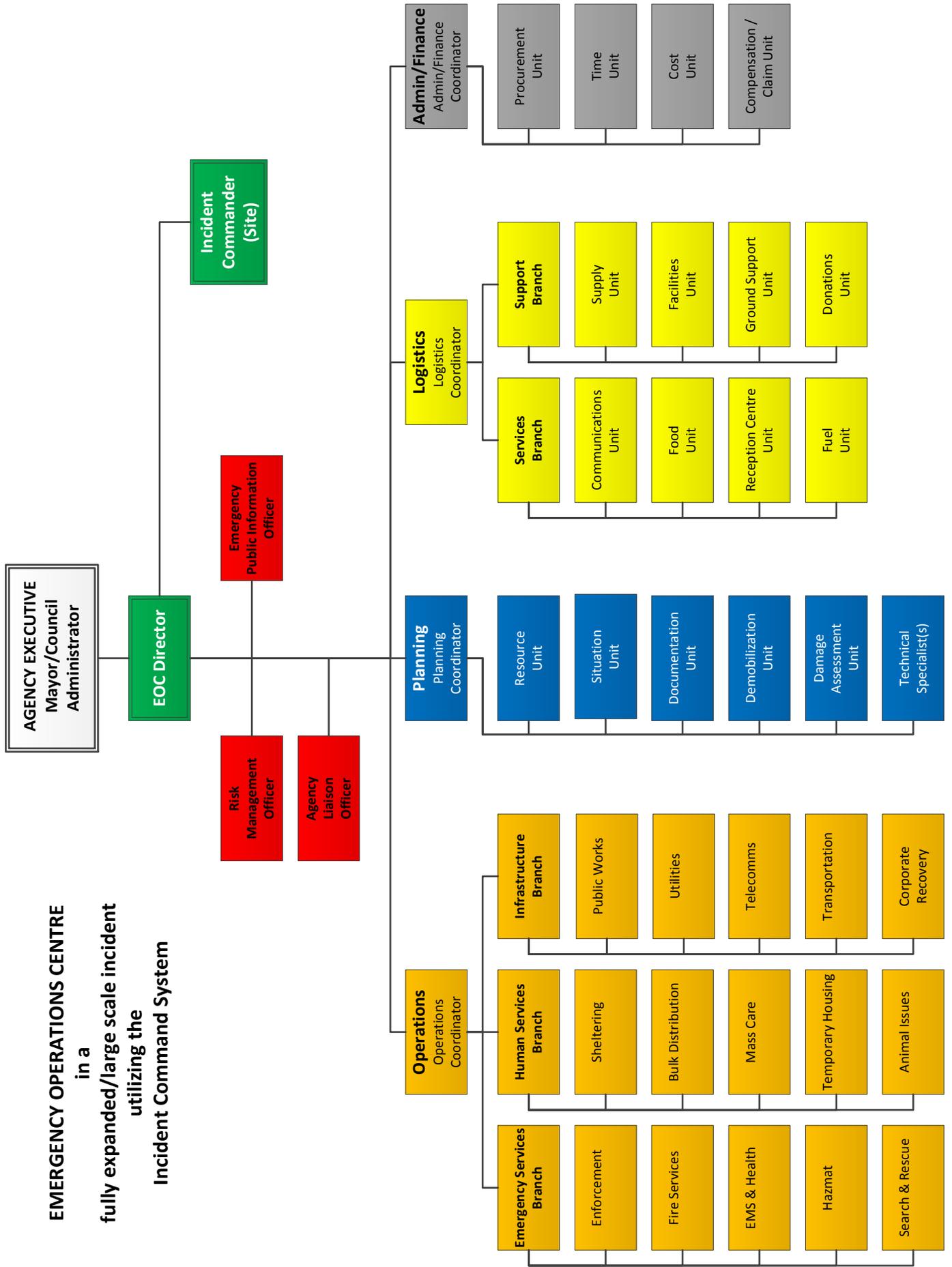
The City has identified the need to enhance ESS capability within the region and will work towards a Regional ESS structure, organization and plan on a go-forward basis.

1.7 EMERGENCY SERVICES FREQUENCIES

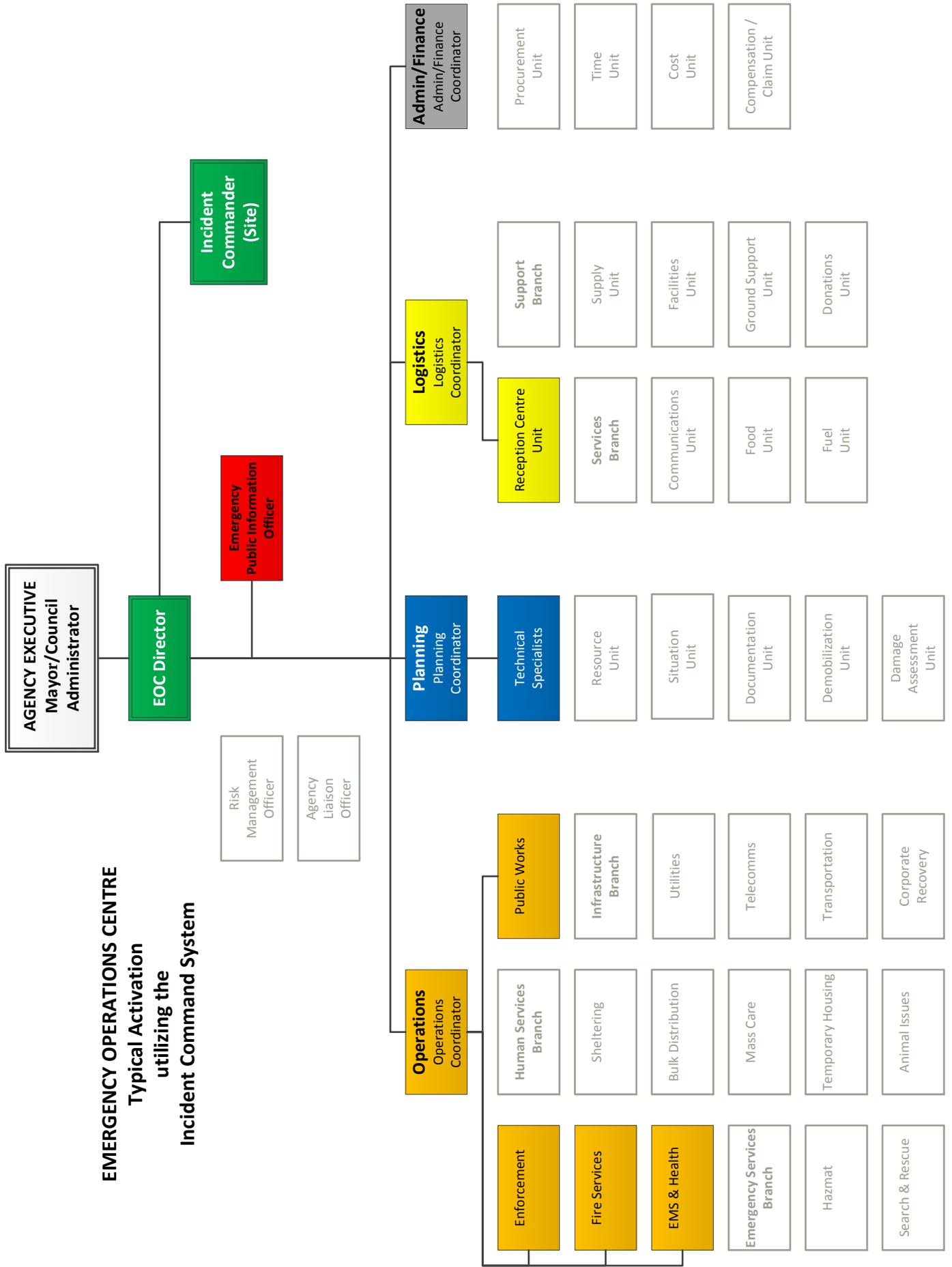
Lacombe Emergency Services VHF

Chan	Rx	Tone	Tx	Tone	Scan	Display	Description
1	169.785	151.4	172.005	151.4	Yes	1 ECKVILLE	Eckville Repeater Area 1
2	169.290	151.4	163.185	151.4	Yes	2 BENTLEY	Bentley Repeater Area 2
3	169.125	151.4	169.755	151.4	Yes	3 GILBY	Gilby Repeater Area 3
4	169.800	151.4	169.260	151.4	Yes	4 LACOMBE	Lacombe Repeater Area 4
5	170.925	151.4	158.520	151.4	Yes	5 CLIVE	Clive Repeater Area 5
6	169.485	151.4	174.000	151.4	Yes	6 ALIX	Alix Repeater Area 6
7	149.665	151.4	155.970	151.4	Yes	7 MIRROR	Mirror Repeater Area 7
8	156.855	∅	156.855	∅	Yes	MUT AID	Provincial Mutual Aid
9	158.760	∅	158.760	∅	Yes	PROV AMB	Provincial Ambulance
10	155.670	∅	155.670	∅	Yes	TAC 9	RCMP TAC 9
11	169.800	151.4	169.800	151.4	Yes	T/T	Truck to Truck Direct
12	162.210	151.4	162.210	151.4	Yes	GEN T/T A	General Operations A
13	166.620	151.4	166.620	151.4	Yes	GEN T/T B	General Operations B
14	153.050	151.4	153.050	151.4	Yes	GEN T/T C	General Operations C
15	154.025	114.8	158.985	114.8	Yes	BLACKFALD FIRE	Blackfalds Fire Department
16	155.385	146.2	151.190	146.2	Yes	SYLVAN LK FIRE	Sylvan Lake Fire Department

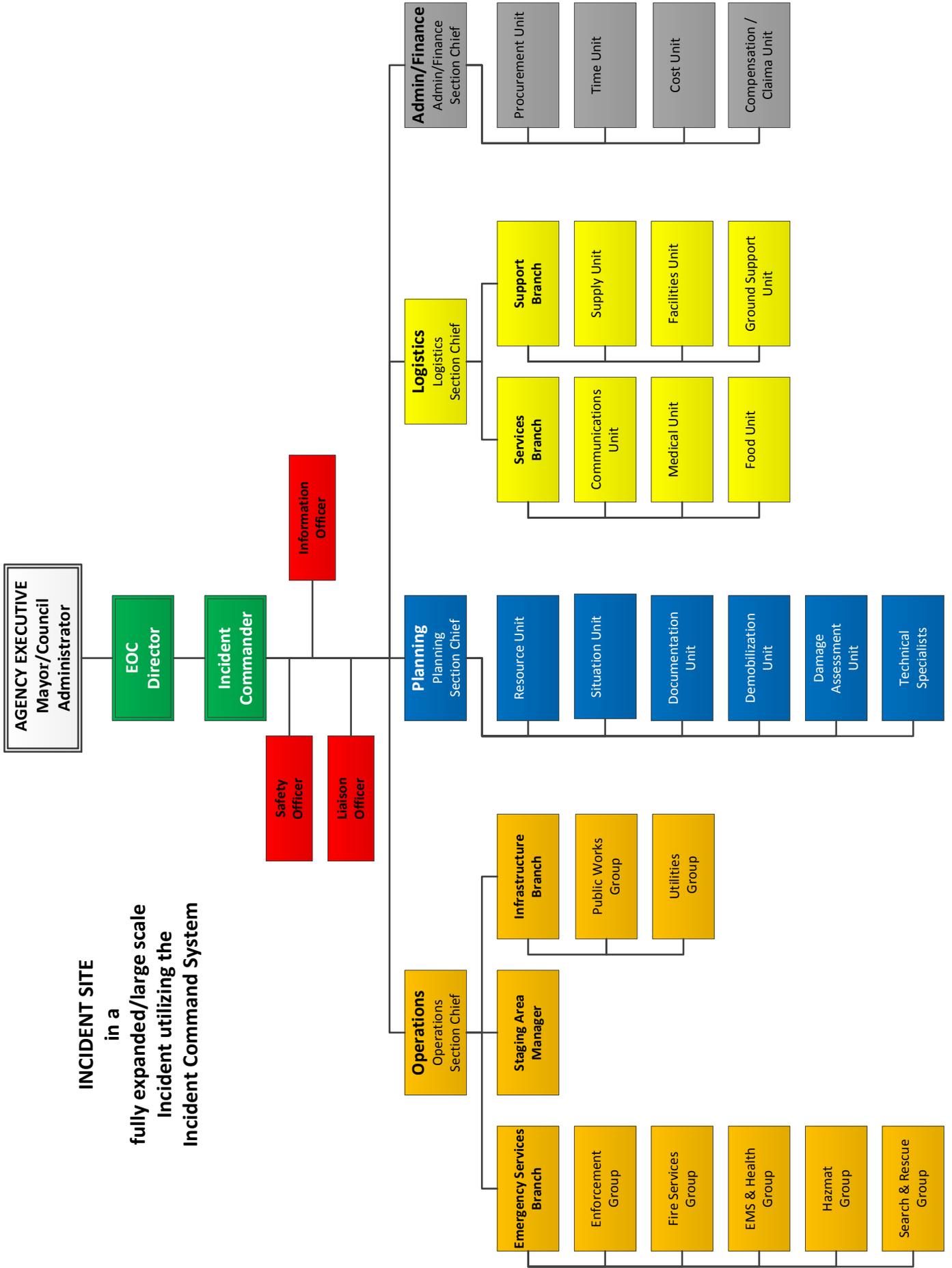
**EMERGENCY OPERATIONS CENTRE
in a
fully expanded/large scale incident
utilizing the
Incident Command System**



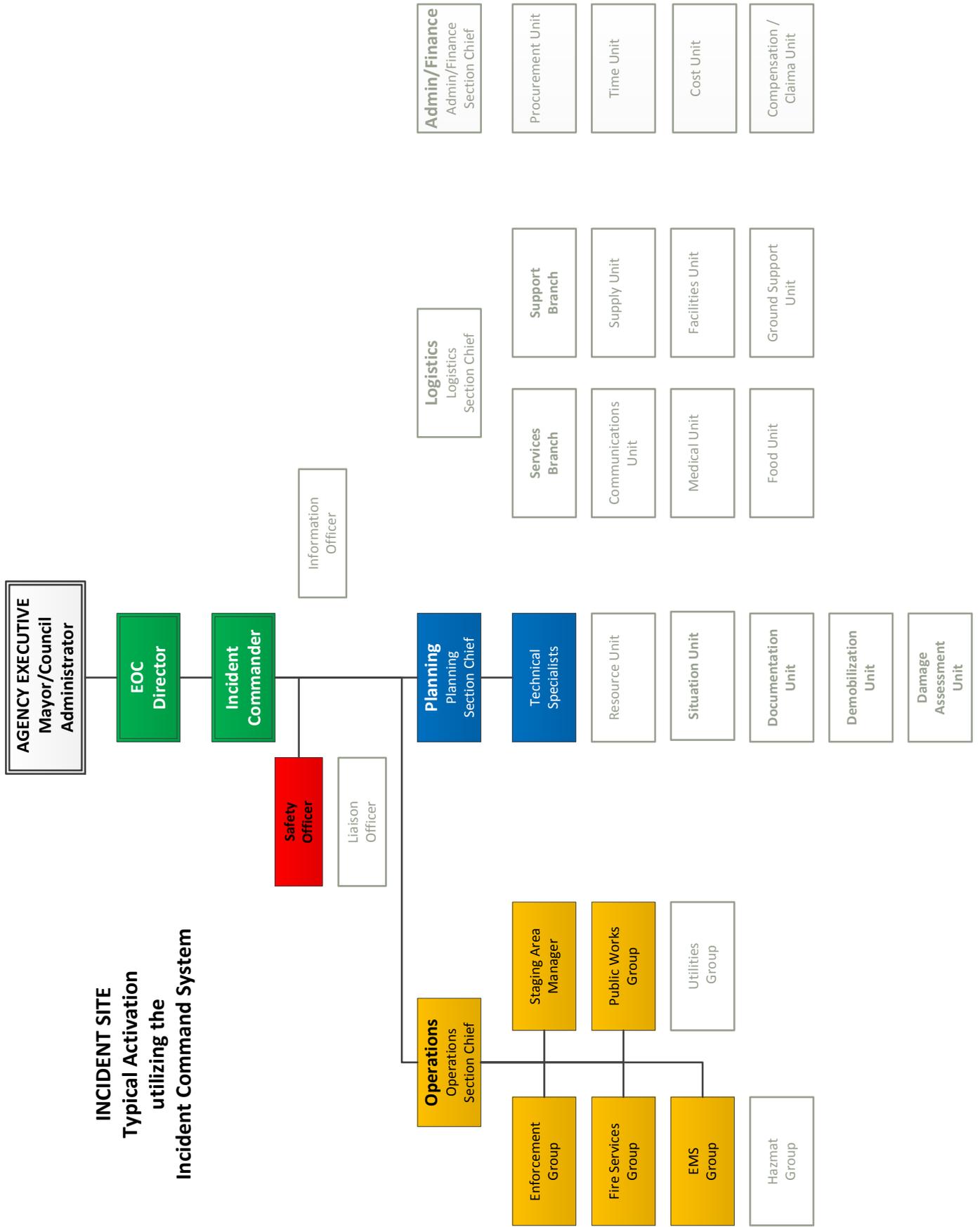
EMERGENCY OPERATIONS CENTRE
Typical Activation
utilizing the
Incident Command System



INCIDENT SITE
in a
fully expanded/large scale
Incident utilizing the
Incident Command System



INCIDENT SITE
Typical Activation
utilizing the
Incident Command System



**GOVERNMENT OF ALBERTA
EMERGENCY CONTACT INFORMATION**

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**MUTUAL AID – EXTERNAL
EMERGENCY CONTACT INFORMATION**

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Section 2 Tools and Templates

2.1 INTRODUCTION

2.1.1 Purpose

The Tools and Templates section of the plan is intended to be the source for forms and position checklists for both the Municipal Emergency Operations Centre and the Site personnel.

EOC FORMS

Incident Report Form

CALLER INFORMATION			
Name of Caller:			
Position:		Agency:	
Location:		Date & Time:	
Call Back Phone Number(s)	Business	Residence	Cell

INCIDENT INFORMATION	
Type of Incident and Details:	
Incident Location:	
Address	
GPS	
or DLS:	_____ - _____ - _____ - _____ W _____ M
Generic Directions:	
Nature of Incident:	
Municipal Impact:	
What is at Risk:	
Contact at Incident: (if different than above)	
Level of Impact:	
Notifications Requested:	

Manual Critical Alert Message



MANUAL CRITICAL ALERT MESSAGE

ONLY FOR USE WHEN NO INTERNET IS AVAILABLE

Build your message by completing this form. Once this form is COMPLETE, call 1-866-647-WARN (9276) to issue your critical alert.

Level: **Critical – Immediate risk to human life, action must be taken immediately**

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What is occurring, what is expected to happen

Keep it short and simple

Detail:

OPTIONAL
website info

E.g. Reception centres, where people should evacuate to, phone numbers/web addresses of additional information

Instructions for the Public:

Keep it short and simple

Alert Area

Where is the emergency, who is affected

Your Agency

Who the public can contact to get more information

Once this form is COMPLETE, call 1-866-647-WARN (9276) to issue your critical alert.

Declaration of a State of Local Emergency

WHEREAS an emergency exists in _____

due to _____

THEREFORE, _____ declares a State of Local

Emergency exists in the

Time: _____

Date: _____

Signature(s):

Title(s):

Fax to: **Minister, Alberta Municipal Affairs**
Via Provincial Operations Centre (POC)

780.644.7962

Confirm: Confirm receipt by contacting ARRC

866.618.2362

Public Announcement following the Declaration of a State of Local Emergency

_____ has declared a State of Local Emergency in

due to _____

“The public is advised that for the duration of the emergency, _____ may take any action it deems necessary to deal with the situation.”

Forward to: The public via all available means (radio, TV, internet, etc.)

Fax to: **Minister, Alberta Municipal Affairs**
Via Provincial Operations Centre (POC) **780.644.7962**

Confirm: Confirm receipt by contacting ARRC **866.618.2362**

Termination of Declaration of a State of Local Emergency

WHEREAS an emergency existed in _____

due to _____

_____, satisfied that an emergency no longer exists, does hereby terminate the Declaration of a State of Local Emergency effective immediately.

Time: _____

Date: _____

Signature(s):

Title(s):

Forward to: The public via all available means (radio, TV, internet, etc.)

Fax to: **Minister, Alberta Municipal Affairs**
Via Provincial Operations Centre (POC)

780.644.7962

Confirm: Confirm receipt by contacting ARRC

866.618.2362

Renewal of Declaration of a State of Local Emergency

WHEREAS an emergency continues to exist in _____

due to _____

THEREFORE, _____, declares a State of Local
Emergency continues to exist in _____ .

Time: _____

Date: _____

Signature(s): _____

Title(s): _____

Forward to: The public via all available means (radio, TV, internet, etc.)

Fax to: **Minister, Alberta Municipal Affairs**
Via Provincial Operations Centre (POC)

780.644.7962

Confirm: Confirm receipt by contacting ARRC

866.618.2362

Shelter-In-Place

This is _____ , _____
(Name) (Position/Appointment)

of _____ .
(Municipality)

A _____
(Nature of the Incident)

has occurred in/at the _____
(Area)

in _____ .
(Municipality)

For your personal safety, the public should Shelter-In-Place immediately. Shelter-In-Place means:

- 1) Go in doors and tune your radio or television to a local station
- 2) Close all windows, doors and vents
- 3) Turn off your furnace, air conditioners and exhaust fans
- 4) Seal a room with duct tape and plastic sheets
- 5) Prepare for a possible evacuation
- 6) Continue to listen to the radio or television for further instructions and keep phone lines free

UNLESS TOLD TO DO SO BY AUTHORITIES

- 1) DO NOT evacuate or travel
- 2) DO NOT bring home children from school or other family members from work
- 3) DO NOT call 911 or any other authority for information

Voluntary Evacuation Notice

This is _____ of _____
(Name & Position) (Municipality)

An emergency exists in the _____
(Area)
of the _____.
(Municipality)

For your personal safety, evacuation of _____
(Location)
of _____ is necessary due to
(State which parts)

COLLECTION POINTS

Reception Centres are located at:

- | | |
|----------|---------------------|
| 1) _____ | 1) _____ |
| 2) _____ | 2) Alternate: _____ |
| 3) _____ | 3) Alternate: _____ |
| 4) _____ | 4) Alternate: _____ |

If you evacuate with your own vehicle, please report to the assigned reception centre. If you require transportation, go to the collection point _____
(Location)

If you are physically unable to go to a collection point, phone: _____
()
to make arrangements for pick-up.

The evacuation route to follow is: _____
(Describe route to avoid danger)

All evacuees are requested to report and register at the reception centre at: _____

(State Location)

If you are staying with friends, advise the reception centre at _____
()
(Phone)

You will be advised when the emergency has ended and it is safe to return to your home. During the periods of evacuation, police will provide security of your homes and businesses.

For additional information listen to radio _____ and _____
(Radio Stations) (Television Stations)

(Bring medication, blankets, sleeping bags, personal items and identification if possible.)

Mandatory Evacuation Notice

This is _____ of _____
(Name & Position) (Municipality)

An emergency exists in the _____
(Area)
of the _____
(Municipality)

For your personal safety, evacuation of _____
(Location)
of _____ is necessary due to
(State which parts)

COLLECTION POINTS

Reception Centres are located at:

- | | |
|----------|---------------------|
| 5) _____ | 1) _____ |
| 6) _____ | 2) Alternate: _____ |
| 7) _____ | 3) Alternate: _____ |
| 8) _____ | 4) Alternate: _____ |

If you evacuate with your own vehicle, please report to the assigned reception centre. If you require transportation, go to the collection point _____
(Location)

If you are physically unable to go to a collection point, phone: _____
to make arrangements for pick-up.

The evacuation route to follow is: _____
(Describe route to avoid danger)

All evacuees are requested to report and register at the reception centre at: _____

(State Location)

If you are staying with friends, advise the reception centre at _____
(Phone)

You will be advised when the emergency has ended and it is safe to return to your home. During the periods of evacuation, police will provide security of your homes and businesses.

For additional information listen to radio _____ and _____
(Radio Stations) (Television Stations)

(Bring medication, blankets, sleeping bags, personal items and identification if possible.)

EOC POSITION CHECKLISTS

DEM/EOC Director Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Activate Municipal or Regional EOC as appropriate. As a minimum, your assessment and decision to activate should be based on the following criteria:
 - a. Is there a need or potential need to conduct a mandatory evacuation of residents beyond the initial isolation zone (site perimeter)?
 - b. Is life safety, property or environmental damage (or potential for) critical?
 - c. Does the incident require more resources than are available locally or through mutual aid?
 - d. Does the incident require that the local airport to be contacted, an issue a NOTAM?
 - e. Will this incident attract media attention beyond the regional level and/or require public information?
 - f. Are there regulatory, legislative or other actions/notifications required?
 - g. Is the Municipal EOC viable and/or suitable for the scope and scale of this incident?

2. If the Municipal EOC is not viable or suitable for activation, contact the Director of Emergency Management or designate of the closest partnering municipality; or request activation of one of the three Regional EOCs (Lacombe County, City of Lacombe or Town of Blackfalds).

3. Initiate Municipal EOC staff fan-out as per your municipal annex. Ensure staff are briefed on where they are to report to (Municipal, partnering Municipality or Regional EOC).

4. Activate the Alberta Emergency Alert system and/or any other public warning methods as appropriate.

5. Notify the Alberta Emergency Management Agency Field Officer and/or Provincial Operations Centre (POC) of the incident. 1.866.618.2362

6. Assess the need for a declaration of a state of local emergency (SOLE). If a SOLE is determined necessary, brief Administrator and Mayor/Reeve and Council of requirement and recommend that Council make the declaration.

7. Determine the need for, and if necessary, establish and ensure participation in Unified Command at the Incident site.

8. In conjunction with the Incident Commander, determine, authorize and implement protective actions as necessary (shelter-in-place or evacuation, for example).

9. Activate appropriate Command and General Staff positions in the EOC. Risk Management Officer must be appointed on hazardous materials incidents.

- 10. Determine information needs and inform staff of requirements.
- 11. Brief staff:
 - Provide a summary of current organization
 - Identify incident objectives and any policy directives for the management of the incident
 - Provide a review of current incident activities
 - Determine the time and location of first EOC Planning Meeting
- 12. Establish parameters for resource requests and releases:
 - Review requests for critical resources
 - Confirm who has ordering authority within the organization
 - Confirm those orders that require Command authorization
- 13. In conjunction with Emergency Public Information Officer and Information Officer, authorize release of information to the media:
 - If operating within Unified Command, ensure all EOC Directors and Incident Commanders approve release
- 14. Establish level of planning to be accomplished:
 - Contingency planning
 - Formal planning meeting and frequency
- 15. Ensure EOC Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

Agenda Item

Responsibility

- | | |
|---|--|
| 1) Briefing on situation/resource status | Planning/Operations Coordinators |
| 2) Discuss risk/safety issues | Risk Management Officer |
| 3) Set/confirm incident objectives | EOC Director |
| 4) Plot incident boundaries | Operations Coordinator |
| 5) Specify resources needed at site | Operations/Planning Coordinators |
| 6) Specify facilities and reporting locations | Operations/Planning/Logistics Coordinators |
| 7) Consider communications/medical/transportation plans | Logistics/Planning Coordinators |
| 8) Provide financial update | Finance/Administration Coordinator |
| 9) Discuss interagency liaison issues | Agency Liaison Officer |
| 10) Discuss information issues | Emergency Public Information Officer |
| 11) Finalize/approve/implement plan | EOC Director/All |

- 15. Ensure Command and General Staff coordination in the EOC:
 - Periodically check progress on assigned tasks of Command and General Staff personnel
 - Approve necessary changes to strategic goals
- 16. Keep Agency Executive and Incident Commander informed on incident-related problems and progress.
- 17. Document all activity in Emergency Operations Log sheet.

EOC Director's Scribe Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Receive notification and briefing on the incident from the Director of Emergency Management/EOC Director.
2. Proceed to the municipal office, emergency operations centre or the alternate emergency operations centre, as directed by the Director of Emergency Management/EOC Director.
3. It is important to note that your primary responsibility is to the EOC Director and secondary to all other key EOC staff.
4. Open a main event log and record key decisions, actions, reports and details from all command and general staff personnel in the EOC.
5. Maintain and update the main event board (if applicable) in the EOC.
6. If a declaration, termination or renewal of a State of Local Emergency is made, ensure all documentation is forwarded to the Minister responsible and filed.
7. Provide briefing to your relief on current and unusual situations.
8. Remember, your documentation is critical and needs to be focused primarily on the most important decisions and actions made by the EOC Director.

General Staff Scribe Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Receive notification and briefing on the incident from the Director of Emergency Management/EOC Director.
2. Proceed to the municipal office, emergency operations centre or the alternate emergency operations centre as indicated by the Director of Emergency Management/EOC Director.
3. It is important to note that your primary responsibility is to the EOC General Staff position and secondary to all other key EOC staff.
4. Open an event log and record key decisions, actions and briefings from all command and general staff positions in the EOC.
5. Maintain and update the main event board (if applicable) in the EOC.
6. If a declaration, termination or renewal of a State of Local Emergency is made, ensure all documentation is forwarded to the Minister responsible and filed.
7. Provide briefing to your relief on current and unusual situations.
8. Remember, your documentation is critical and needs to be focused primarily on the most important decisions and actions made by the General Staff position you are reporting to.

Mayor Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

-
- 1. Receive notification and briefing on the incident from your Director of Emergency Management/EOC Director.
- 2. Proceed to the municipal office, emergency operations centre or regional emergency operations centre as indicated by the Director of Emergency Management/EOC Director.
- 3. Appoint an acting Mayor if no Deputy Mayor has been appointed (and you are not available).
- 4. Confirm that the Municipal or Regional Emergency Management Plan has been activated and to what level.
- 5. Notify and brief fellow Council members on the incident and have them report (if required) to the municipal office, emergency operations centre or regional emergency operations centre as indicated.
- 6. Authorize "Declaration of State of Local Emergency" if it is recommended by the Director of Emergency Management/EOC Director/Administrator.
- 7. Ensure the declaration has been forwarded to the Minister responsible.
- 8. Ensure the declaration has been broadcast to the public.
- 9. Notify Member(s) of the Legislative Assembly (MLA) on details of the incident as appropriate.
- 10. Be prepared to be the municipal spokesperson and speak to the media as required. Liaise closely with the EOC Director and Emergency Public Information Officer to ensure consistent messaging.
- 11. Ensure termination and/or renewal of the declaration is made as appropriate.
- 12. Ensure that an incident lessons learned/debrief session is conducted by Administration/Director of Emergency Management.
- 13. Document all activity on Emergency Operations Log sheet.

Emergency Public Information Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|---|
| <input type="checkbox"/> | 1. Report to EOC and obtain briefing from EOC Director: <ul style="list-style-type: none">• Determine current status of Incident• Identify current organization• Determine point of contact for media (EOC or Incident Command Post)• Determine current media presence |
| <input type="checkbox"/> | 2. Participate in EOC Director's briefing: <ul style="list-style-type: none">• Determine constraints on information process• Determine pre-existing agreements for information centres, Joint Information Centres (JICs), etc. |
| <input type="checkbox"/> | 3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes. |
| <input type="checkbox"/> | 4. Coordinate the development of door-to-door protective action statements with Operations and Information Officer. |
| <input type="checkbox"/> | 5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement: |

Sample Initial Information Summary

We are aware that an [accident/incident] involving [type of incident] occurred at approximately [time], in the vicinity of [general location]. [Agency personnel] are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at [location], and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

- | | |
|--------------------------|--|
| <input type="checkbox"/> | 6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Information Officers to: <ul style="list-style-type: none">• Joint Information Centre (JIC)• Field (scene) Information• Internal Information |
| <input type="checkbox"/> | 7. Establish contact with local, regional or provincial media representatives as appropriate. |

- 8. Establish location of Information Centre for media and public away from the EOC.
- 9. Establish schedule for news briefings.
- 10. Coordinate, with Logistics, the activation and staffing of message centre "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.
- 11. Obtain current incident status reports from Planning Coordinator (EOC Director, if Planning not activated); coordinate a schedule for updates.
- 12. Observe constraints on the release of information imposed by the EOC Director or Incident Commander.
- 13. Obtain approval for information release from EOC Director:
 - Confirm details to ensure no conflicting information is released
 - Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.
- 14. Release news to media, and post information in EOC/Incident Command Post and other appropriate locations.
- 15. Record all interviews and copy all news releases:
 - Contact media to correct erroneous or misleading information being provided to the public via the media
- 16. Coordinate information releases with information staff from other impacted agencies and jurisdictions:
 - Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.
- 17. Respond to special requests for information.
- 18. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.
- 19. Participate in Planning Meetings:

Sample Planning Meeting Agenda

Agenda Item

Responsibility

- | | |
|---|---|
| 1) Briefing on situation/resource status | Planning/Operations Coordinators |
| 2) Discuss risk/safety issues | Risk Management Officer |
| 3) Set/confirm incident objectives | EOC Director |
| 4) Plot incident boundaries | Operations Coordinator |
| 5) Specify resources needed at site | Operations/Planning Coordinators |
| 6) Specify facilities and reporting locations | Operations/Planning/Logistics
Coordinators |
| 7) Consider communications/medical/ | Logistics/Planning Coordinators |

- transportation plans
- 8) Provide financial update Finance/Administration Coordinator
 - 9) Discuss interagency liaison issues Agency Liaison Officer
 - 10) Discuss information issues Emergency Public Information Officer
 - 11) Finalize/approve/implement plan EOC Director/All

20. Confirm with EOC Director the process for the release of information concerning incident-related injuries or deaths.

21. Document all activity on Emergency Operations Log sheet.

Risk Management Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|--|
| <input type="checkbox"/> | 1. Report to EOC and obtain briefing from EOC Director. |
| <input type="checkbox"/> | 2. Ensure a Safety Officer has been appointed at the site and establish direct communications. |
| <input type="checkbox"/> | 3. Plan and implement decisions that will minimize the adverse effects of accidental and business losses. |
| <input type="checkbox"/> | 4. Assess hazardous and unsafe situations and develop measures for assuring personnel safety. The Risk Management Officer has authority to halt or modify any and all unsafe conditions. |
| <input type="checkbox"/> | 5. Ensure all personnel (both EOC and Site) associated with the incident are documented for insurance and workers compensation claims. |
| <input type="checkbox"/> | 6. Oversee or support accident investigations. Recommend corrective action, prepare accident report and submit to the EOC Director. |
| <input type="checkbox"/> | 7. Ensure Critical Incident Stress Management is arranged shortly after an event. |
| <input type="checkbox"/> | 8. Liaise directly with representative from Alberta Employment and Immigration, Workplace Health and Safety, as required. 1-866-415-8690 |
| <input type="checkbox"/> | 9. Attend Planning meetings: |

Sample Planning Meeting Agenda

<i>Agenda Item</i>	<i>Responsibility</i>
1) Briefing on situation/resource status	Planning/Operations Coordinators
2) Discuss risk/safety issues	Risk Management Officer
3) Set/confirm incident objectives	EOC Director
4) Plot incident boundaries	Operations Coordinator
5) Specify resources needed at site	Operations/Planning Coordinators
6) Specify facilities and reporting locations	Operations/Planning/Logistics Coordinators

- | | | |
|-----|---|--------------------------------------|
| 7) | Consider communications/medical/ transportation plans | Logistics/Planning Coordinators |
| 8) | Provide financial update | Finance/Administration Coordinator |
| 9) | Discuss interagency liaison issues | Agency Liaison Officer |
| 10) | Discuss information issues | Emergency Public Information Officer |
| 11) | Finalize/approve/implement plan | EOC Director/All |

10. Investigate accidents that have occurred within incident areas:
- Ensure accident scene is preserved for investigation
 - Ensure accident is properly documented
 - Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Workplace Health and Safety
 - Prepare accident report as per agency policy, procedures, and direction
 - Recommend corrective actions to Incident Commander and agency

11. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

12. Document all activity on Emergency Operations Log sheet.

Agency Liaison Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Report to EOC and obtain briefing from EOC Director:
 - Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization)

2. Obtain cooperating and assisting agency information, including:
 - Contact person(s)
 - Radio frequencies
 - Phone numbers
 - Cooperative agreements
 - Resource type
 - Number of personnel
 - Condition of personnel and equipment
 - Agency constraints/limitations

3. Establish workspace for Agency Liaison function and notify agency representatives of location.

4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.

5. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.

6. Work with the Emergency Public Information Officer and EOC Director to coordinate media releases associated with inter-governmental cooperation issues.

7. Monitor EOC and incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:
 - Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT).

8. Participate in Planning Meetings:

Sample Planning Meeting Agenda

Agenda Item	Responsibility
1) Briefing on situation/resource status	Planning/Operations Coordinators
2) Discuss risk/safety issues	Risk Management Officer
3) Set/confirm incident objectives	EOC Director
4) Plot incident boundaries	Operations Coordinator
5) Specify resources needed at site	Operations/Planning Coordinators
6) Specify facilities and reporting locations	Operations/Planning/Logistics Coordinators
7) Consider communications/medical/transportation plans	Logistics/Planning Coordinators
8) Provide financial update	Finance/Administration Coordinator
9) Discuss interagency liaison issues	Agency Liaison Officer
10) Discuss information issues	Emergency Public Information Officer
11) Finalize/approve/implement plan	EOC Director/All

9. Document all activity on Emergency Operations Log sheet.

Operations Coordinator Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|--|
| <input type="checkbox"/> | 1. Report to EOC and obtain briefing from EOC Director: |
| <input type="checkbox"/> | 2. Organize Operations Section in EOC to ensure operational efficiency, personnel safety and adequate span of control. |
| <input type="checkbox"/> | 3. In conjunction with Operations Section Chief at site, determine and plot locations of Staging Area(s). |
| <input type="checkbox"/> | 4. Supervise activities of Emergency Services, Human Services and Infrastructure Services, if/when established. |
| <input type="checkbox"/> | 5. Determine need and request additional resources. |
| <input type="checkbox"/> | 6. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units |
| <input type="checkbox"/> | 7. Attend Planning Meetings: |

Sample Planning Meeting Agenda

Agenda Item

Responsibility

- | | | |
|-----|--|--|
| 1) | Briefing on situation/resource status | Planning/Operations Coordinators |
| 2) | Discuss risk/safety issues | Risk Management Officer |
| 3) | Set/confirm incident objectives | EOC Director |
| 4) | Plot incident boundaries | Operations Coordinator |
| 5) | Specify resources needed at site | Operations/Planning Coordinators |
| 6) | Specify facilities and reporting locations | Operations/Planning/Logistics Coordinators |
| 7) | Consider communications/medical/transportation plans | Logistics/Planning Coordinators |
| 8) | Provide financial update | Finance/Administration Coordinator |
| 9) | Discuss interagency liaison issues | Agency Liaison Officer |
| 10) | Discuss information issues | Emergency Public Information Officer |
| 11) | Finalize/approve/implement plan | EOC Director/All |

- | | |
|--------------------------|---|
| <input type="checkbox"/> | 8. Document all activity on Emergency Operations Log sheet. |
|--------------------------|---|

Enforcement Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

-
- 1. Receive notification and briefing on the incident from your Director of Emergency Management/EOC Director.
- 2. Provide notification to your dispatch agency and other policing/enforcement agencies as necessary.
- 3. Report directly to the EOC Director if the Operations Coordinator position is not filled. If filled, report directly to the Operations Coordinator.
- 4. Brief EOC Director/Operations Coordinator on matters relating to crowd control, traffic control, protection of life and property, and general law enforcement responsibilities.
- 5. Recommend an Enforcement Incident Commander if requested by the EOC Director.
- 6. Respond to immediate police needs arising from the incident.
- 7. Coordinate and be the lead on ground search and rescue activities.
- 8. Assume a lead role in planning and conducting evacuations as required by the Incident Action Plan.
- 9. Assume a lead role in providing security for site and evacuated areas.
- 10. Notify and assist the Medical Examiner as necessary.
- 11. Brief the EOC Director/Risk Management Officer on any enforcement, environmental or liability concerns associated with the incident and response efforts.
- 12. Document all enforcement activity on Emergency Operations Log sheet.

Fire/Rescue Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Provide and/or receive notification and briefing on the incident to/from your Director of Emergency Management/EOC Director.
2. Provide notification to your dispatch agency and other fire departments as necessary.
3. Report directly to the EOC Director if the Operations Coordinator position is not filled. If filled, report directly to the Operations Coordinator.
4. Brief EOC Director/Operations Coordinator on all matters relating to firefighting and rescue operations.
5. Recommend a Fire Incident Commander if requested by the EOC Director.
6. Liaise with Enforcement and EMS as appropriate.
7. Ensure appropriate response to immediate fire/rescue needs arising from the incident.
8. Ensure that appropriate resources are available for extended operations in the event of an extended duration incident.
9. Brief the EOC Director/Risk Management Officer on any fire/rescue, environmental or liability concerns associated with the incident and response efforts.
10. Ensure dangerous goods/hazardous material agencies are contacted as necessary/required. If there is a requirement for a dangerous goods or hazardous material technical specialist, notify the EOC Director/Operations Coordinator.
11. Assist Enforcement in the coordination of ground search and rescue activities.
12. Liaise with Enforcement and provide assistance in the planning and conduct of evacuation efforts.
13. Document all fire/rescue activity on Emergency Operations Log sheet.

Emergency Medical Services Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Provide and/or receive notification and briefing on the incident to/from your Director of Emergency Management/EOC Director.

2. Provide notification to your dispatch agency, other contracted ambulance services and Alberta Health Services, as necessary.

3. Report directly to the EOC Director if the Operations Coordinator position is not filled. If filled, report directly to the Operations Coordinator.

4. Recommend an EMS Incident Commander if requested by the EOC Director.

5. Liaise with Enforcement and Fire/Rescue as appropriate.

6. Support your EMS counterparts at the site.

7. Coordinate casualty transportation in conjunction with your counterpart on site.

8. Liaise with public health officials, seniors lodges, hospitals, the Medical Officer of Health and Alberta Health Services – Central Zone as appropriate.

9. Brief the EOC Director/Risk Management Officer on any health, environmental or liability concerns associated with the incident and response efforts.

10. Document all EMS related activity on Emergency Operations Log sheet.

Public Works Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Provide and/or receive notification and briefing on the incident to/from your Director of Emergency Management/EOC Director.

2. Report directly to the EOC Director if the Operations Coordinator position is not filled. If filled, report directly to the Operations Coordinator.

3. Brief EOC Director/Operations Coordinator on all matters relating to:

- a. Potable water supply
- b. Sanitary and storm sewer systems
- c. Road network and road conditions
- d. Safety and engineering resources

4. Liaise and coordinate with other major utility suppliers as appropriate.

5. Provide personnel and material resources in support of the emergency response.

6. Liaise with your urban/rural counterparts as required to ensure that municipal/county roads are open and accessible to emergency responders.

7. Establish priorities for the restoration of roads, sewer and water systems damaged as a result of the incident.

8. Liaise with other major utilities for the restoration of services as a result of the incident.

9. Brief the EOC Director/Risk Management Officer on any public works, environmental or liability concerns associated with the incident and response efforts.

10. Provide briefing to your relief on current and unusual situations.

11. Document all public works activity on Emergency Operations Log sheet.

Planning Coordinator Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|--|
| <input type="checkbox"/> | 1. Report to EOC and obtain briefing from EOC Director: |
| <input type="checkbox"/> | 2. Activate EOC Planning positions as necessary, and notify Resources Unit of positions activated. |
| <input type="checkbox"/> | 3. Establish and maintain resource tracking system. |
| <input type="checkbox"/> | 4. Compile and display incident status summary information. |
| <input type="checkbox"/> | 5. Obtain/develop incident maps. |
| <input type="checkbox"/> | 6. Establish information requirements and reporting schedules for EOC and staff. |
| <input type="checkbox"/> | 7. Meet with Operations Coordinator and/or EOC Director, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location. |
| <input type="checkbox"/> | 8. Conduct Planning Meetings according to following agenda: |

Sample Planning Meeting Agenda

<i>Agenda Item</i>	<i>Responsibility</i>
1) Briefing on situation/resource status	Planning/Operations Coordinators
2) Discuss risk/safety issues	Risk Management Officer
3) Set/confirm incident objectives	EOC Director
4) Plot incident boundaries	Operations Coordinator
5) Specify resources needed at site	Operations/Planning Coordinators
6) Specify facilities and reporting locations	Operations/Planning/Logistics Coordinators
7) Consider communications/medical/transportation plans	Logistics/Planning Coordinators
8) Provide financial update	Finance/Administration Coordinator
9) Discuss interagency liaison issues	Agency Liaison Officer
10) Discuss information issues	Emergency Public Information Officer
11) Finalize/approve/implement plan	EOC Director/All

- 9. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.
- 10. Provide periodic predictions on incident potential.
- 11. Establish a weather data collection system, when necessary.
- 12. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
- 13. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- 14. Ensure preparation of demobilization plan, if appropriate.
- 15. Provide briefing to relief on current and unusual situations.
- 16. Ensure that all staff observe established level of operational security.
- 17. Brief the EOC Director/Risk Management Officer on any environmental or liability concerns associated with the incident and response efforts.
- 18. Document all planning related activity on Emergency Operations Log sheet.

Logistics Coordinator Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|---|
| <input type="checkbox"/> | 1. Report to EOC and obtain briefing from EOC Director: <ul style="list-style-type: none"> • Review situation and resource status for number of personnel assigned to incident • Review current organization • Determine which incident facilities have been/should be activated |
| <input type="checkbox"/> | 2. Confirm resource ordering process. |
| <input type="checkbox"/> | 3. Organize and staff Logistics, as appropriate. |
| <input type="checkbox"/> | 4. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel: <ul style="list-style-type: none"> • Provide summary of emergency situation • Provide summary of the kind and extent of Logistics support the Section may be requested |
| <input type="checkbox"/> | 5. Attend Planning Meetings: |

Sample Planning Meeting Agenda

Agenda Item	Responsibility
1) Briefing on situation/resource status	Planning/Operations Coordinators
2) Discuss risk/safety issues	Risk Management Officer
3) Set/confirm incident objectives	EOC Director
4) Plot incident boundaries	Operations Coordinator
5) Specify resources needed at site	Operations/Planning Coordinators
6) Specify facilities and reporting locations	Operations/Planning/Logistics Coordinators
7) Consider communications/medical/transportation plans	Logistics/Planning Coordinators
8) Provide financial update	Finance/Administration Coordinator
9) Discuss interagency liaison issues	Agency Liaison Officer
10) Discuss information issues	Emergency Public Information Officer
11) Finalize/approve/implement plan	EOC Director/All

- | | |
|--------------------------|--|
| <input type="checkbox"/> | 6. Participate in preparation of Incident Action Plan (IAP). |
|--------------------------|--|

- 7. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.
- 8. Research availability of additional resources.
- 9. Hold meetings, as necessary, to ensure communication and coordination among Logistics personnel.
- 10. Ensure coordination between Logistics and other Command and General Staff.
- 11. Provide briefing to your relief on current activities and unusual situations.
- 12. Brief the EOC Director/Risk Management Officer on any environmental or liability concerns associated with the incident and response efforts.
- 13. Document all logistics related activity on Emergency Operations Log sheet.

Finance/Administration Coordinator Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input type="checkbox"/> | TASK |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | |
| <input type="checkbox"/> | 1. Report to EOC and obtain briefing from EOC Director: <ul style="list-style-type: none"> • Incident objectives • Assisting/coordinating agencies • Anticipated duration/complexity of incident • Obtain the names of any agency contacts the EOC Director knows about • Possibility of cost sharing |
| <input type="checkbox"/> | 2. Obtain briefing from Administrator: <ul style="list-style-type: none"> • Determine level of fiscal process required • Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement • Assess potential for legal claims arising out of incident activities • Identify applicable financial guidelines and policies, constraints and limitations |
| <input type="checkbox"/> | 3. Ensure all Sections and the Supply Unit are aware of charge code/purchase order numbers, etc. |
| <input type="checkbox"/> | 4. Attend Planning Meeting: |

Sample Planning Meeting Agenda

<i>Agenda Item</i>	<i>Responsibility</i>
1) Briefing on situation/resource status	Planning/Operations Coordinators
2) Discuss risk/safety issues	Risk Management Officer
3) Set/confirm incident objectives	EOC Director
4) Plot incident boundaries	Operations Coordinator
5) Specify resources needed at site	Operations/Planning Coordinators
6) Specify facilities and reporting locations	Operations/Planning/Logistics Coordinators
7) Consider communications/medical/transportation plans	Logistics/Planning Coordinators
8) Provide financial update	Finance/Administration Coordinator
9) Discuss interagency liaison issues	Agency Liaison Officer
10) Discuss information issues	Emergency Public Information Officer
11) Finalize/approve/implement plan	EOC Director/All

- 5. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.
- 6. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services.
- 7. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).
- 8. Coordinate and prepare documentation for disaster financial assistance through the Provincial Disaster Recovery Program.
- 9. Document all financial and administration related activities on Emergency Operations Log sheet

EOC Community and Social Services

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Ensure that department staff with designated emergency response duties are contacted and made aware of the situation;
2. Report to the Emergency Operation Centre (EOC) and advise the members of the EOC Team in matters related to the care and maintenance of people displaced as a result of the emergency;
3. Open and maintain a Service Log of actions taken in respect to your area of responsibility;
4. Instruct the managers identified below to activate the Reception and Evacuation Centre and for staff responsible for directing and controlling the off-site activities to report for duty: Lodging; Feeding; Clothing; Personal Services; and Registration and Inquiry
5. Determine the need for, number and location of reception centres and group facilities required to be opened and staffed accordingly when the evacuation of residents is necessary;
6. Ensure that reception centres and lodging facilities are equipped and operational (e.g., telecommunication, pot-a-potties, security, etc.);
7. Provided emergency food, clothing, lodging, personal services, registration and inquiry;
8. Direct and coordinate the emergency support activities of volunteer agencies providing support to social services;
9. Arrange for Critical Incident Stress Debriefings for victims in collaboration with the Medical Officer of Health and the Director of Human Resources;
10. Direct and coordinate the support activities of local and provincial welfare agencies;
11. Provide the Emergency Social Services headquarters with current information on the emergency; and
12. Recommend the activation of mutual assistance agreements when required.

SITE FORMS



ICS Form 201

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. MAP SKETCH			
ICS 201 Page 1 of 4	5. PREPARED BY (Name and Position)		



ICS Form 201

6. SUMMARY OF CURRENT ACTIONS

A large, empty rectangular box with rounded corners, intended for the user to enter a summary of current actions. The box is bounded by a thin black line.



ICS Form 201

7. CURRENT ORGANIZATION

A large, empty rectangular box with rounded corners, intended for drawing the current organizational structure of the incident.



ICS Form 202

INCIDENT OBJECTIVES	1. INCIDENT NAME	2. DATE	3. TIME
4. OPERATIONAL PERIOD (Date/Time)			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (Include alternatives)			
6. OPERATIONAL PERIOD COMMAND EMPHASIS			
7. GENERAL SAFETY MESSAGE			
8. ATTACHMENTS (Check if attached)			
<input type="checkbox"/> Organization List (ICS 203)	<input type="checkbox"/> Medical Plan (ICS 206)	<input type="checkbox"/> _____	
<input type="checkbox"/> Assignment List (ICS 204)	<input type="checkbox"/> Incident Map	<input type="checkbox"/> _____	
<input type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> _____	
9. PREPARED BY (Planning Section Chief)	10. APPROVED BY (Incident Commander)		



Organization Assignment List, ICS Form 203

ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME	2. DATE	3. TIME
Position	Name	4. OPERATIONAL PERIOD (Date/Time)		
5. INCIDENT COMMAND AND STAFF		9. OPERATIONS SECTION		
Incident Commander		Chief		
Deputy		Deputy		
Safety Officer		a. BRANCH - DIVISION/GROUPS		
Information Officer		Branch Director		
Liaison Officer		Deputy		
6. AGENCY REPRESENTATIVES		Division/Group		
Agency	Name	Division/Group		
		Division/Group		
7. PLANNING SECTION		b. BRANCH - DIVISIONS/GROUPS		
Chief		Branch Director		
Deputy		Deputy		
Resources Unit		Division/Group		
Situation Unit		Division/Group		
Documentation Unit		Division/Group		
Demobilization Unit		Division/Group		
Technical Specialists		Division/Group		
8. LOGISTICS SECTION		c. BRANCH - DIVISIONS/GROUPS		
Chief		Branch Director		
Deputy		Deputy		
a. SUPPORT BRANCH		Division/Group		
Director		Division/Group		
Supply Unit		Division/Group		
Facilities Unit		Division/Group		
Ground Support Unit		d. AIR OPERATIONS BRANCH		
b. SERVICE BRANCH		Air Operations Br. Dir.		
Director		Air Tactical Group Sup.		
Communications Unit		Air Tactical Group Sup.		
Medical Unit		10. FINANCIAL/ADMINISTRATION SECTION		
Food Unit		Chief		
PREPARED BY (Resources Unit)		Deputy		
		Time Unit		
		Procurement Unit		
		Compensation/Claims Unit		
		Cost Unit		



ICS Form 204

1. BRANCH		2. DIVISION/GROUP			ASSIGNMENT LIST ICS 204				
3. INCIDENT NAME				4. OPERATIONAL PERIOD Date _____ Time _____					
5. OPERATIONAL PERSONNEL Operations Chief _____ Division/Group Supervisor _____ Branch Director _____									
6. RESOURCES ASSIGNED TO THIS PERIOD									
Resource Identifier		Leader		No. of Persons	Contact Cell #, radio freq. etc.	Reporting Location, Special Equipment and Supplies, Remarks			
7. WORK ASSIGNMENTS									
8. SPECIAL INSTRUCTIONS									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
Function		Freq.	System	Chan.	Function		Freq.	System	Chan.
Command	Local Repeat				Command	Local Repeat			
Div./Group Tactical					Ground to Air				
PREPARED BY (Resource Unit Leader)				APPROVED BY (Plans Section Chief)			Date	Time	



Medical Plan (ICS 206)

MEDICAL PLAN	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD					
5. INCIDENT MEDICAL AID STATION									
Medical Aid Stations	Location			Paramedics					
				Yes	No				
6. TRANSPORTATION (indicate air or ground)									
Ambulance Service	Location		Contact (number or frequency)		Level of Serv.				
				ALS	BLS				
7. HOSPITALS									
Hospital Name	Address (Lat. and Long. if Helipad)	Travel Time		Contact (number or frequency)		Helipad		Burn Ctr.	
		Air	Grnd			Yes	No	Yes	No
8. SPECIAL MEDICAL EMERGENCY PROCEDURES									
PREPARED BY (Medical Unit Leader)					10. APPROVED BY (Safety Officer)				



General Message (ICS 213)

TO		POSITION	
FROM		POSITION	
SUBJECT		DATE	TIME
MESSAGE			
SIGNATURE		POSITION	
REPLY			
DATE	TIME	SIGNATURE/POSITION	



Demobilization Checkout (ICS 221)

1. INCIDENT NAME/NUMBER	2. DATE/TIME	3. DEMOB. NUMBER	
4. UNIT/PERSONNEL RELEASED			
5. TRANSPORTATION TYPE/NUMBER			
6. ACTUAL RELEASE DATE/TIME	7. MANIFEST COMPLETED	YES	NO
8. DESTINATION	9. Notify	HQ	Region
	Name	Agency	Area
	Date		Dispatch
10. UNIT LEADER RESPONSIBLE FOR COLLECTING PERFORMANCE RATING			
11. UNIT/PERSONNEL			
<p>You and your resources have been released subject to Sign-Off from the following: Demobilization Unit Leader - Check the appropriate box</p>			
LOGISTICS SECTION			
Supply Unit			
Communication Unit			
Facilities Unit			
Ground Support Unit Leader			
PLANNING SECTION			
Documentation Unit			
FINANCE SECTION			
Time Unit			
OTHER			
<div style="border: 1px solid black; padding: 5px;"> REMARKS </div>			
Page	of	13. PREPARED BY (include date and time)	

EOC POSITION CHECKLISTS

Incident Commander Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Ensure welfare and safety of incident personnel.

2. Supervise Command and General Staff.

3. Obtain initial briefing from current Incident Commander and EOC Director.

4. Assess incident situation:

- Review the current situation status and initial incident objectives. Ensure that all local, regional and provincial agencies impacted by the incident have been notified.

5. Determine need for, establish, and participate in Unified Command.

6. Authorize protective action statements, as necessary.

7. Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents:

- Confirm dispatch and arrival times of activated resources.
- Confirm work assignments.

8. Brief staff:

- Provide a summary of current organization.
- Identify incident objectives and any policy directives for the management of the incident.
- Provide a review of current incident activities.
- Determine the time and location of first Planning Meeting.

9. Determine information needs and inform staff of requirements.

10. Determine status of declaration of state of local emergency and delegation of authority.

11. Establish parameters for resource requests and releases:

- Review requests for critical resources.
- Confirm who has ordering authority within the organization.
- Confirm those orders that require Command authorization.

- 12. Authorize release of information to the media:
 - If operating within a Unified Command, ensure all Incident Commanders approve release.
- 13. Establish level of planning to be accomplished:
 - Written Incident Action Plan (IAP).
 - Contingency planning.
 - Formal Planning Meeting.
- 14. Ensure Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

<i>Agenda Item</i>	<i>Responsibility</i>
1) Briefing on situation/resource status	Planning/Operations Section Chiefs
2) Discuss safety issues	Safety Officer
3) Set/confirm incident objectives	Incident Commander
4) Plot control lines & Division boundaries	Operations Section Chief
5) Specify tactics for each Division/Group	Operations Section Chief
6) Specify resources needed for each Division/Group	Operations/Planning Section Chiefs
7) Specify facilities and reporting locations	Operations/Planning/Logistics Section Chiefs
8) Develop resource order	Logistics Section Chief
9) Consider communications/medical/Transportation plans	Logistics/Planning Section Chiefs
10) Provide financial update	Finance/Administration Section Chief
11) Discuss interagency liaison issues	Liaison Officer
12) Discuss information issues	Information Officer
13) Finalize/approve/implement plan	Incident Commander/All

- 15. Approve and authorize implementation of the IAP:
 - Review IAP for completeness and accuracy.
 - Verify that objectives are incorporated and prioritized.
 - Sign ICS Form 202.
- 16. Ensure Command and General Staff coordination:
 - Periodically check progress on assigned tasks of Command and General Staff personnel.
 - Approve necessary changes to strategic goals and IAP.
 - Ensure that Liaison Officer is making periodic contact with participating agencies.
- 17. Work with EOC Director to declare state of local emergency according to agency protocol.
- 18. Keep EOC Director informed on incident-related problems and progress.

Information Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|---|
| <input type="checkbox"/> | 1. Obtain briefing from Incident Commander: <ul style="list-style-type: none">• Determine current status of Incident (ICS Form 209 or equivalent)• Identify current organization (ICS Forms 201 and 203, resource lists, etc.)• Determine point of contact for media (scene or Command Post)• Determine current media presence |
| <input type="checkbox"/> | 2. Participate in Administrative Officer's briefing: <ul style="list-style-type: none">• Determine constraints on information process• Determine pre-existing agreements for information centres, Joint Information Centres (JICs), etc. |
| <input type="checkbox"/> | 3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes. |
| <input type="checkbox"/> | 4. Coordinate the development of door-to-door protective action statements with Operations. |
| <input type="checkbox"/> | 5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement: |

Sample Initial Information Summary

We are aware that an *[accident/incident]* involving *[type of incident]* occurred at approximately *[time]*, in the vicinity of *[general location]*. *[Agency personnel]* are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at *[location]*, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

- | | |
|--------------------------|--|
| <input type="checkbox"/> | 6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Information Officers to: <ul style="list-style-type: none">• Joint Information Centre (JIC)• Field (scene) Information• Internal Information |
|--------------------------|--|

- 7. Establish contact with local and national media representatives, as appropriate.
- 8. Establish location of Information Centre for media and public away from Command Post.
- 9. Establish schedule for news briefings.
- 10. Coordinate, with Logistics, the activation and staffing of message centre "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.
- 11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
- 12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.
- 13. Obtain approval for information release from Incident Commander:
 - Confirm details to ensure no conflicting information is released
 - Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members
- 14. Release news to media, and post information in Command Post and other appropriate locations.
- 15. Record all interviews and copy all news releases:
 - Contact media to correct erroneous or misleading information being provided to the public via the media
- 16. Update off-incident agency personnel on a regular basis:
 - Utilize electronic mail for agency updates
 - Establish phone line in the Command Post dedicated to internal communications to update agency personnel
 - Provide standard statement which can be given to general requests for information
- 17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:
 - Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate
- 18. Attend Planning Meetings:

Sample Planning Meeting Agenda

<i>Agenda Item</i>	<i>Responsibility</i>
1) Briefing on situation/resource status	Planning/Operations Section Chiefs
2) Discuss safety issues	Safety Officer
3) Set/confirm incident objectives	Incident Commander

- | | |
|---|--|
| 4) Plot control lines & Division boundaries | Operations Section Chief |
| 5) Specify tactics for each Division/Group | Operations Section Chief |
| 6) Specify resources needed for each Division/Group | Operations/Planning Section Chiefs |
| 7) Specify facilities and reporting locations | Operations/Planning/Logistics Section Chiefs |
| 8) Develop resource order | Logistics Section Chief |
| 9) Consider communications/medical/Transportation plans | Logistics/Planning Section Chiefs |
| 10) Provide financial update | Finance/Administration Section Chief |
| 11) Discuss interagency liaison issues | Liaison Officer |
| 12) Discuss information issues | Information Officer |
| 13) Finalize/approve/implement plan | Incident Commander/All |

19. Respond to special requests for information.

20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

21. Confirm the process for the release of information concerning incident-related injuries or deaths.

22. Document all activity on Unit Log (ICS Form 214).

Safety Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|---|
| <input type="checkbox"/> | 1. Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer. |
| <input type="checkbox"/> | 2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used. |
| <input type="checkbox"/> | 3. Staff and organize function, as appropriate: <ul style="list-style-type: none"> • In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline • Multiple high-risk operations may require an Assistant Safety Officer at each site • Request additional staff through incident chain of command |
| <input type="checkbox"/> | 4. Identify potentially unsafe acts. |
| <input type="checkbox"/> | 5. Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations. |
| <input type="checkbox"/> | 6. Ensure adequate sanitation and safety in food preparation. |
| <input type="checkbox"/> | 7. Debrief Assistant Safety Officers prior to Planning Meetings. |
| <input type="checkbox"/> | 8. Prepare Incident Action Plan Safety and Risk Analysis. |
| <input type="checkbox"/> | 9. Participate in Planning and Tactics Meetings: <ul style="list-style-type: none"> • Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics • Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions |
| <input type="checkbox"/> | 10. Attend Planning meetings: |

Sample Planning Meeting Agenda

Agenda Item	Responsibility
1) Briefing on situation/resource status	Planning/Operations Section Chiefs
2) Discuss safety issues	Safety Officer
3) Set/confirm incident objectives	Incident Commander

- | | |
|---|--|
| 4) Plot control lines & Division boundaries | Operations Section Chief |
| 5) Specify tactics for each Division/Group | Operations Section Chief |
| 6) Specify resources needed for each Division/Group | Operations/Planning Section Chiefs |
| 7) Specify facilities and reporting locations | Operations/Planning/Logistics Section Chiefs |
| 8) Develop resource order | Logistics Section Chief |
| 9) Consider communications/medical/Transportation plans | Logistics/Planning Section Chiefs |
| 10) Provide financial update | Finance/Administration Section Chief |
| 11) Discuss interagency liaison issues | Liaison Officer |
| 12) Discuss information issues | Information Officer |
| 13) Finalize/approve/implement plan | Incident Commander/All |

11. Participate in the development of Incident Action Plan (IAP):
- Review and approve Medical Plan (ICS Form 206)
 - Provide Safety Message (ICS Form 202) and/or approved document
 - Provide Safety Message (ICS Form 202) and/or approved document
 - Assist in the development of the "Special Instructions" block of ICS Form 204, as requested by the Planning Section

12. Investigate accidents that have occurred within incident areas:
- Ensure accident scene is preserved for investigation
 - Ensure accident is properly documented
 - Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Workplace Health and Safety
 - Prepare accident report as per agency policy, procedures, and direction
 - Recommend corrective actions to Incident Commander and agency

13. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

14. Document all activity on Unit Log (ICS Form 214).

Liaison Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Obtain briefing from Incident Commander:
 - Obtain summary of incident organization (ICS Forms 201 and 203)
 - Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization)

2. Obtain cooperating and assisting agency information, including:
 - Contact person(s)
 - Radio frequencies
 - Phone numbers
 - Cooperative agreements
 - Resource type
 - Number of personnel
 - Condition of personnel and equipment
 - Agency constraints/limitations

3. Establish workspace for Liaison function and notify agency representatives of location.

4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.

5. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.

6. Work with the Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

7. Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:
 - Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT)

Operations Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|---|
| <input type="checkbox"/> | 1. Obtain briefing from Incident Commander: <ul style="list-style-type: none">• Determine incident objectives and recommended strategies• Determine status of current tactical assignments• Identify current organization, location of resources, and assignments• Confirm resource ordering process• Determine location of current Staging Areas and resources assigned there |
| <input type="checkbox"/> | 2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control. |
| <input type="checkbox"/> | 3. Establish operational period. |
| <input type="checkbox"/> | 4. Establish and demobilize Staging Areas. |
| <input type="checkbox"/> | 5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP): <ul style="list-style-type: none">• Brief Staging Area Manager on types and numbers of resources to be maintained in Staging• Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments |
| <input type="checkbox"/> | 6. Develop and manage tactical operations to meet incident objectives. |
| <input type="checkbox"/> | 7. Assess life safety: <ul style="list-style-type: none">• Adjust perimeters, as necessary, to ensure scene security• Evaluate and enforce use of appropriate protective clothing and equipment• Implement and enforce appropriate safety precautions |
| <input type="checkbox"/> | 8. Evaluate situation and provide update to Planning Section: <ul style="list-style-type: none">• Location, status, and assignment of resources• Effectiveness of tactics• Desired contingency plans |
| <input type="checkbox"/> | 9. Determine need and request additional resources. |

- 10. Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.
- 11. Keep Resources Unit up to date on changes in resource status.
- 12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:
 - Identify assignments by Division or Group
 - Identify specific tactical assignments
 - Identify resources needed to accomplish assignments
- 13. Ensure coordination of the Operations Section with other Command and General Staff:
 - Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate
 - Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process
 - Notify Logistics of communications problems
 - Keep Planning up-to-date on resource and situation status
 - Notify Liaison Officer of issues concerning cooperating and assisting agency resources
 - Keep Safety Officer involved in tactical decision-making
 - Keep Incident Commander apprised of status of operational efforts
 - Coordinate media field visits with the Information Officer
- 14. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.
- 15. Attend Planning Meetings:

Sample Planning Meeting Agenda

<i>Agenda Item</i>	<i>Responsibility</i>
1) Briefing on situation/resource status	Planning/Operations Section Chiefs
2) Discuss safety issues	Safety Officer
3) Set/confirm incident objectives	Incident Commander
4) Plot control lines & Division boundaries	Operations Section Chief
5) Specify tactics for each Division/Group	Operations Section Chief
6) Specify resources needed for each Division/Group	Operations/Planning Section Chiefs

- | | |
|---|--|
| 7) Specify facilities and reporting locations | Operations/Planning/Logistics Section Chiefs |
| 8) Develop resource order | Logistics Section Chief |
| 9) Consider communications/medical/Transportation plans | Logistics/Planning Section Chiefs |
| 10) Provide financial update | Finance/Administration Section Chief |
| 11) Discuss interagency liaison issues | Liaison Officer |
| 12) Discuss information issues | Information Officer |
| 13) Finalize/approve/implement plan | Incident Commander/All |



16. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.

Staging Area Manager Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Obtain a briefing from Incident Commander or Operations Section Chief:
 - Determine types and numbers of resources to be maintained in Staging
 - Confirm process for requesting additional resources for Staging
 - Confirm process for reporting status changes

2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.

4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.

5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

6. Post areas for identification and traffic control.

7. Respond to requests for resources:
 - Organize Task Forces or Strike Teams, as necessary.

8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.

9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

10. Maintain Staging Area in orderly condition.

11. Demobilize Staging Area in accordance with instructions.

12. Document all activity on Unit Log (ICS Form 214).

Technical Specialists Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

TASK

1. Obtain briefing from Incident Commander or Planning Section Chief:
 - Identify Supervisor in organization
 - Identify work location, resources available, expectations of incident organization concerning time-lines, report format, participation in Planning Meetings, etc.

2. Obtain copies of Incident Action Plan (IAP), if available, and Unit Log (ICS Form 214).

3. Participate in Planning Meetings, as requested.

4. Provide technical expertise to supervisor in organization according to established format, timelines, etc.

5. Document all activity on Unit Log (ICS Form 214).

Planning Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

TASK



1. Obtain briefing from Incident Commander:
 - Determine current resource status (ICS Form 201)
 - Determine current situation status/intelligence (ICS Form 201)
 - Determine current incident objectives and strategy
 - Determine whether Incident Commander requires a written Incident Action Plan (IAP)
 - Determine time and location of first Planning Meeting
 - Determine desired contingency plans



2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.



3. Establish and maintain resource tracking system.



4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.



5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.



6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms):
 - Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required
 - Provide copy to the Information Officer



7. Obtain/develop incident maps.



8. Establish information requirements and reporting schedules for ICP and field staff.



9. Prepare contingency plans:
 - Review current and projected incident and resource status
 - Develop alternative strategies
 - Identify resources required to implement contingency plan
 - Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP

10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.

11. Conduct Planning Meetings according to following agenda:

Sample Planning Meeting Agenda

Agenda Item	Responsibility
1) Briefing on situation/resource status	Planning/Operations Section Chiefs
2) Discuss safety issues	Safety Officer
3) Set/confirm incident objectives	Incident Commander
4) Plot control lines & Division boundaries	Operations Section Chief
5) Specify tactics for each Division/Group	Operations Section Chief
6) Specify resources needed for each Division/Group	Operations/Planning Section Chiefs
7) Specify facilities and reporting locations	Operations/Planning/Logistics Section Chiefs
8) Develop resource order	Logistics Section Chief
9) Consider communications/medical/Transportation plans	Logistics/Planning Section Chiefs
10) Provide financial update	Finance/Administration Section Chief
11) Discuss interagency liaison issues	Liaison Officer
12) Discuss information issues	Information Officer
13) Finalize/approve/implement plan	Incident Commander/All

12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP
- Ensure that detailed contingency plan information is available for consideration by Operations and Command
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP
- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section
- Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate

13. Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.

14. Coordinate preparation of the Safety Message with Safety Officer.

15. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.

- 16. Instruct Planning Section Units in distribution of incident information.
- 17. Provide periodic predictions on incident potential.
- 18. Establish a weather data collection system, when necessary.
- 19. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
- 20. Ensure Section has adequate coverage and relief.
- 21. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- 22. Ensure preparation of demobilization plan, if appropriate.
- 23. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.
- 24. Provide briefing to relief on current and unusual situations.
- 25. Ensure that all staff observe established level of operational security.
- 26. Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214).
- 27. Submit all Section documentation to Documentation Unit.

Logistics Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Branch Director or Unit Leader.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|---|
| <input type="checkbox"/> | 1. Obtain briefing from Incident Commander: <ul style="list-style-type: none"> • Review situation and resource status for number of personnel assigned to incident • Review current organization • Determine which incident facilities have been/should be activated |
| <input type="checkbox"/> | 2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate. |
| <input type="checkbox"/> | 3. Confirm resource ordering process. |
| <input type="checkbox"/> | 4. Assess adequacy of current Incident Communications Plan (ICS Form 205). |
| <input type="checkbox"/> | 5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units. |
| <input type="checkbox"/> | 6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel: <ul style="list-style-type: none"> • Provide summary of emergency situation • Provide summary of the kind and extent of Logistics support the Section may be asked to provide |
| <input type="checkbox"/> | 7. Notify Resources Unit of other Units activated, including names and location of assigned personnel. |
| <input type="checkbox"/> | 8. Attend Planning Meetings: |

Sample Planning Meeting Agenda

Agenda Item	Responsibility
1) Briefing on situation/resource status	Planning/Operations Section Chiefs
2) Discuss safety issues	Safety Officer
3) Set/confirm incident objectives	Incident Commander
4) Plot control lines & Division boundaries	Operations Section Chief
5) Specify tactics for each Division/Group	Operations Section Chief

- | | |
|---|--|
| 6) Specify resources needed for each Division/Group | Operations/Planning Section Chiefs |
| 7) Specify facilities and reporting locations | Operations/Planning/Logistics Section Chiefs |
| 8) Develop resource order | Logistics Section Chief |
| 9) Consider communications/medical/Transportation plans | Logistics/Planning Section Chiefs |
| 10) Provide financial update | Finance/Administration Section Chief |
| 11) Discuss interagency liaison issues | Liaison Officer |
| 12) Discuss information issues | Information Officer |
| 13) Finalize/approve/implement plan | Incident Commander/All |

9. Participate in preparation of Incident Action Plan (IAP):
- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources
 - Identify future operational needs (both current and contingency), in order to anticipate logistical requirements
 - Ensure Incident Communications Plan (ICS Form 205) is prepared
 - Ensure Medical Plan (ICS Form 206) is prepared
 - Assist in the preparation of Transportation Plan

10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.

11. Research availability of additional resources.

12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.

13. Ensure coordination between Logistics and other Command and General Staff.

14. Ensure general welfare and safety of Section personnel.

15. Provide briefing to relief on current activities and unusual situations.

16. Ensure that all personnel observe established level of operational security.

17. Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).

18. Submit all Section documentation to Documentation Unit.

Finance/Administration Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

- | <input checked="" type="checkbox"/> | TASK |
|-------------------------------------|---|
| <input type="checkbox"/> | <p>1. Obtain briefing from Incident Commander:</p> <ul style="list-style-type: none">• Incident objectives• Assisting/coordinating agencies• Anticipated duration/complexity of incident• Determine any political considerations• Obtain the names of any agency contacts the Incident Commander knows about• Possibility of cost sharing• Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable |
| <input type="checkbox"/> | <p>2. Obtain briefing from agency administrator:</p> <ul style="list-style-type: none">• Determine level of fiscal process required• Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement• Assess potential for legal claims arising out of incident activities• Identify applicable financial guidelines and policies, constraints and limitations |
| <input type="checkbox"/> | <p>3. Obtain briefing from agency Finance/Administration representative:</p> <ul style="list-style-type: none">• Identify financial requirements for planned and expected operations• Determine agreements are in place for land use, facilities, equipment, and utilities• Confirm/establish procurement guidelines• Determine procedure for establishing charge codes• Important local contacts• Agency/local guidelines, processes• Copies of all incident-related agreements, activated or not• Determine potential for rental or contract services• Is an Incident Business Advisor (IBA) available or the contact information for an agency Financial/Administration representative?• Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees• Ensure that proper tax documentation is completed• Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used |

4. Ensure all Sections and the Supply Unit are aware of charge code.

5. Attend Planning Meeting:

- Provide financial and cost-analysis input
- Provide financial summary on labor, materials, and services
- Prepare forecasts on costs to complete operations
- Provide cost benefit analysis, as requested
- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns

Sample Planning Meeting Agenda

<i>Agenda Item</i>	<i>Responsibility</i>
1) Briefing on situation/resource status	Planning/Operations Section Chiefs
2) Discuss safety issues	Safety Officer
3) Set/confirm incident objectives	Incident Commander
4) Plot control lines & Division boundaries	Operations Section Chief
5) Specify tactics for each Division/Group	Operations Section Chief
6) Specify resources needed for each Division/Group	Operations/Planning Section Chiefs
7) Specify facilities and reporting locations	Operations/Planning/Logistics Section Chiefs
8) Develop resource order	Logistics Section Chief
9) Consider communications/medical/Transportation plans	Logistics/Planning Section Chiefs
10) Provide financial update	Finance/Administration Section Chief
11) Discuss interagency liaison issues	Liaison Officer
12) Discuss information issues	Information Officer
13) Finalize/approve/implement plan	Incident Commander/All

6. Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section
- Personnel time – Crew Leaders, Unit Leaders, and individual personnel
- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section
- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader
- Arrival and demobilization of personnel and equipment – Planning Section
- Daily incident status – Planning Section
- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader
- Status of supplies – Supply Unit Leader and Procurement Unit Leader
- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel
- Use agreements – Procurement Unit Leader and local administrative personnel
- What has been ordered? – Supply Unit Leader

- Unassigned resources – Resource Unit Leader and Cost Unit Leader

7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation
8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.
9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
- Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants
 - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment
 - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies
10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).
11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:
- Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place
 - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly
12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.
13. Assist Logistics in resource procurement:
- Identify vendors for which open purchase orders or contracts must be established
 - Negotiate ad hoc contracts
14. Ensure coordination between Finance/Administration and other Command and General Staff.
15. Coordinate Finance/Administration demobilization.
16. Provide briefing to relief on current activities and unusual events.
17. Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).
18. Submit all Section documentation to Documentation Unit.

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Section 3: Administration

3.1 INTRODUCTION

3.1.1 Purpose

The purpose of the City of Lacombe Emergency Management Plan (the Plan) is to provide a prompt and coordinated response to emergencies affecting the municipality within the geographical boundaries of Lacombe and to make arrangements for extraordinary measures to protect the health, safety and welfare of all persons within the region.

3.1.2 Authority

The Plan is issued under the authority of the:

- Emergency Management Act, R.S.A 2000, Chapter E-6.8;
- City of Lacombe Emergency Management Bylaw 369;

3.1.3 Scope

The Plan contains standard guidelines for the notification, activation and operations of the Emergency Operation Centres (EOC). The Plan is part of the overall Regional Emergency Management Framework and meets all legislative and regulatory requirements under the Emergency Management Act. The Plan is intended to meet the basic needs for the City to respond effectively to all hazards.

3.1.4 Background

Comprehensive and integrated emergency management is a shared responsibility between all levels of governments (municipal, provincial and federal), the private sector, non-governmental organizations and individual citizens. A key function of this Plan is to promote the safety and security of residents within the City of Lacombe. Council is responsible for the prevention/mitigation of, preparedness for, response to and recovery from emergencies within their jurisdiction.

3.1.5 Incident Management System

An incident management system defines the roles and responsibilities of personnel and the operating procedures to be used in the management and direction of emergencies and other events. The City of Lacombe has adopted the **Incident Command System (ICS)** as the incident management system of choice to be utilized at both the incident site and in the emergency operations centre(s). Training for and actually responding to significant incidents using ICS will be based on a continuous improvement process.

3.1.6 Objectives

The objectives of this Plan are to:

- Save lives and reduce suffering;
- Protect property;
- Protect the environment; and
- Reduce economic impacts.

3.1.7 Strategy and Tactics

The strategies and tactics employed to respond to significant incidents will be developed on-site and in the EOC and/or regional EOC, based on the hazards, scope and scale of the incident.

3.2 GOVERNANCE

3.2.1 Emergency Management Governance Structure

In accordance with the Emergency Management Act, the City is required to appoint an emergency advisory committee consisting of a member or members of Council to advise on the development of emergency plans and programs.

The City members shall maintain an emergency management agency to act as the agent of the local authority (Council) in exercising the local authority's powers and duties under the Act. Composition of the agency will be in accordance with the City's emergency management bylaw.

The City members shall appoint a director of the emergency management agency (Director of Emergency Management (DEM)), who shall:

- Prepare and co-ordinate emergency plans and programs for the municipality;
- Act as director of emergency operations on behalf of the emergency management agency;
- Co-ordinate all emergency services and other resources used in an emergency; and
- Perform other duties as prescribed by Council.

It is highly recommended that Councils appoint Deputy Director(s) of Emergency Management to assist the DEM; as well as ensure continuity during absence or long-term incidents.

3.2.2 Regional Emergency Management Governance Structure

In accordance with the Lacombe Regional Emergency Management Partnership Agreement, dated May 3, 2011, the partnering municipalities have agreed to adopt a regional emergency management plan and to develop a regional framework for emergency management.

To provide governance and leadership, the Partnership has established the Lacombe Regional Emergency Advisory Committee. This committee is comprised of a councillor, or alternate, from each of the partnering municipalities. The terms of reference for this regional committee are included in this section. NOTE: This Regional Committee does not usurp or take away from the roles and responsibilities of each of the partnering emergency advisory committees.

In addition, the Partnership Agreement provided for the establishment of the Lacombe Regional Emergency Management Agency. This agency is comprised of the Directors of Emergency Management and/or the Deputy Directors of Emergency Management from each of the partnering municipalities. The terms of reference for this regional agency are included in this section.

3.2.3 Delegation of Authority

There are currently no provisions in place for the delegation of authority from one partnering municipality to another in the response to emergencies. Each of the partnering municipalities must understand that regardless of any support provided through the Partnership Agreement, the municipality of jurisdiction remains responsible for the direction and control of the emergency response unless the Government of Alberta assumes direction and control under section 18 of the Emergency Management Act.

3.3 REQUESTS FOR SUPPORT

Support from the Partnering municipalities may take the form of:

- Resources;
- Personnel; and
- Facilities (Regional EOC, Reception Centres, Etc.)

Requests for support within the Partnership shall be initiated by the DEM or Deputy DEM based on the need and forwarded for approval by the jurisdictional Council/Administration. Upon approval of the request, the DEM shall forward the request to the supporting DEM, who shall gain approval from the supporting Council/Administration prior to release of the support requested. Further details are available in the Partnership Agreement, included in this section.

3.4 WORKER'S COMPENSATION FOR VOLUNTEERS

The *Workers' Compensation Act* (RSA 2000 c. W-15) includes a provision whereby benefits under the Act may be extended to volunteers engaged in work related to an emergency. A related provision is a 1960 Canada - Alberta Agreement on Workers' Compensation for Civil Defence Workers, whereby Canada will share with Alberta the costs of compensation awarded to a volunteer emergency worker. In order for these provisions to have effect, it is necessary that volunteers be enrolled with the Managing Director of the Alberta Emergency Management Agency; this requirement will be satisfied if volunteers are registered with the municipality at the time any injury is sustained.

Partnership municipalities shall:

- Ensure all volunteer emergency workers are registered when they start their emergency tasks.
- In the event an emergency task-related injury is sustained by a volunteer, the appropriate Workers' Compensation Board report forms (one completed by the volunteer as the employee, and one completed by the municipality as the employer) should be forwarded to:

Attention: Managing Director
Alberta Emergency Management Agency
14515 – 122 Avenue
Edmonton, AB T5L 2W4

3.5 AMENDMENTS TO THE PLAN

Amendments to this Plan will be conducted as follows:

- Section 1 (Operations), Section 2 (Tools and Templates) and Section 3 (Administration) will be reviewed and amended annually in the July/August timeframe; and

Amendments to the Plan will be recorded by the City of Lacombe Emergency Management Director in the Amendment Record on the following page.

Emergency Management Act

CHAPTER E-6.8

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HER MAJESTY, by and with the advice and consent of the Legislative Assembly of Alberta, enacts as follows:

Definitions

1 In this Act,

- (a) “Agency” means the Alberta Emergency Management Agency referred to in section 3.1(1);
- (a.1) “Cabinet Committee” means the committee of the Executive Council appointed under section 4;
- (b) “declaration of a state of emergency” means an order of the Lieutenant Governor in Council under section 18;
- (c) “declaration of a state of local emergency” means a resolution or order of a local authority under section 21;
- (d) repealed 2007 c12 s3;
- (e) “disaster” means an event that results in serious harm to the safety, health or welfare of people or in widespread damage to property;
- (f) “emergency” means an event that requires prompt co-ordination of action or special regulation of persons or property to protect the safety, health or welfare of people or to limit damage to property;
- (g) “local authority” means
 - (i) where a municipality has a council within the meaning of the *Municipal Government Act*, that council,
 - (ii) in the case of an improvement district, the Minister responsible for the *Municipal Government Act*,
 - (iii) in the case of a special area, the Minister responsible for the *Special Areas Act*,
 - (iv) the settlement council of a settlement under the *Metis Settlements Act*,
 - (v) the park superintendent of a national park or the superintendent’s delegate where an agreement is entered into with the Government of Canada under section 9(b) in which it is agreed that the park superintendent is a local authority for the purposes of this Act, or
 - (vi) the band council of an Indian band where an agreement is entered into with the Government of Canada under section 9(b) in which it is agreed that the band council is a local authority for the purposes of this Act;
- (g.1) “Managing Director” means the individual who holds the office of Managing Director of the Agency by virtue of an appointment under section 3.1(2), and includes any individual acting in that capacity;

- (h) “Minister” means the Minister determined under section 16 of the *Government Organization Act* as the Minister responsible for this Act;
- (i) “municipality” means the area comprising a municipality within the meaning of the *Municipal Government Act* or an improvement district or special area and includes
 - (i) the settlement area of a settlement under the *Metis Settlements Act*,
 - (ii) the area comprising a national park where an agreement is entered into with the Government of Canada under section 9(b) in which it is agreed that the park superintendent is a local authority for the purposes of this Act, and
 - (iii) the area comprising an Indian reserve where an agreement is entered into with the Government of Canada under section 9(b) in which it is agreed that the band council is a local authority for the purposes of this Act.

RSA 2000 cD-13 s1;2002 c32 s5;2004 c30 s2;
2007 c12 s3

Crown bound

2 This Act binds the Crown.

1992 c31 s3

Proof of authorization

3 If the Minister authorizes a person to carry out a power or duty of the Minister under this Act as the Minister responsible for this Act or as a local authority and the authorization

- (a) is made in writing,
- (b) purports to be signed by the Minister responsible for the *Municipal Government Act* or the Minister responsible for the *Special Areas Act*, and
- (c) states that the person named in it is authorized under this section to carry out the power or duty set out in the written authorization,

that written authorization or a copy of it shall be admitted in evidence as proof, in the absence of evidence to the contrary, of that person’s authorization to carry out the power or duty without proof of the signature or official character of the Minister.

RSA 2000 cD-13 s3;2007 c12 s4;2010 c5 s2

Part 1 Administration

Emergency Management Alberta Agency

3.1(1) There shall be a part of the public service of Alberta known as the “Alberta Emergency Management Agency”.

(2) In accordance with the *Public Service Act*, there shall be appointed a Managing Director and such officers and employees of the Crown in right of Alberta as the Minister considers are required for the administration of the business and affairs of the Agency.

2007 c12 s5

Cabinet Committee

4 The Lieutenant Governor in Council may appoint a committee consisting of those members of the Executive Council whom the Lieutenant Governor in Council designates to advise on matters relating to emergencies and disasters.

RSA 1980 cD-36 s3

Advisory committees

5 (1) The Minister may appoint committees as the Minister considers necessary or desirable to advise or assist the Minister, the Cabinet Committee or the Managing Director.

(2) The members of committees appointed under subsection (1) who are not officers or employees of the Crown, or officers or employees of an agency of the Crown, may be paid remuneration for their services and expenses at a rate or rates fixed by the Minister.

RSA 2000 cD-13 s5;2007 c12 s6

Regulations

6 The Lieutenant Governor in Council may make regulations

(a) assigning responsibility to departments, boards, commissions or Crown agencies for the preparation or implementation of plans or arrangements or parts of plans or arrangements to deal with emergencies;

(b) delegating any power or duty of the Minister or the Lieutenant Governor in Council under this Act except

(i) a power or duty of the Minister that has been delegated by the Minister,

(ii) the power to make regulations, and

(iii) the power to make an order declaring a state of emergency;

- (c) governing the assessment of damage or loss caused by a disaster and the payment of compensation for the damage or loss;
- (d) governing the sharing of costs incurred by the Government of Alberta or by a local authority in conducting emergency operations;
- (e) requiring persons
 - (i) who are engaged or may be engaged in any operation,
 - (ii) who are utilizing or may be utilizing any process,
 - (iii) who are using any property in any manner, or
 - (iv) on whose real property there exists or may exist any condition,

that may be or may create a hazard to persons or property, whether independently or as a result of some other event, to develop plans and programs in conjunction with local authorities to remedy or alleviate the hazard and to meet any emergency that might arise from the hazard;

- (f) governing the administration of the Disaster Relief Fund;
- (g) concerning any other matter or thing necessary for the administration of this Act and for which no specific provision is made in this Act.

RSA 2000 cD-13 s6;2002 c32 s5;
2007 c12 s7;2010 c5 s3

Subrogation regulations

- 7 (1)** The Lieutenant Governor in Council may make regulations establishing that Her Majesty in right of Alberta has a right of subrogation with respect to
- (a) payments of compensation made by Her Majesty in right of Alberta for damage or loss caused by a disaster, or
 - (b) payments made by Her Majesty in right of Alberta for the purpose of sharing costs incurred by a local authority in conducting emergency operations.
- (2)** The regulations under this section may define and describe the right of subrogation and may deal with any matter respecting the enforcement of or procedures relating to the right of subrogation.
- (3)** The regulations under this section may provide that the right of subrogation applies to payments made before November 15, 1993.

1993 c23 s3

- 8** Repealed 2011 c13 s3.

Powers of Minister

9 The Minister may

- (a) review and approve or require the modification of provincial and municipal emergency plans and programs;
- (b) enter into agreements with the Government of Canada or of any other province or territory or any agency of such a government, dealing with emergency plans and programs;
- (c) make surveys and studies of resources and facilities to maintain and provide information necessary for the effective preparation of emergency plans and programs;
- (d) make surveys and studies to identify and record actual and potential hazards that may cause emergencies;
- (e) make payments and grants, subject to any terms or conditions that the Minister may prescribe, to local authorities for the purposes of assisting in emergency preparedness and the provision of public safety programs;
- (f) enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs;
- (g) conduct public information programs relating to emergency preparedness for and the mitigation of disasters.

(h) RSA 1980 cD-36 s6;1985 c22 s7;1992 c31 s5;1995 c34 s13

Ministerial orders

10 (1) The Minister may, by order,

- (a) divide Alberta into various subdivisions for the purpose of organizing integrated emergency planning, training, assistance and emergency operations programs;
- (b) require local authorities of those municipalities located within a subdivision referred to in clause (a) to prepare integrated plans, procedures and mutual assistance programs to deal with emergencies and to submit them to the Managing Director for review;
- (c) establish procedures required for the prompt and efficient implementation of plans and programs to meet emergencies;
- (d) require a person to whom the order is directed and
 - (i) who is engaged or may be engaged in any operation,
 - (ii) who is utilizing or may be utilizing any process,

(iii) who is using any property in any manner, or

(iv) on whose real property there exists or may exist any condition,

that may be or may create a hazard to persons or property, whether independently or as a result of some other event, to develop plans and programs in conjunction with one or more local authorities to remedy or alleviate the hazard and to meet any emergency that might arise from the hazard.

(2) The *Regulations Act* does not apply to an order made under subsection (1).

RSA 2000 cD-13 s10;2002 c32 s5;2007 c12 s8

Municipal emergency organization

11 A local authority

(a) shall, at all times, be responsible for the direction and control of the local authority's emergency response unless the Government assumes direction and control under section 18;

(b) shall prepare and approve emergency plans and programs;

(c) may enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs.

RSA 2000 cD-13 s11;2007 c12 s9;2010 c5 s4

Emergency advisory committee

11.1 (1) Each local authority shall appoint an emergency advisory committee consisting of a member or members of the local authority or, in the case of an improvement district, a special area or a national park, a person or persons the local authority designates, to advise on the development of emergency plans and programs.

(2) The local authority shall provide for the payment of expenses of the members of the committee.

2010 c5 s4

Emergency management agency

11.2 (1) A local authority shall maintain an emergency management agency to act as the agent of the local authority in exercising the local authority's powers and duties under this Act.

(2) There shall be a director of the emergency management agency, who shall

(a) prepare and co-ordinate emergency plans and programs for the municipality,

(b) act as director of emergency operations on behalf of the emergency management agency,

- (c) co-ordinate all emergency services and other resources used in an emergency, and
 - (d) perform other duties as prescribed by the local authority.
- (3) A local authority, except an improvement district, special area, national park or Indian reserve, may by bylaw that is not advertised borrow, levy, appropriate and expend all sums required for the operation of the emergency management agency.
- (4) For greater certainty, an emergency management agency may be maintained by and may act as the agent of more than one local authority.

2010 c5 s4

Delegation by local authority

- 11.3 (1) Without limiting section 9 of the *Government Organization Act*, a local authority may delegate the local authority's powers or duties under this Act to
- (a) a regional services commission established under the *Municipal Government Act* representing 2 or more local authorities if the regional services commission is authorized in its establishing regulation to exercise that power or duty;
 - (b) if authorized by ministerial order, a joint committee representing 2 or more local authorities that is composed of one or more members appointed by each of the local authorities;
 - (c) in the case of a summer village and if authorized by ministerial order, another local authority.
- (2) Despite sections 21(1) and 23(1), a delegate of a local authority under subsection (1) that declares or terminates a local state of emergency shall do so by resolution.

2010 c5 s4

Disaster Relief Fund

- 12 (1) There is hereby established a Disaster Relief Fund into which may be deposited public donations for disaster relief in areas inside or outside Alberta.
- (2) The Disaster Relief Fund shall be administered in accordance with the regulations by a committee called the "Disaster Relief Committee" consisting of those persons who are appointed to the committee by the Lieutenant Governor in Council.
- (3) Members of the Disaster Relief Committee who are not officers or employees of the Crown, or officers or employees of an agency of the Crown, may be paid remuneration for their services and expense allowances at the rate fixed by the Lieutenant Governor in Council.

RSA 1980 cD-36 s10

Recovery of expenditures

- 13** When an expenditure with respect to a disaster is made by the Government within or for the benefit of a municipality, the local authority, other than a park superintendent or an Indian band council, shall, if so required by the Lieutenant Governor in Council, pay to the Minister the amount of the expenditure or the portion of it as may be specified in the order, at the times and on the terms as to the payment of interest and otherwise that the order may require.

RSA 2000 cD-13 s13;2006 c23 s23

Fees

- 14** The Minister may charge fees for any services or materials that are provided and any research that is carried out in respect of matters to which this Act pertains.

1985 c22 s12

15 and 16 Repealed 2010 c5 s5.

Offence

17 Any person who

- (a) contravenes this Act or the regulations, or
- (b) interferes with or obstructs any person in the carrying out of a power or duty under this Act or the regulations,

is guilty of an offence and liable to imprisonment for a term of not more than one year or to a fine of not more than \$10 000 or to both imprisonment and fine.

RSA 2000 cE-6.8 s17;2010 c5 s6

Confidentiality

- 17.1 (1)** Terms used in this section have the same meaning as is assigned to them in the *Freedom of Information and Protection of Privacy Act*.
- (2)** The *Freedom of Information and Protection of Privacy Act* does not apply in respect of information in a record that is in the possession of a public body where the information
- (a) is used or to be used for the purpose of preparing or administering a crisis management plan under a regulation under this Act, or
 - (b) forms part of a crisis management plan under a regulation under this Act.

2002 c32 s5

Part 2 State of Emergency

Declaration of state of emergency

- 18** (1) The Lieutenant Governor in Council may, at any time when the Lieutenant Governor in Council is satisfied that an emergency exists or may exist, make an order for a declaration of a state of emergency relating to all or any part of Alberta.
- (2) A declaration of a state of emergency under subsection (1) must identify the nature of the emergency and the area of Alberta in which it exists.
- (3) Immediately after the making of an order for a declaration of a state of emergency, the Minister shall cause the details of the declaration to be published by any means of communication that the Minister considers is most likely to make known to the majority of the population of the area affected the contents of the declaration.
- (4) Unless continued by a resolution of the Legislative Assembly, an order under subsection (1) expires at the earlier of the following:
- (a) at the end of 14 days, but if the order is in respect of a pandemic influenza, at the end of 90 days;
 - (b) when the order is terminated by the Lieutenant Governor in Council.
- (5) Repealed 2010 c5 s7.
- (5.1) Unless otherwise provided for in the order for a declaration of a state of emergency, where
- (a) an order for a declaration of a state of emergency is made, and
 - (b) there is a conflict between this Act or a regulation made under this Act and any other Act or regulation, other than the *Alberta Bill of Rights* or the *Alberta Human Rights Act* or a regulation made under either of those Acts,
- during the time that the order is in effect, this Act and the regulations made under this Act shall prevail in Alberta or that part of Alberta in respect of which the order was made.
- (6) The *Regulations Act* does not apply to an order made under subsection (1).
RSA 2000 cD-13 s18;2007 c23 s1;2009 c26 s34;2010 c5 s7;
2011 c13 s3

Powers of Minister in emergency

- 19** (1) On the making of the declaration and for the duration of the state of emergency, the Minister may do all acts and take all necessary proceedings including the following:
- (a) put into operation an emergency plan or program;

- (b) authorize or require a local authority to put into effect an emergency plan or program for the municipality;
 - (c) acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster;
 - (d) authorize or require any qualified person to render aid of a type the person is qualified to provide;
 - (e) control or prohibit travel to or from any area of Alberta;
 - (f) provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and co-ordinate emergency medical, welfare and other essential services in any part of Alberta;
 - (g) cause the evacuation of persons and the removal of livestock and personal property from any area of Alberta that is or may be affected by a disaster and make arrangements for the adequate care and protection of those persons or livestock and of the personal property;
 - (h) authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program;
 - (i) cause the demolition or removal of any trees, structures or crops if the demolition or removal is necessary or appropriate in order to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress;
 - (j) procure or fix prices for food, clothing, fuel, equipment, medical supplies, or other essential supplies and the use of any property, services, resources or equipment within any part of Alberta for the duration of the state of emergency;
 - (k) authorize the conscription of persons needed to meet an emergency.
- (2)** As it relates to the acquisition of real property, subsection (1)(c) does not apply to real property located within a national park or an Indian reserve.
- (3)** If the Minister acquires or utilizes real or personal property under subsection (1) or if any real or personal property is damaged or destroyed due to an action of the Minister in preventing, combating or alleviating the effects of an emergency or disaster, the Minister shall cause compensation to be paid for it.
- (4)** The Lieutenant Governor in Council may make regulations in respect of any matter mentioned in subsection (1).
- (5)** On the making of an order under section 18(1), the Managing Director or some other person whom the Minister appoints is responsible for the co-ordination and implementation of any or all necessary plans or programs prepared pursuant to this Act

and all persons and agencies involved in the implementation are subject to the control and direction of the Managing Director or other person appointed.

RSA 2000 cD-13 s19;2007 c12 s11;2010 c5 s8

Termination of state of emergency

- 20** (1) When, in the opinion of the Lieutenant Governor in Council, an emergency no longer exists in an area in relation to which a declaration of a state of emergency was made, the Lieutenant Governor in Council shall make an order terminating the declaration of a state of emergency in respect of that area.
- (2) Immediately after an order is made under subsection (1), the Minister shall cause the details of the termination to be published by any means of communication that the Minister considers is most likely to make known to the majority of the population of the area affected the contents of the termination order.

RSA 1980 cD-36 s17

Declaration of state of local emergency

- 21** (1) A local authority may, at any time when it is satisfied that an emergency exists or may exist in its municipality, by resolution or, in the case of the Minister responsible for the *Municipal Government Act*, the Minister responsible for the *Special Areas Act* or a park superintendent of a national park, by order, make a declaration of a state of local emergency relating to all or any part of the municipality.
- (2) A declaration of a state of local emergency under subsection (1) must identify the nature of the emergency and the area of the municipality in which it exists.
- (3) Immediately after the making of a resolution for a declaration of a state of local emergency, the local authority shall cause the details of the declaration to be published by any means of communication that it considers is most likely to make known to the population of the area of the municipality affected the contents of the declaration.
- (4) Repealed 2010 c5 s9.

RSA 2000 cE-6.8 s21;2010 c5 s9

Cancellation of declaration of state of local emergency

- 22** (1) The local authority shall forthwith on making a declaration of a state of local emergency forward a copy of the declaration to the Minister.
- (2) The Minister may cancel the declaration of a state of local emergency at any time the Minister considers appropriate in the circumstances.

- (3) A declaration of a state of local emergency ceases to be of any force or effect on the making of an order for a state of emergency by the Lieutenant Governor in Council relating to the same area of the municipality.
- (4) A declaration of a state of local emergency lapses 7 days after its making by the local authority unless it is earlier cancelled by the Minister or terminated by the local authority or unless it is renewed by the local authority.
- (5) This section and section 21(3) apply to any renewal of a state of local emergency.

RSA 1980 cD-36 s19

Termination of declaration of state of local emergency

- 23** (1) When, in the opinion of the local authority, an emergency no longer exists in an area of the municipality in relation to which a declaration of a state of local emergency was made, it shall by resolution or, in the case of the Minister responsible for the *Municipal Government Act*, the Minister responsible for the *Special Areas Act* or a park superintendent of a national park, by order, terminate the declaration of a state of local emergency in respect of that area.
- (2) Immediately after
- (a) the passage of a resolution or order terminating a declaration under subsection (1),
 - (b) the cancellation by the Minister of a declaration of a state of local emergency, or
 - (c) the termination by lapse of time of a declaration of a state of local emergency,

the local authority shall cause the details of the declaration or cancellation or the fact of the termination by lapse of time to be published by any means of communication that it considers is most likely to make known to the majority of the population of the area affected the contents of the declaration or cancellation or the fact of the termination.

RSA 1980 cD-36 s20;1985 c22 s18

Notice provisions do not apply

- 23.1** Where the sole purpose of a meeting of a local authority is to pass a resolution referred to in section 21(1) or 23(1), the notice requirements in sections 194 to 196 of the *Municipal Government Act* do not apply.

2002 c32 s5

Powers of local authority

- 24** (1) On the making of a declaration of a state of local emergency and for the duration of the state of local emergency, the local authority may do all acts and take all necessary proceedings including the following:
- (a) cause any emergency plan or program to be put into operation;

- (b) exercise any power given to the Minister under section 19(1) in relation to the part of the municipality affected by the declaration;
 - (c) authorize any persons at any time to exercise, in the operation of an emergency plan or program, any power given to the Minister under section 19(1) in relation to any part of the municipality affected by a declaration of a state of local emergency.
- (1.1) If the local authority acquires or utilizes real or personal property under subsection (1) or if any real or personal property is damaged or destroyed due to an action of the local authority in preventing, combating or alleviating the effects of an emergency or disaster, the local authority shall cause compensation to be paid for it.
- (2) A local authority, except the local authority of an improvement district, special area, national park or Indian reserve, may, during or within 60 days after the state of local emergency, by bylaw that is not advertised but is approved by the Minister responsible for the *Municipal Government Act*, borrow any money necessary to pay expenses caused by the emergency including payment for services provided by the Government of Alberta or by the Government of Canada when the services were provided at the request of the local authority.
- (3) In the case of an improvement district, the Minister responsible for the *Municipal Government Act* and in the case of a special area, the Minister responsible for the *Special Areas Act* may, during or within 60 days after the state of local emergency, borrow any money necessary to pay expenses caused by the emergency including payment for services provided by the Government of Alberta or by the Government of Canada when the services were provided at the request of the Minister responsible for the *Municipal Government Act* or the Minister responsible for the *Special Areas Act*, as the case may be.

RSA 2000 cE-6.8 s24;2010 c5 s10

Dispute re compensation

- 25** If any dispute arises concerning the amount of compensation payable under this Act, the matter shall be determined by arbitration and the *Arbitration Act* applies.

RSA 1980 cD-36 s22

Conscript's employment

- 26** A person's employment shall not be terminated by reason only that the person is conscripted pursuant to section 19(1) or 24(1).

1992 c31 s10

Part 3

Liability Protection for Emergency Service Providers

Minister

27 No action lies against the Minister or a person acting under the Minister's direction or authorization for anything done or omitted to be done in good faith while carrying out a power or duty under this Act or the regulations.

2010 c5 s11

Local authority

28 No action lies against a local authority or a person acting under the local authority's direction or authorization for anything done or omitted to be done in good faith while carrying out a power or duty under this Act or the regulations during a state of local emergency.

2010 c5 s11

Search and rescue organization

29 No action in negligence lies against a search and rescue organization, the directors of that organization or a person acting under the direction or authorization of that organization for anything done or omitted to be done in good faith while acting under an agreement between that organization and the Minister.

2010 c5 s11



8. Participate in Planning Meetings:

Sample Planning Meeting Agenda

<i>Agenda Item</i>	<i>Responsibility</i>
1) Briefing on situation/resource status	Planning/Operations Section Chiefs
2) Discuss safety issues	Safety Officer
3) Set/confirm incident objectives	Incident Commander
4) Plot control lines & Division boundaries	Operations Section Chief
5) Specify tactics for each Division/Group	Operations Section Chief
6) Specify resources needed for each Division/Group	Operations/Planning Section Chiefs
7) Specify facilities and reporting locations	Operations/Planning/Logistics Section Chiefs
8) Develop resource order	Logistics Section Chief
9) Consider communications/medical/Transportation plans	Logistics/Planning Section Chiefs
10) Provide financial update	Finance/Administration Section Chief
11) Discuss interagency liaison issues	Liaison Officer
12) Discuss information issues	Information Officer
13) Finalize/approve/implement plan	Incident Commander/All



9. Document all activity on Unit Log (ICS Form 214).

Glossary

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Certifying Personnel: Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Centre: Agency or interagency dispatcher centres, 911 call centres, emergency control or command dispatch centres, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Critical Infrastructure: Essential underlying systems and facilities upon which our standard of life relies.

Declaration of a State of Local Emergency: Means a resolution or order by a partnering municipality pursuant to section 21 of the Alberta Emergency Management Act.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Director of Emergency Management: The person appointed by Council resolution as the Director of the Municipal Emergency Management Agency.

Disaster: An event that results in serious harm to the safety, health or welfare of people or in widespread damage to property.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

Emergency: An event that requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment.

Emergency Advisory Committee: The member or members of Council, appointed by Council resolution, to advise on the development of municipal emergency plans and programs.

Emergency Management: The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.

Emergency Management/Response Personnel: Includes Federal, Provincial, Territorial, and local governments, First Nations, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

Emergency Operations Centre (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the

activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

Hazard: A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Hazard Identification and Risk Assessment (HIRA): A process to identify and monitor the hazards that can have an impact on municipal operations or areas of responsibility. The risk assessment evaluates the likelihood of a hazard or combinations of hazards occurring, taking into account factors such as threat analysis, frequency, history, trends and probability.

Incident: An occurrence or event, natural or manmade, which requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Information Officer (IO): A member of the Command Staff responsible for interfacing with internal clients, the public and media and/or with other agencies with incident-related information requirements.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence/Investigations: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or

information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Information Centre (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Kind: An Incident Command System resource classification that refers to similar resources. All fire engines for example are grouped as the same “Kind” of resource, their capability however is defined by “Type”.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Authority: Means the Council of each partnering municipality.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific,

measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Managers: Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Metrics: Measurable standards that are useful in describing a resource's capability.

Mitigation: Sustained actions taken to eliminate or reduce risks and impacts posed by hazards well before an emergency or disaster occurs; mitigation activities may be included as part of prevention.

Mobilization: The process and procedures used by all organizations-Federal, State, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centres (EOC) and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Non Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the Canadian Red Cross.

Objective: The overarching purposes or aims of an incident response are expressed as an objective. Objectives are priority based, specific, measurable to a standard and a timeframe and are both reasonable and attainable.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. Plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A planned, non emergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the

Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Prevention: Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Recovery: The development, coordination, and execution of service and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore the affected area or community.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Risk: The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.

Risk-based: The concept that sound emergency management decision-making will be based on an understanding and evaluation of hazards, risks and vulnerabilities.

Risk Management: The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Sector: On large incidents such as wildland fires, a Division can be further geographically subdivided into sectors. Sectors can be managed by a Task Force Leader or Strike Team Leader depending on the resources assigned.

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals (An appropriate span of control is between 1:3 and 1:7, with optimal being 1:5).

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general overall plan or direction selected to accomplish specific incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: The set of specific, measurable actions or tasks for various incident management functional activities that support the defined strategies.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and

across organizations and agencies, and between governmental and non-governmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g. Base or Camp Manager), but many others will be assigned as Technical Specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

CITY OF LACOMBE

Hazard Identification and Risk Assessment - City of Lacombe

City of Lacombe conducted a formal Hazard Identification and Risk Assessment (HIRA) process on August 12, 2010 and September 23, 2010. This comprehensive risk assessment identified the range of possible hazards and threats that might have an impact on City of Lacombe and surrounding area. The potential impact of each hazard or threat was determined by the degree of its severity, taking into account the vulnerability of the municipality, as well as people, property and the environment.

The risk assessment categorized hazards and threats by their frequency, probability, consequences and response capabilities, while keeping in mind that there could be many possible combinations of frequency (history/probability) and severity (consequences) for each. Utilizing the results of this risk assessment City of Lacombe is better positioned to prevent/mitigate, prepare for, respond to, and recover from the identified potential risks.

Based on the outcome of this process, the top five hazards identified (not necessarily in order of priority) within the boundaries of City of Lacombe are:

- Windstorm, tornado, dust/sand storm;
- Hazardous material spill or release (e.g., explosive, flammable liquid, flammable gas, flammable solid, oxidizer, poison, radiological, corrosive, etc.)
- Snow, ice, hail or sleet storms;
- Diseases that impact humans (Example: smallpox, anthrax, West Nile Virus, SARS, pandemic influenza, etc.); and
- Energy/power/utility failure.

City of Lacombe will conduct a HIRA process after every major incident or every two years, whichever comes first.

City of Lacombe

Main Telephone Number 403.782.6666
 Fax Number 403.782.5655
 Website Address www.lacombe.ca
 Generic Email Address mail@lacombe.ca
 Street Address 5432 56 Avenue, Lacombe, AB
 Mailing Address 5432 56 Avenue, Lacombe, AB T4L 1E9
 EOC Location Council Chambers (5432 56 Ave, Lacombe, AB)
 EOC GPS Coordinates 52° 28' 15.3 N
 113° 44' 15.3 W
 Population 11,733
 Alternate EOC Location Lacombe Police Station
 Lacombe County EOC
 Town of Blackfalds EOC

DIRECTOR OF EMERGENCY MANAGEMENT			
Name and Position	Telephone		
	Business	Residence	Cell
Intentionally left blank for confidentiality purposes			

MAYOR AND COUNCIL

Name and Position	Telephone		
	Business	Residence	Cell
Intentionally left blank for confidentiality purposes			

ADMINISTRATION/MUNICIPAL STAFF – KEY POSITIONS

Name and Position	Telephone		
	Business	Residence	Cell
Intentionally left blank for confidentiality purposes			

ADMINISTRATION/MUNICIPAL STAFF – KEY POSITIONS Continued

Name and Position	Business	Residence	Cell
Intentionally left blank for confidentiality purposes			

FIRE/POLICE/COMMUNITY PEACE OFFICERS

Name and Position	Telephone		
	Business	Residence	Cell
Intentionally left blank for confidentiality purposes			

EMERGENCY MEDICAL SERVICES – EOC ACTIVATION

Name and Position	Telephone		
	Business	Residence	Cell
Alberta Health Services (AHS)			

ALBERTA EMERGENCY ALERT AUTHORIZED USERS

Name and Position	Telephone		
	Business	Residence	Cell
Intentionally left blank for confidentiality purposes			

FIRST RESPONSE

POLICE	Emergency	Complaint	Fax
Lacombe Police Service 5211 50 Avenue, Lacombe, AB	911		
FIRE	Emergency		
Lacombe Fire Department 5211 50 Avenue, Lacombe, AB	911		
EMS	Emergency		
Lacombe Municipal Ambulance Service 5432 56 Avenue, Lacombe, AB	911		
911 Public Safety Access Point (PSAP)	Emergency	Main Office	Fax
Red Deer Emergency Services provides 911 service and dispatches for Fire and EMS			

PUBLIC FACILITIES

(Schools, Lodges, Hospitals, Community Halls, Arena, etc.)

Facility	Contact Information		
	Phone	Fax	email
SCHOOLS			
Intentionally left blank for confidentiality purposes			

PUBLIC FACILITIES Continued			
Facility	Phone	Fax	email
COMMUNITY HALLS			
Intentionally left blank for confidentiality purposes			
CHURCHS			
Intentionally left blank for confidentiality purposes			

PUBLIC FACILITIES Continued			
Facility	Phone	Fax	email
Intentionally left blank for confidentiality purposes			
HOTELS & INNS			
Intentionally left blank for confidentiality purposes			

HOSPITAL	Intentionally left blank for confidentiality purposes		
LODGES	Intentionally left blank for confidentiality purposes		

PUBLIC FACILITIES Continued			
Facility	Phone	Fax	email

RESOURCE LIST
(Heavy equipment, generators, etc.)

Equipment Type	Information		
	Make	Model	Other Information

CRISIS COMMUNICATION PLAN



CITY OF
LACOMBE

Crisis Communications Plan

Updated July 15, 2013

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- 9.4.3 Emergency Management Backgrounder
- 9.4.4 Public Safety Information
- 9.4.5 Community Map

Section 1 Plan Introduction

1.1 Objective

This plan will ensure the City of Lacombe has adequate resources in place to quickly and effectively meet the information needs of internal and external audiences in a crisis.

1.2 Use

This plan is in support of the City of Lacombe's Emergency Plan, and will be used when the City needs to respond to the information needs and concerns of their stakeholders in a crisis. At all times the crisis communications team will support emergency operations and take a pro-active role with regard to internal and external communications; including public and media relations.

1.3 Notification

When notification of a crisis has occurred, the Director of Emergency Management or designate will immediately contact the Emergency Public Information Officer to jointly establish the level of communications support that may be required to assist operations.

1.4 Authority

The Emergency Public Information Officer will call in the communications resources that are required to effectively meet the needs of the crisis. All members of the crisis communications team will report to the Emergency Public Information Officer, who will act as the primary communications link with operational staff and senior management.

The Site Information Officer will report to the Incident Commander at site and the Emergency Public Information Officer.

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Section 2 Audiences

2.1 General

At all times open lines of communication will be established with internal and external audiences. The type and severity of the crisis will determine which stakeholder audiences are involved.

2.2 Internal Audiences

- Emergency operations personnel.
- First responders.
- Mayor and Council.
- City staff, contractors and volunteers

2.3 External Audiences

- Family members of City staff.
- Neighbouring communities.
- Emergency response and recovery stakeholders (i.e., industry, Canadian Red Cross, regional health care authority, school board(s), airport authority, Office of Critical Infrastructure Protection and Emergency Preparedness, provincial emergency preparedness organization, other provincial/federal agencies).
- Media.
- General public.
- People directly impacted by the crisis.
- Special interest groups.

2.4 General Audience Information Needs

At the onset of a crisis the following information will need to be communicated to all audiences:

- An incident has occurred.
- Nature, location and time of incident.
- Status of public safety.
- Actions to be taken.
- Actions being taken to manage the crisis.
- How and when further information will be available.
- Where to go for further information.

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2.5 Specific Information Needs

In addition to the information needs of all audiences listed in Section 2.4, audiences will require personalized messages as follows:

Audience	Responsibility	Information Needs
Mayor and Council (Site Information Officer) Chief Administrative Officer	Emergency Public Information Officer	<ul style="list-style-type: none"> • Potential issues that may arise. • Potential media and public interest. • Media and public activities. • Communications strategies and key messages
Stakeholder Communicators (i.e., police, industry, government)	Emergency Public Information Officer	<ul style="list-style-type: none"> • Community's role/responsibility in the crisis. • Potential issues that may impact their organization/clients. • Potential media and public interest. • Key messages & communications strategies. • Potential joint communications strategies. • Immediate or potential support/action required.
Staff (includes Volunteers & Contractors)	Emergency Public Information Officer (through the Crisis Communications Team if established)	<ul style="list-style-type: none"> • Impact on staff. • Actions staff must take. • Support required. • Impact on operations.
Family members (staff)	Emergency Public Information Officer(through the Call Centre if established)	<ul style="list-style-type: none"> • Impact on their family member. • Actions they should take. • Reassurances on issues with regard to the safety and well being of staff members and others who have been impacted.
People directly impacted	Emergency Public Information Officer (through the Call Centre)	<ul style="list-style-type: none"> • How they can get help. • How they can help themselves. • Safety precautions to take.
Family of people directly impacted	Emergency Public Information Officer(through the Call Centre if established)	<ul style="list-style-type: none"> • Status of family members. • How they can contact a family members. • Actions they should take. • Reassurances on issues with regard the safety and well being of family members and others who have been impacted.
Media	Emergency Public Information Officer(through the spokesperson and Media Centre)	<ul style="list-style-type: none"> • How they can help emergency operations. • Safety precautions/actions the public needs to take. • How their information, interviews and picture needs will be met.
General public	Emergency Public Information Officer(through the crisis communications team)	<ul style="list-style-type: none"> • Safety precautions to take. • How they can help emergency response: <ul style="list-style-type: none"> ☞ stay away from the area impacted. ☞ stay off the phone – keep roads and phone lines available for emergency use. ☞ remain calm. ☞ stay tuned to local media for further information.

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Section 3 Media Relations

3.1 Media Relations Administrative Directive (Ensure all staff know the administrative directive prior to an emergency).

At the onset of a crisis, the Director of Emergency Management/Chief Administrative Officer, in conjunction with the Emergency Public Information Officer, will appoint the Mayor or an elected official to act as the official spokesperson for the community. The official spokesperson (or designate) will be the only person to speak on the community's overall crisis response and recovery efforts. Political, strategic operational decisions and policy issues will be communicated to the media through the spokesperson.

The Chief Administrative Officer/Director of Emergency Management, in conjunction with the Emergency Public Information Officer, will assign key operational personnel to support the spokesperson and speak about matters within their area of expertise. Staff should refrain from speaking to the media on political, strategic operational decisions or policy issues. Only the Mayor will speak on political issues.

In their official emergency response capacity, City of Lacombe employees with an emergency response or recovery role (i.e. Fire Chief or designate) may agree to be interviewed by the media provided they only speak about matters within their area of responsibility. At no time should these people speak to the media on political, strategic operational decisions or policy issues.

City of Lacombe employees, who do not have a role in emergency response or recovery efforts, should not speak to the media about the emergency unless they have received clearance through the Emergency Public Information Officer.

Response Personnel:

- May seek advice in advance from the Emergency Public Information Officer if desired or feasible.
- May respond or refer the information request to their superior or the Emergency Public Information Officer.
- Must refer questions that fall outside of their personal experience or expertise to their supervisor, subject matter experts, or the Emergency Public Information Officer.
- Must inform the Emergency Public Information Officer of the interview, and questions that fell outside of their area of expertise.
- Must ensure the accuracy of any information provided.
- Must ensure interviews are on the record and for attribution by name/title unless otherwise authorized.
- Must inform the Emergency Public Information Officer of the results of the interview and any speculative questions.

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3.2 Media Relations Guidelines

When dealing with the media in an official capacity:

Never

- Respond to media inquiries that fall outside personal experience or expertise, unless otherwise approved.
- Undermine the safety of response personnel or the success of response and recovery operations.
- Speculate about events, incidents, issues or future policy decisions.
- Offer personal opinions.
- Discuss advice given to superiors.

Always

- Seek advice and support from the Emergency Public Information Officer when desired or when in doubt about how to respond.
- Agree to be interviewed only if you personally want to do it.
- Respect the principle of security, policy, the judicial process and laws governing the disclosure of information.

3.3 Communications Support

The Emergency Public Information Officer (and/or designates) will support media relations activities as follows:

- Manage and coordinate requests for media interviews.
- Deliver key messages and provide updates to the media.
- Set up media interviews and news briefings with spokesperson/area experts.
- Work with response agencies that have a need to release information to the media about the crisis -- research their position, what they are saying and how joint communication efforts can be managed.
- Brief and prepare personnel for media interviews/briefings.
- Prepare and distribute key messages and communication pieces.

3.4 Preparing for Media Interviews

When possible and appropriate, the Emergency Public Information Officer and designates will prepare City of Lacombe personnel for media interviews/briefings as follows:

- Situation update.
- Needs of reporter(s) – story angle, type of reporter, reporter's attitude, questions likely to be asked, other organizations or people the reporter will be interviewing.
- Public's attitudes (general public, stakeholder organizations, special interest groups).
- Potentially tough questions or issues that might come up.
- Key messages.
- Public Directives – e.g. listen to iNEWS880 AM, 630CHED, Sunny94 FM/ go to www.lacombe.ca, or go to our social media sites (Facebook Page, Blog, Twitter page) for critical updates.
- Issues to avoid.
- Interview or briefing logistics (time, location, format, and time limit).

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Section 4 Key Messaging

4.1 General Overview

Key messages will help the City of Lacombe effectively communicate to all audiences. Although key messages will change and evolve throughout emergency response and recovery operations, the messages should include:

- The City's agenda and priorities.
- Facts about what went well.
- Facts that refute negatives.
- Facts that support the City's story.
- Public Info/ Directives.

4.2 Key Messages

- A message of empathy for the impact the crisis has on people or the environment. (This does not mean the City is taking responsibility for the incident – only showing compassion toward those who have been impacted).
- The City's first priority is for public safety (includes people, property and environmental impact/protection).
- We are working cooperatively with partner response agencies (name agencies) to effectively manage the crisis and minimize its impact on people, the environment and our community as a whole.
- Include a message about what is being done to manage the situation.

SAMPLE

“The City of Lacombe has activated its Emergency Management Plan. We have first responders on-scene dealing with the situation. Our personnel are doing what they have been trained to do. Everything that can be done will be done.

New information will be released to all interested parties when it becomes available.
(Add any new information)

Ongoing public information about the situation will be posted on our web site at www.lacombe.ca, and our social media sites (Facebook Page, Blog, Twitter page). Listen to Sunny94 FM, iNEWS880 AM and 630CHED AM for updates as they become available.

Information lines have been established as follows:

Public: (403)782-6666
Media: (403)877-4394

Additional messages that:

- Support what is being done to manage the crisis.
- Support what was done in advance of the crisis to reduce its occurrence and impact.
- Reassure the public and help reduce their emotional reaction to the crisis.
- Contain safety information.
- Help emergency response personnel do their job.

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Section 5 Potential Issues

5.1 Potential Disasters for Lacombe

The top five hazards identified (not necessarily in order of priority) within the boundaries of City of Lacombe are:

- Windstorm, tornado, dust/sand storm;
- Hazardous material spill or release (e.g., explosive, flammable liquid, flammable gas, flammable solid, oxidizer, poison, radiological, corrosive, etc.)
- Snow, ice, hail or sleet storms;
- Diseases that impact humans (Example: smallpox, anthrax, West Nile Virus, SARS, pandemic influenza, etc.); and
- Energy/power/utility failure.

5.2 Potential Issues

- Lack of resources/ too many resources (contracted personnel may be needed)
- Staff overloaded (Reception, Public Works, Parks)
- Psychological effects on Staff /Community
- Legal action against City for loss of business, injury or property damage
- Public or community associations' criticism regarding emergency services or City's response - (not enough action / too much action) – e.g. Toronto calling in the Army for a snowstorm
- Proper Emergency Management Alberta protocol not followed
- Non Governmental Organization (NGO)'s and activists protesting a chemical spill or Oil & Gas facility/initiative

5.3 Key Messages (See 4.2 – Develop according to issue/ disaster)

SAMPLE

Key messages must be based on fast, reliable, accurate and simple facts, so that the public can easily grasp the information. Key messages help people understand how to react properly, where to go for safety, and reassure the community that responders are doing their utmost to address the situation. Below are sample key messages based on the top three identified risks:

1. Train derailment

On _____, at approximately _____ Mountain Standard Time, CP train No. _____, proceeding northward from _____ to _____ entered siding No. 18 in the municipality of Lacombe, Alberta, at approximately ___ mph and derailed ___ locomotives and ___ container cars. Two locomotive engineers were injured. Approximately 3000 litres of diesel fuel leaked out of the lead locomotive. The lead locomotive, the Tim Horton's restaurant and 6 motor vehicles were destroyed. The siding track, traffic lights and other public property were extensively damaged.

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2. Severe weather incident

A tornado has touched down ___ kilometres west of Lacombe and is moving eastwards at 20 km/h. This tornado will affect the following areas: City of Lacombe, Lacombe County, Chigwell and Clive. Persons in these areas should be prepared to take shelter immediately in a basement or reinforced structure. Get low and put as many walls between you and the storm as possible. Stay away from windows, doors, and outside walls. If you are on the highway and cannot avoid the tornado, seek shelter in a ditch or ravine.

3. Major fire

There is a wildfire approximately __ kilometers east of the City of Lacombe. There are local firefighters, helicopters and heavy equipment responding to the situation. The wildfire is approximately 644 hectares in size. Smoke can be expected in the city. Please close doors, windows and vents. Highway 12 east of Chigwell is closed at this time. Follow the directions of local authorities. Please seek medical attention if you experience breathing difficulties. Please stay tuned to local media sources for information updates.

Section 6 Crisis Communications System

6.1 Purpose

- Internal communications.
- External stakeholder notification and coordination.
- Media relations.
- Public notification and inquiry.
- Web site management.
- Issues management.
- Media monitoring.
- Maintaining accurate (Communications) records.

6.2 Levels of Communications Response

At the onset of the crisis, the Emergency Public Information Officer, in conjunction with the Chief Administrative Officer/Director of Emergency Management, will determine the potential level of public and media interest in the crisis. At this time, the Emergency Public Information Officer will determine what resources will be required to effectively manage communication issues.

The set up of the crisis communications team will depend on the scale of the crisis, and the anticipated level of public concern and media interest. Only those resources that are needed to effectively respond to the incident will be brought in. All key components of the crisis communications system will need to be implemented in a Level III crisis, where public concern and media interest is extremely high. Additional Communications resources may be necessary to properly manage a crisis (i.e. other municipalities, regions, or contracted agency or services).

Type 5 Incident

An incident has occurred that does not pose a threat to public safety or the reputation of the community; its elected officials, administration or emergency response personnel.

- Communications needs are on an internal basis.
- There is little or no interest from the public or media.

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- The Emergency Public Information Officer can manage all internal and external information requests or notifications.

Types 4 - 2 Incidents

An incident has occurred that may potentially impact or pose a threat to public safety or the reputation of the community; its elected officials, administration or emergency response personnel.

- There is a threat to public safety.
- A serious injury or fatality has occurred.
- There is a threat or minor disruption to the public or a sector of the public.
- There is moderate interest or concern from the media, general public or other audiences.
- External stakeholder audiences are involved and there is some local or political involvement.
- There may be a question with regard to the community's liability.

Type 1 Incident

An incident has resulted in multiple injuries or fatalities and has the potential to threaten the community or the reputation of elected officials, administration and emergency response personnel on many levels.

- There is a serious threat to public safety.
- Multiple injuries or fatalities have occurred.
- There is serious economical threat to the community.
- There is high interest from the public, media and many other audiences.
- All levels of political involvement are high.
- The City's performance or reputation may be in question.

6.3 Type 1 Incident Set Up

In a Type 1 Incident members of the crisis communications team may be required to staff the following key areas:

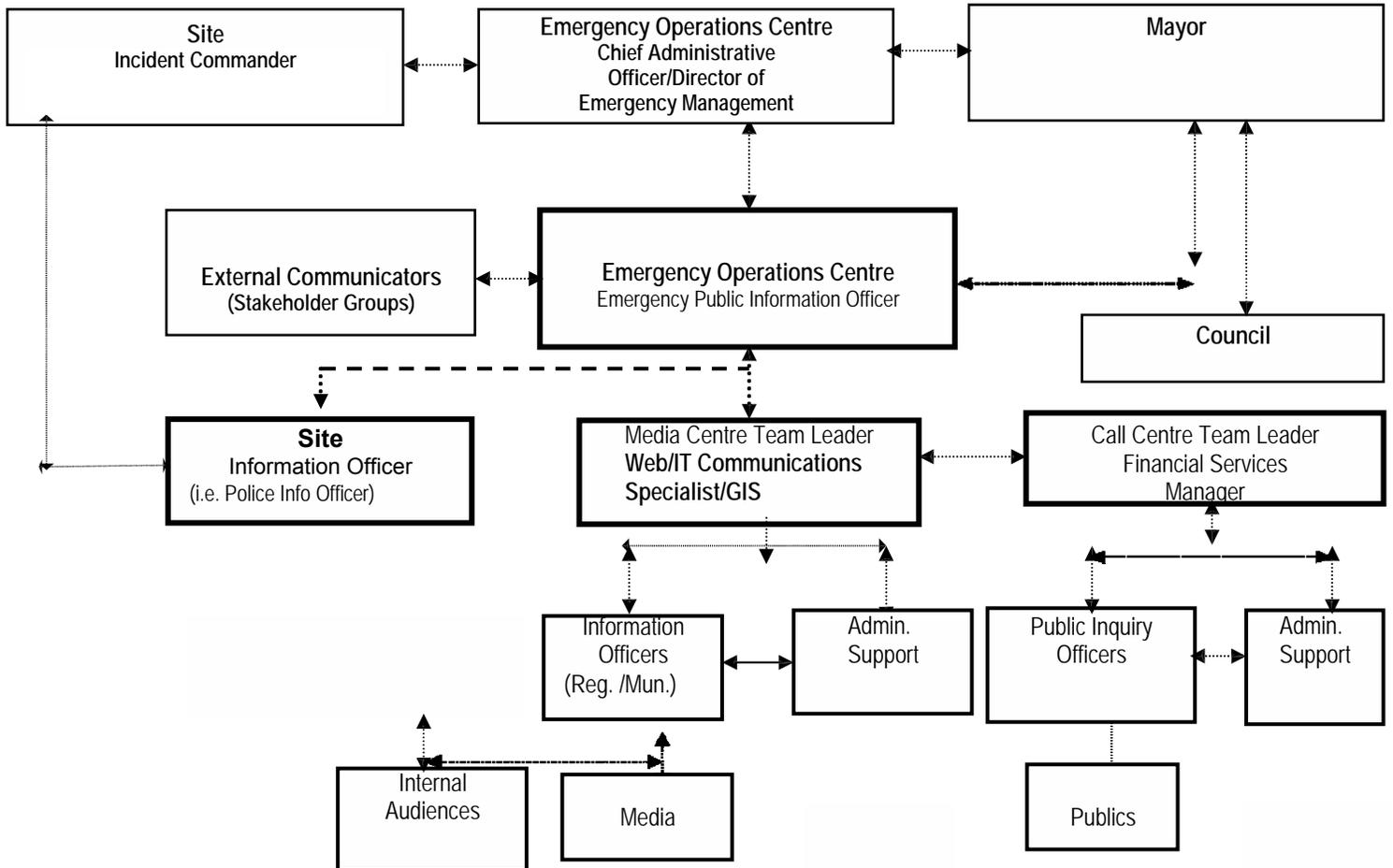
- Emergency Operations Centre
- Site
- Media Centre
- Call Centre
- Additional Communications resources may be necessary to properly manage a Type 1 Incident (i.e. other municipalities, regions, or contracted agency or services).

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6.4 Communications Flow Chart (Level I to III Crisis)

Crisis Communications Team - Communications Flow Chart Level I III Crisis



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6.5 Specific Functions

6.5.1 Emergency Operations Centre

Primary Location: 5432-56 Avenue (City Hall)

Alternate Location: Lacombe County Administration Building (RR3, Lacombe, T4L 2N3)

Emergency Public Information Officer Contact Information

(Blackberry/cell) 403-877-9394

(e-mail) dkumar@lacombe.ca

(fax) 403-782-5655

(office) 403-782-6666 ext. 280

(website) www.lacombe.ca

Staffing

Emergency Public Information Officer

Web/IT Communications Specialist

Communications Alternates (TBD)

Reporting

The Emergency Public Information Officer will report to the Chief Administrative Officer/Director of Emergency Management, and work closely with all members of the Emergency Response Team, Mayor and Council.

In order to be accessible at all times, the Emergency Public Information Officer will carry a cellular phone. When the Emergency Public Information Officer is away, this equipment will be passed on to the alternate Emergency Public Information Officer.

Function

- Manage all communications and reputation management for the community.
- Provide communications support and counsel to the emergency operations team, Mayor, Council and Municipal Control Group.

Responsibilities

- Manage all media relations and communications activities.
- Establish open lines of communication and establish coordinated communications strategies with key internal and external stakeholders.
- Gather and assign resources needed to effectively manage the information needs of the crisis.
- Develop and manage the rollout of communications strategies.
- Phase down or implement communications systems and tools as required.
- Manage issues (i.e., response, business continuity, support, liability, and policy).
- In support of operations, gather, target, prepare and distribute information to target all audiences.
- Brief and prepare spokespersons.
- Brief media.
- Coordinate and facilitate media briefings and interviews.

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- Establish a media monitoring system. Correct misinformation and deal with issues as required.
- Web site content management (with IT support).
- Coordinate arrangements for VIP visits with Mayor's Office Staff.
- Maintain adequate communications records.
- Participate in post-incident debriefings.
- Prepare post-incident communications report.

Emergency Operations Centre - Equipment and Supplies for Communications

- 1 laptop computer (Emergency Public Information Officer's laptop with spare batteries)
- 1 Printer
- 1 Fax
- Access to photocopier
- 1 telephone (land-line)
- 1 cellular telephone (spare battery and charger)
- Two-way Radio (to communicate with the Site Info/ Media Relations Team Leader)
- 1 workstation
- Office supplies (binder, paper, pens, pencils, highlighters, stapler, staples, etc.)
- News release stationery or electronic template available on the laptop
- Maps
- City of Lacombe Emergency Plan
- City of Lacombe Crisis Communications Plan

6.5.2 Site

The location of the incident or where media/public interest is high.

Contact

Via cellular phone, texting, two-way radio, fax or e-mail.

Site Command Post to include fax, email and social media capabilities where available

Staffing

- Site Information Officer - usually Emergency Services Communications Staff – i.e. Police Info Officer
- If the Emergency Operations Centre is operating - Emergency Public Information Officer is at EOC

NOTE: In the absence of Emergency Communications staff, the Emergency Public Information Officer will designate a Media Relations Officer to liaise with the Site Information Officer, relaying pertinent information back to the Emergency Public Information Officer in the EOC and deal with site media issues.

Reporting

When media relations support is required at an incident site, the Site Information Officer, or designate, will report to the Incident Commander and work closely with all emergency responders.

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Site Information Officer Function

Provide overall media relations' support to first responders at the incident site, and the Emergency Public Information Officer if the Emergency Operations Centre is open.

Site Information Officer Responsibilities

- Brief and update media.
- Set up and facilitate media briefings and interviews with first responders.
- In consultation with the Incident Commander and the Emergency Public Information Officer, facilitate the media's needs (i.e., photo opportunities, interviews, logistical support, etc.)
- Update Emergency Public Information Officer on:
 - ↳ media activities Emergency Public Information Officer
 - ↳ trends in media inquiries or concerns
 - ↳ confirmed information that may be of public or operational interest
 - ↳ critical activities or decisions made at site that may impact communications strategies or key messages
 - ↳ communications support that may be required at site
- Provide media with accreditation.
- Correct misinformation reported by the media.
- Provide input into post-incident communications report.

Site Equipment and Supplies

- Cellular telephone, spare battery and charger
- Access to a remote fax and photocopier through the Command Post Vehicle, if available
- Access to a laptop with email and printing capabilities
- Access a satellite telephones if the cellular network is busy or down (may be obtained through provincial or federal emergency measures organizations)
- Tape recorder, tapes
- Maps
- Media accreditation tags
- Clipboards, paper, pens, pencils
- Access to tables, chairs, tent/cover, washroom facilities (for site personnel and the media)
- Flashlight and batteries
- Faxed or emailed copies of public information that has been issued
- City of Lacombe Crisis Communications Plan

6.5.5 Media Centre (if necessary)

Primary Location- 5432-56 Avenue (City Hall)

Alternate Location- Lacombe Memorial Centre (5210 50 Avenue)

Contact

(voice) TBD

(email) TBD

(fax) TBD

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(web site) www.lacombe.ca
(Facebook) <http://www.facebook.com/pages/City-of-Lacombe/151327534932067>
(Twitter) <https://twitter.com/#!/CityofLacombe>
(Blog) <http://thelacombecityhallblog.blogspot.com>

Staffing

1. Media Centre Team Leader
2. Web/IT/GIS Communications Specialist

Reporting

When the Chief Administrative Officer/Director of Emergency Management and Emergency Public Information Officer determine a Media Centre needs to be established, the Media Centre Team Leader will staff, set up and manage the centre. The Team Leader will report to the Emergency Public Information Officer and will also work closely with the Call Centre Team Leader if/when one has been established.

Media Centre Team Leader Function

Provide overall media relations support by ensuring:

- Pertinent information is distributed to internal and external audiences (i.e., news releases, media notices, backgrounders).
- The logistical and briefing needs of the media and spokespersons are met.
- Calls from the media are managed.

Media Centre Team Leader Responsibilities

- Room set up and management.
- Brief media on how issues in the Media Centre will be managed.
- Respond to media telephone inquiries -- deliver key messages and updates as required. Forward interview requests to the Emergency Public Information Officer.
- Direct the media to the appropriate person or external agency that can manage their inquiry.
- In conjunction with the Emergency Public Information Officer:
 - Set up media interviews and news briefings.
 - Develop and distribute communication pieces through (i.e., email, web site, social media, voicemail broadcast, Intranet (once established), and fax.
- Set up two-way communications link with the Emergency Public Information Officer and the Call Centre Team Leader.
- Update Emergency Public Information Officer on:
 - Media activities
 - Trends in public and media inquiries or concerns.
 - Information that may impact operations, communications strategies or key messages
 - Support that may be required.
- Provide strategic communications counsel to the Emergency Public Information Officer as required.
- If requested by the Emergency Public Information Officer, establish a media monitoring system and correct misinformation reported by the media. Report misinformation to the Emergency Public Information Officer and the Call Centre Team Leader.
- Manage media accreditation in the Media Centre.

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- Set up and facilitate news briefings as requested by the Emergency Public Information Officer or designate.
- Distribute information released in news conferences to the Emergency Public Information Officer and the Call Centre Team Leader.
- Help the media with their technical, logistical and comfort requirements (i.e., washroom facilities, food and beverages).
- Maintain accurate records.
- Provide input into the post-incident communications report.

Media Centre Equipment and Supplies

Suggested – To be determined (based on available resources)

- Telephones, computers and workstations
- laptop computer(s) with batteries, Internet and emailing capabilities (with access to emergency management software)
- Digital camera
- cellular telephones, spare batteries and chargers
- 1 photocopier, 1 fax
- printer(s)
- TV/VCR, AM/FM radio.
- Maps
- Office supplies (binder, paper, pens, pencils, highlighters, markers, stapler, staples, copy paper, etc.)
- Media inquiry forms
- News release stationery or electronic template
- Media contact list
- City of Lacombe Crisis Communications Plan

To accommodate news briefings:

- Projection screen with overhead projector/ laptop computer and LCD projector
- Podium
- 2 mikes (minimum)
- 1 portable backdrop with City of Lacombe logo
- 1 large community map with plastic overlay
- Easel
- Sound feed
- Power sources
- Media Accreditation Tags
- Water jugs and glasses
- Table for media handouts and food/beverages
- Working table and chairs for the media.
- Events board (details of next briefing, what's new, contact numbers, etc.).
- Signage leading media to the centre
- Wi-Fi access if available
- Video camera to record briefings for archival information and to help correct misinformation

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6.5.5 Call Centre

Primary – City Hall (5432-56 Avenue)

Alternate – Lacombe County Administration Building (RR3, Lacombe, T4L 2N3)

Contact

Internal Contact Information

Call Centre Team Leader – Finance Manager

Public Information Number:

403-782-6666

(web site) www.lacombe.ca

(Facebook) <http://www.facebook.com/pages/City-of-Lacombe/151327534932067>

(Twitter) <https://twitter.com/#!/CityofLacombe>

(Blog) <http://thelacombecityhallblog.blogspot.com>

Call Centre Staffing

Finance Manager - Team Leader

Finance Officer - Alternate Team Leader

Administration Staff - 4 additional Public Inquiry Officers

TBD - Administrative Support

Call Centre Team Leader - Reporting

When a large volume of calls from the public is expected, the Emergency Public Information Officer will ask the Call Centre Team Leader to staff, set up and manage the centre. The Team Leader will report to the Emergency Public Information Officer and work closely with the Media Centre Team Leader.

Call Centre Team Leader - Function

- Respond, research, re-direct, and return calls from the public.

Call Centre Team Leader - Responsibilities

- Room set up and management.
- As instructed by Emergency Public Information Officer, make telephone calls to those who have been directly impacted by the crisis.
- Respond to telephone inquiries -- deliver key messages and updated information that is authorized for release.
- Provide comfort and reassurance to callers -- especially to those in distress.
- Research inquiries that fall within the community's responsibility.
- Return calls.
- Ensure life-threatening calls are quickly passed to the appropriate response agency.
- Re-direct callers to the appropriate contact/organization as required.
- Keep Media Centre Team Leader briefed on all trends in public inquiries, activities or developments that may impact communications strategies or key messages.
- Provide input into the post-incident communications report.

Call Centre Equipment and Supplies

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- 2 independent land-line telephones (one for the Team Leader and one for outgoing calls only)
- 4 land-line telephones set up to call forward to the next telephone if the line is busy or there is no answer.
- 4 telephone headsets
- 4 computers with Internet and email capabilities
- 1 cellular telephone with a spare battery and charger (for communications with Emergency Public Information Officer in EOC)
- 1 printer
- 1 fax
- 1 photocopier
- TV/VCR, AM/FM radio
- Large community map with a plastic overlay
- Public information request and media inquiry forms
- Copies of key messages, news release, media advisories, backgrounders, maps and any other material that has been released
- Easel(s) with paper
- 4 workstations
- Office supplies (binders, permanent markers, erasable markers, pens, paper, staplers, staples, file folders, highlighters, tacks, masking tape)
- Access to counsel or stress de-briefings
- City of Lacombe Crisis Communications Plan.

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Section 7 Start-Up Checklist of Considerations

7.1 Emergency Public Information Officer Start-up Checklist

Upon Notification

1. Receive briefing from Chief Administrative Officer/Director of Emergency Management on the following:
 - Summary of incident.
 - Key messages.
 - Level of public and media interest anticipated.
 - Information the media may want.
 - Location of incident.
 - How you or the Site Information Officer(s) can gain access to the site(s).
 - Name of Incident Commander, if known.
 - How lines of communication will be maintained with the (Chief Administrative Officer/Director of Emergency Management). Is the Emergency Operations Centre being established? Exchange contact information (voice, cell).
2. Discuss the following with the Chief Administrative Officer/Director of Emergency Management:
 - Level of crisis -- expected level of public and media interest.
 - Communications support required.
 - Communication strategies. Examples:
 - ④ Internal communications issues
 - ④ Spokesperson
 - ④ Set up of the Call Centre/Media Centre
 - ④ Media relations support needed at the site
 - ④ Security issues around the public and media
 - ④ Approximate time and location of first media briefing
 - ④ Key messages
 - ④ Where media should park (think about adequate space, safety issues, satellite dishes and heavy equipment)
 - ④ Potential issues that may surface (reference Section 5).
3. Gather and assign staffing resources needed to meet the anticipated level of public and media interest (reference Section 8 for call fan-out). Brief key players on the situation and establish contact information (voice, cell, fax, email and radio frequency if applicable). Delegate responsibilities as required. Potential staffing components include:
 - Emergency Operations Centre
 - Site
 - Media Centre
 - Call Centre (Confirm with City Clerk)
4. Determine how long it will be before the key operational components of the crisis communications system are established.
5. Report to the Emergency Operations Centre.

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Upon Arrival at Emergency Operations Centre and ongoing:

- ⑨ Transport **crisis communications kit** from City Hall (Basement Floor Storage room in adjacent to Infrastructure EA Office.) and ensure the communications work area is set up.
- ⑨ Receive second briefing from the Chief Administrative Officer. Determine what's new, when the first media briefing can be held and who will be attending.
- ⑨ Prepare key messages (reference Section 4).
- ⑨ Brief spokesperson(s) (reference Section 3).
- ⑨ Distribute key messages and open lines of communication with key internal, and external audiences (reference Section 2, for potential audiences, and Section 9 for contact information).
- ⑨ Develop communications strategies with external audiences that have a role in response operations. Determine their role, explain your role, and what potential support you may require. Determine joint communications strategies and share key messages.
- ⑨ Call in or put outside resources on stand-by as required.
- ⑨ Disclose facts immediately. (reference Section 9 for communication templates).
- ⑨ Get updates from members of the Emergency Operations Centre and the Site Information Officer.
- ⑨ Confirm with the Chief Administrative Officer/Director of Emergency Management, Spokesperson and/or Site Information Officer about the logistics of the first media briefing at site or in the Media Centre. Ensure media notices are issued within a reasonable time period so media have time to arrive.
- ⑨ Before issuing external communication pieces, ensure all members of the crisis communications team are set up and ready to assume their responsibilities. While they set up, prepare communication pieces for distribution. Have the Chief Administrative Officer/Director of Emergency Management approve all information before it's released (reference Section 9 for templates):
 - Internal Information Bulletin.
 - News Release.
 - Media Notice.
- ⑨ Determine if additional communications support is required at site or the Media Centre. Access security resources through the Emergency Operations Centre. If media air traffic near the site is a concern, ask the Chief Administrative Officer/Director of Emergency Management to request that a NOTAM (Notice to Airmen) be issued by Transport Canada to designate the emergency site as a 'no-fly zone'.
- ⑨ Work with the Site Information Officer to decide how media relations' issues will be

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managed at the site.

- ⑨ Maintain a record of contact information for internal and external stakeholders that need to be kept informed.
- ⑨ Establish media monitoring services by engaging outside Media Monitoring Agency (TBD) or by setting up a Google Alert or RSS Feed online.
- ⑨ Receive updates and keep lines of communication open with the Site Information Officer, Team Leader, Media Centre and other key internal/external stakeholders.
- ⑨ Prepare or delegate the preparation of media notices, media backgrounders and news releases.
- ⑨ Monitor media reports and determine strategies for dealing with contentious issues that may surface in the response or recovery phase of the crisis.
- ⑨ Think about the next shift. Put staffing resources on stand-by.
- ⑨ Think about what's next (VIP tours, joint news releases/briefings on recovery issues, etc.).

Crisis Communications Principles

- ⑨ Appoint a spokesperson. The presence of the Mayor/CAO or their designate is an important symbol of leadership and management -- choose when to speak out.
- ⑨ Express empathy.
- ⑨ Act quickly, truthfully, responsibly and thoughtfully.
- ⑨ Show willingness to cooperate.
- ⑨ Meet the needs of the media -- be available 24 hours if necessary.
- ⑨ Focus on opportunities the crisis may present -- demonstrate the community's leadership with honesty and ardent assistance.
- ⑨ Recognize the efforts of those who have responded.
- ⑨ Follow up when the crisis is over:
 - Reassure your stakeholders that the City is a caring and efficient organization.
 - Get input on what went well, and what could be improved.
 - Stay positive.
 - Unite the community.
 - State what went well, and where improvements will be made -- and when.
 - Say thank you to everyone involved.
 - Follow up when improvements have been implemented.

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7.2 Site Information Officer Start-up Checklist

Upon Notification

- ⑨ Receive briefing from the Emergency Public Information Officer on the following:
 - Summary of incident.
 - Key messages.
 - Communications strategy.
 - Level of media interest anticipated.
 - Information the media may want.
 - Location of the site.
 - How your access to the site can be obtained.
 - Name of Incident Commander if known.
 - How lines of communication will be maintained with Emergency Public Information Officer– exchange contact information (radio frequency, cell phone, fax, email).
 - How you and the media can access copies of news releases and other information being released. Determine fax, email capabilities at site.
- ⑨ Discuss the following with the Emergency Public Information Officer with regard to the media:
 - Security issues at site.
 - Staging area for the media.
 - Parking and access issues (think about space, safety, heavy equipment and satellite dishes).
 - Approximate time to target for the first media briefing.
 - Key messages.
 - Site spokesperson.
 - Potential issues that may surface.
- ⑨ **Get your crisis communications kit and go to the site.**

Upon arrival and ongoing:

- ⑨ Introduce yourself to the Incident Commander and confirm the following:
 - Your role -- how you can help them.
 - How media interviews and need for pictures will be managed in a safe and non-intrusive manner. Respect the media's need to get pictures and interviews at the site. Look after the people who have been impacted by the crisis. If the media want to interview people who have been impacted set up the interview with someone who wants to talk to them -- brief this person prior to the interview. Think about pooling reporters if safety and mass media issues become a problem.
 - Emergency responders that can be available to do media interviews.
 - New information.
 - Key messages.
 - If additional media relations support is required.
 - If additional security is required for media at the site. (i.e., if media air traffic near

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the site is a concern; request that a NOTAM (Notice to Airmen) be issued to designate the emergency site as a 'no-fly zone'.

- ⑨ Brief media with information that has been authorized for release -- deliver the key messages and helpful messages or directives (i.e., road closures, stay clear from the area).
- ⑨ Advise the media:
 - Where to gather and WHY.
 - Areas to avoid and WHY.
 - How information needs, interviews, briefings and photo opportunities will be managed and WHY.If the above information is not available when the media first arrive, work out the details with the Incident Commander and then advise the media -- **FIRST TELL THE MEDIA THAT YOU ARE GOING TO DO THIS.**
- ⑨ Ask the media what their needs are.
- ⑨ On a consistent basis, update or consult with the Emergency Public Information Officer on media relations' activities and other pertinent information that may impact communications strategies or key messages.
- ⑨ Establish regular media briefing times at the site.
- ⑨ Request additional support from the Emergency Public Information Officer as required.

7.3 Media Centre Team Leader Start-up Checklist of Considerations

Upon Notification:

- ⑨ Receive initial briefing from Emergency Public Information Officer on the following:
 - Summary of incident.
 - Key messages to be delivered.
 - Level of media interest anticipated.
 - Location of Media Centre.
 - How to gain access to the Media Centre and where to get logistical support
 - Information the media may want.
 - When the first news briefing may be held and who will attend (if known).
 - Who will facilitate the first news briefing.
 - Communications strategies (i.e., internal communications, key messages, first media briefing set up of the Call Centre/Media Centre, security issues, parking (think about space, safety issues, the media's heavy equipment and satellites).
 - How lines of communication will be maintained with the Emergency Public Information Officer and the Team Leader, Call Centre if established – confirm contact information.
 - Potential issues.
- ⑨ Gather and assign staffing resources to meet the anticipated level of media interest. (reference Section 8 for call fan-out). Potential staffing resources include:

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- Information Officers
 - Web Master/Internal Emergency Public Information Officer
 - Administrative Support.
- ⑨ Determine when personnel will assume their responsibilities -- advise Emergency Public Information Officer and Team Leader, Call Centre.

Upon Arrival and Ongoing:

- ⑨ Ensure set up begins as follows:
- Set up key positions in the following rooms:

1a Team Leader	
1a Information Officers	TBD
1a Web backup	TBD
1a Media briefing and a work area if required	
 - Set up telephones, workstations, fax, printer (power up all equipment and run a test).
 - Media events board (include such information as briefing times, spokesperson(s), 5 W's (What, When, Who, Where, Why) and 1 H's (How, key events, briefing times).
 - Media accreditation table.
 - Podium, portable City of Lacombe backdrop, mike system, maps.
 - Tables for refreshments and information that has been released.
 - Chairs for media briefing (leave enough room in front for camera crews).
 - Display signage (Media Centre, Media Accreditation, News Releases).
- ⑨ Receive second briefing from the Emergency Public Information Officer. Determine what's new and advise him/her when the Media Centre is set up. Find out:
- When the first new briefing will be held.
 - Which spokesperson(s) will be attending (get the proper spellings)
 - Who will facilitate the briefing.
 - An estimate number of media that might attend the first briefing.
 - When copies of internal information bulletins, news release, media notices and backgrounders will arrive in the Media Centre.
 - Key messages.
- ⑨ Brief the Emergency Public Information Officer on the set up of the Media Centre and discuss the potential number of media that may be working from the centre.
- ⑨ In conjunction with the Emergency Public Information Officer, write media notices as required (reference Section 9 for template).
- ⑨ Discuss overall communications strategy and outcome with the Emergency Public Information Officer and Team Leader, Call Centre. Ensure staff is well informed about the strategy so a coordinated approach with all audiences is achieved.
- ⑨ Provide the Emergency Public Information Officer with electronic copies of internal news bulletins, news releases and other information that has been released. Ensure the information is distributed to internal audiences.

**** Direct Staff not to use outside lines and to forward all media calls to Call Centre***

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- ⑨ Ensure the web site is updated and accurately reflects the community's concerns about the crisis. (reference Section 9 for procedure.)
- ⑨ Before issuing the public information number to the media, ensure that the Call Centre is ready to take calls. Remind everyone to use the appropriate forms to record and track media calls.
- ⑨ In conjunction with the Emergency Public Information Officer, establish how media interviews and briefings will be managed.
- ⑨ If the Emergency Public Information Officer has not already done so, establish media monitoring services. Determine media monitoring reporting requirements (i.e., hourly, daily).
- ⑨ If requested by the Emergency Public Information Officer, make arrangements for language interpretation or translation services. Advise appropriate team members how to access this service (reference Section 9 for procedure).
- ⑨ Ensure that the following personnel receive copies of the media monitoring reports, news releases, media backgrounders and media notices. Draw their attention to any misinformation and ensure they correct the misinformation with their audiences:
 - Emergency Public Information Officer– Emergency Operations Centre
 - Site Information Officer – Police (if fax or email capabilities are available on Site)
 - Call Centre Team Leader – Finance Manager
 - Public Inquiry Officers – (TBD)
 - Media Centre Team Leader – Web and Communications Specialist/GIS
 - Information Officers – (TBD)
- ⑨ Prepare Media Relations Officers to take calls from the media – ensure they know the issues and the key messages.
- ⑨ Set up media interviews with the Emergency Public Information Officer as required.
- ⑨ Ensure that media arriving in the centre receive accreditation. Brief them on Media Centre operations and ask them what they need.
- ⑨ Facilitate news briefings as requested by the Emergency Public Information Officer.
- ⑨ Ensure new information released during media briefings is quickly passed to the Call Centre Team Leader.
- ⑨ Through the Logistics section, ensure appropriate food and refreshments are ordered for staff and media working in the Media Centre and staff in the Call Centre.
- ⑨ Think about the next shift. How long will the Media Centre be open? What, if any additional resources will be required (staffing and logistics). Request additional resources from the Emergency Public Information Officer as required. Put staff on stand-by.
- ⑨ Determine if the current centre will continue to meet the needs of the crisis in the upcoming hours or days. If necessary, make arrangements to change the location.

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7.4 Call Centre Team Leader - Startup Checklist

Upon Notification

- ⑨ Receive initial briefing from the Emergency Public Information Officer on the following:
 - Summary of incident.
 - Key messages.
 - Level of public interest anticipated.
 - Information the public may want.
 - Location of incident.
 - Action the public needs to take.
 - Where media should be referred.
 - How lines of communication will be maintained with the Emergency Public Information Officer and the Media Centre Team Leader – confirm contact information.
 - Communications strategy.
 - Gather and plug-in telephones, set up workstations and printers (power up all equipment and run a test).
 - Set up event board (or electronic broadcasting capabilities) which outline the five W's, maps of area impacted, details on media briefings, spokespersons, key messages, key events or information.
 - A table where resource information can be held (i.e., phone books, contact lists, City of Lacombe Emergency Plan and Crisis Communications Plan.).
 - Receive briefing from Media Centre Team Leader
- ⑨ Advise the Media Centre Team Leader when the Call Centre is ready to receive calls. Ensure staff has the key messages, news releases, media notices, maps and any other information being released.
- ⑨ Brief Call Centre Staff as follows:
 - What you expect from them
 - Key messages.
 - How they can get help.
 - That it's ok not to know something – say you do not know, but find out and get back to the caller. Return calls, even if it's just to say the information is still not available.
 - Do not agree with a caller – but express empathy to their situation.
 - Never speculate or give personal opinions.
 - Refer media requests for interviews or information updates to the Media Centre.
 - If the media call, give them the information they need with regard to contact information and media briefings.
 - Refer difficult callers to Call Centre Team Leader.
 - Refer return calls to Call Centre Team Leader if incoming lines are extremely busy.
- ⑨ The Call Centre Team Leader will coordinate with Logistic Section to ensure Call Centre Staff have appropriate food and refreshments.
- ⑨ Watch Call Centre Staff for signs of emotional stress or fatigue. Seek counsel for

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them through the Emergency Public Information Officer as required.

- ⑨ Determine if a second shift will be required. Shifts for Call Centre Staff should only be maximum 4-5 hours in duration.
- ⑨ Continually update Call Centre Staff as new information becomes available.
- ⑨ Update Media Centre Team Leader on:
 - activities in the Call Centre.
 - trend of questions being received by the public.
 - number of incoming calls.
- ⑨ Research information that is not available to Call Centre Staff.

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Section 8 Call Fan-Out Procedure -- Level I to III Crisis

First Response Call-Out Lists (Confidential & Restricted Circulation)

Complete call fan-out as outlined in the table below. When your calls are complete, advise the Emergency Public Information Officer who will be reporting to work. Staff reporting to a secured area should be prepared to show ID. If they have a problem gaining access, they should ask the security officer to radio the Emergency Operations Centre for access authorization. **REFER TO CALL LIST IN EMERGENCY PLAN**

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Crisis Communications Plan

Section 9 Supporting Documents/Templates

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Section 9.1.2 Media Accreditation Form

Media Accreditation

Please Print Clearly

Media Agency	Name	Contact Information	Request/Needs	Accreditation No.



Section 9.1.3 Media Inquiry Form

Date/Time:

--

**Television
Radio**

**Newspaper
Wire Service**

Other (specify)

Affiliation

Reporter

Telephone

Fax

Email

Update Requested

Interview Requested

Pictures/Footage Requested

Request Completed

Focus of Interest

--

Request Referred To

Spokesperson

Spokesperson Contact No.

Time of Interview

Location of Interview

Airtime/Publication Date
(If Known)

Call taken by: _____ (Name of Information/Call Centre Officer)

Section 9.1.4 Public Information Request Form

Date/Time

Staff

Special Interest Group

General Public

Media

Family Member

Other (specify)
Name

Contact Number

Location

Focus of Call

Request Referred To

Time of Call Back

Further Action if Required

Request Completed

Call taken by: _____ (Name of Information/Call Centre Officer)



Section 9.2.1 News Release Procedure

Emergency Operations Centre

Emergency Public Information Officer Duties

During the response phase of the crisis all news releases will be written by communicators working in the Emergency Operations Centre (or designate) and approved by the (Chief Administrative Officer/Director of Emergency Management).

Once a news release or backgrounder piece has been approved, the Emergency Public Information Officer will ensure copies of the news release are distributed to all members of the Emergency Operations Centre and forwarded by email to the Media Centre Team Leader for further distribution (if a centre has been established). The Emergency Public Information Officer or designate will ensure that the Media Centre Team Leader has the contact information for all internal/external stakeholders that should receive copies of news releases and backgrounders.

Media Centre Duties

The Media Centre Team Leader will ensure that information to be released is immediately distributed to Administrative Support by hand, email and/or fax.

Administrative Support in the Media Centre will ensure that news releases and backgrounders are immediately distributed as follows:

(Hand deliver, email, fax)

- Web Master/Internal (TBD)
- Media Centre Information Officers
- Call Centre Team Leader
- All local media (as per the current media distribution list -- see Section 9 for contact list)
- Site Information Officer (if a fax is available)
- Internal and external stakeholders as identified by the Emergency Public Information Officer
- Media in the Media Centre
- Posted online to the City website and social media sites

The Call Centre Team Leader will distribute news releases and backgrounders to Call Centre staff as required.

Section 9.2.2 Web Site Management Procedure

Before a crisis...

The Emergency Public Information Officer will ensure that IT backup is available in order to post all public information released during the crisis on the City of Lacombe's web site at www.lacombe.ca, as well as the City's social media sites:

- (Facebook) <http://www.facebook.com/pages/City-of-Lacombe/151327534932067>
- (Twitter) <https://twitter.com/#!/CityofLacombe>
- (Blog) <http://thelacombecityhallblog.blogspot.com>
- Alberta Emergency Alert System

During a crisis...

- All information posted on the web site must be approved by the Chief Administrative Officer/Director of Emergency Management and the Emergency Public Information Officer
- Information to be posted on the web site will be sent by email to the Emergency Public Information Officer
- Public information released during news conferences will be immediately forwarded to the IT backup who will ensure that the front page or 'what's new' section of the web site is immediately updated.
- The IT backup will post information on the web site.
- All information will indicate whether the information is intended for:
 - the general public
 - staff only
 - all of the above
- Technical assistance with regard to website updating can be obtained through (TBD)

After the crisis...

- The Emergency Public Information Officer, in conjunction with Web/IT/GIS Specialist, will report on the effectiveness of the web site during a crisis and make recommendations for improvements.

Section 9.2.3 Internal Email-Voicemail Broadcast Procedure

The Communications Department will prepare and issue all internal e-mails for distribution to staff unless otherwise delegated. The Director of Emergency Management and Web/IT Specialist will make all arrangements for voice-mail broadcast messages.

Section 9.2.4 Language Interpretation/Translation Services Procedure

The Emergency Public Information Officer will make arrangements for translation or translator services if possible. For urgent calls needing a translator immediately, staff can refer to an employee with the appropriate language skills, if available.

Section 9.3.1 Internal News Bulletin Template – Level I to III Crisis



Internal Bulletin No. 1 - Example

Date/ Time

To: City of Lacombe Employees and Contractors

At (time) today, the City of Lacombe Emergency Response Team responded to a (what happened) at (where did it happen -- the 'why' is not always possible at the onset of a crisis).

(Make statement about staff impact) We need everyone to remain calm and to think logically so we can offer assistance to our fellow colleagues and community, as we deal with this situation.

At this time we ask staff without a role in emergency response to (insert what you want staff to do: stay at work stations, how to leave their work place in an orderly manner, etc. If you ask people to leave, tell them the exit route and areas to avoid). Staff with a pre-assigned emergency response role will be contacted as required in accordance to our emergency call fan-out procedure.

First responders are currently evaluating the situation and dealing with the priorities of the incident. Specific details are not yet known or confirmed for release. The community's first concern is for the safety and well being of our first responders, our staff and the general public. We are working with other response agencies to manage the situation and minimize the impact it has on people and the community as a whole.

We will release new information to all interested parties as soon as it becomes available. Ongoing information about the situation will be posted on our web site at www.lacombe.ca. We will forward the latest information to the media. You can also obtain further information through the public information line that has been set up at (xxx)-xxx-xxxx.

We are establishing a Media Centre in the (name the location). Please avoid this area so we can accommodate the needs of media and emergency response personnel. If the media should approach you about the situation, do not speak to them about the incident unless you have received clearance through the Emergency Public Information Officer at ext. 280 or (403)877-4394 (cell). Please refer all media inquiries to (403)877-4394 (cell). It is critical that information released by the community remains accurate and consistent. Conflicting and speculative information will only raise public anxiety levels. We currently do not have a clear understanding of the long-term impact this incident will have on our people or the services we offer. As soon as more information becomes available we will share it with you through (Intranet, email, voicemail, Internet) and the aforementioned sources.

An incident like today's affects every member of our staff and our community. On behalf of the City of Lacombe, I want to express the sincere concern (use words that fit the situation) we're all feeling for what has happened in our community today. We are taking this incident very seriously. We have an effective emergency response system in place, and trained personnel who are working closely with external agencies to minimize the impact of this incident. Please be assured that we are doing everything possible to manage this incident and all its implications.

Thank you for your cooperation during this difficult time.

Name of Spokesperson

Section 9.3.2 Sample Media Notice Media Notice Template – Level III Crisis



5432 56th Avenue
Lacombe, AB T4L 1E9
(403) 782-6666
www.lacombe.ca

Date of Release:

Time of Release:

News Release Number:

RE: Incident

EVENT: Media Briefing

WHEN: (date and time)

WHERE: Media Centre
(location)

WHY: To update the media on the latest developments in the (name of incident).

WHO: Spokesperson(s) Available:
• (list spokespersons)

PARKING: Media parking is available (name parking location). Access to the Media Centre will only be granted through (name location) entrance. Once you have parked proceed to the (name of building) located (give directions) of the parking lot.

-30-

Please note:

- ***To receive accreditation and the latest information please sign in when arriving at the Media Centre.***
- ***All media will be required to show identification when arriving on site.***
- ***Staff in the Media Centre will be available to set up interviews and facilitate information requests.***

For more information please call the Media Centre at (xxx) xxx-xxxx
or visit our web site at www.lacombe.ca.



5432 56th Avenue
Lacombe, AB T4L 1E9
(403) 782-6666
www.lacombe.ca

Release No. 1
Date
Time:

NEWS RELEASE

FOR IMMEDIATE RELEASE

HEADLINE GOES HERE

Lacombe, Alberta, (date) — [BODY]

5 W'S

BACKGROUND /DETAIL

QUOTE

CALL TO ACTION / MORE DETAIL /BOILER PLATE BELOW

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About Lacombe

The City of Lacombe is a vibrant, fast-growing community of over 12,000 residents that welcomes innovation and enterprise while honouring its architectural and historical heritage. Alberta's newest city offers a rich natural environment of lakes and green spaces, along with an unrivalled range of lifestyle amenities and recreational opportunities. Lacombe offers modern subdivisions, a full range of schools, the Canadian University College, a hospital and first-class recreation facilities. The high quality of life in this picturesque community makes it an ideal location to live, work, learn and invest in.

For more information on Lacombe, please visit our website at: www.lacombe.ca.

For more information contact: *(Add names and contact details of at least two contacts)*

Deven Kumar,
Emergency Public Information Officer
(403) 782-1236
(403) 877-4394 cell
(403) 782-5655 fax
dkumar@lacombe.ca

SAMPLE TEXT FOR LEVEL III EMERGENCY RELEASE

Lacombe, Alberta, (DATE) – At (time) today, the City of Lacombe’s Emergency Response Team responded to a (what happened) at (where did it happen -- the ‘why’ is not always possible at the onset of a crisis). Only (who has been impacted) by may have been affected by this incident -- everyone else on in the community remains completely safe (only if this is the case).

The City’s trained emergency response crews are currently responding to the situation and dealing with the priorities of the incident. An evaluation of the situation is underway and specific details will be released as they are confirmed for release. The City of Lacombe’s first concern is for public safety and the safety of our emergency response personnel. We are working with other response agencies (list them specifically) to manage the situation and minimize the impact it has on our community as a whole.

The City of Lacombe will release new information to all interested parties as soon as it becomes available. Ongoing public information about the situation will be posted on our web site at www.lacombe.ca and information lines have been established as follows:

Public 403-XXX-XXXX
Media 403-XXX-XXXX

“An incident like today’s affects every member our community and beyond,” said (name and title of spokesperson). “On behalf of the City of Lacombe, I want to express the sincere concern (use what ever word fits the situation) we’re all feeling for what has happened in our community today. We are taking this incident very seriously. The City of Lacombe has an effective emergency response system in place, and well-trained personnel who will continue to work closely with external agencies to minimize the impact of this incident. Please be assured that we are doing everything possible to manage this crisis, and all its implications.”

The City of Lacombe is currently setting up a Media Centre where briefings will be held. The logistics around this centre (include the media’s access to centre and parking) will be issued within the next (time line). We ask for your understanding during this time. We are doing everything we can to ensure information is released as soon as it becomes available. Right now we request your help to ask the public to:

- Avoid the (name location) so emergency responders can effectively perform their duties
- Stay tuned to the media or call the above information number(s) for further information
- NOT to call 911 unless it’s a life threatening emergency
- Remain calm
- Stay by the phone to receive a call if they think one of their family members has been impacted.

For more information go to our web site at www.lacombe.ca or contact the Media Centre at: (xxx) xxx-xxxx

9.4.1 Internal and External Contacts (EOC) (See Emergency Plan for home #'s)
REFER TO CALL LIST IN EMERGENCY PLAN

Resource	Contact	Voice	Email	Fax
Mayor				Refer all emergency faxes to the EOC at xxx-xxxx
Director of Emergency Management(Emergency Operations Centre - EOC)				
Deputy Director of Emergency Management(Emergency Operations Centre - EOC)				
Deputy Director of Emergency Management(Emergency Operations Centre - EOC)				
Chief Administrative Officer				
Emergency Public Information Officer(EOC)				
Media Centre Team Leader - Web/Communications Specialist				
Call Centre Team Leader – Finance Manager				
Site Information Officer TBD – depending on emergency				

IT Backup (TBD)				
Call Centre	Call Centre Officers		Refer all emergency e-mails to:	
Communications				

**Other Operational Contacts-
For additional Operational Contacts – see Emergency Call Centre List**

Resource	Contact	Voice	Email	Fax	24 Hour
CALL CENTRE	Call Centre Specialist/ Call Centre Supervisor		<u>Em</u>		GO Police – See Call Centre Emergency numbers
Media Monitoring					
Language Translation/Interpretation on Services					

9.4.2 Media Contacts

EMERGENCY PUBLIC SERVICE ANNOUNCEMENT: LOCAL AND REGIONAL TV & RADIO MEDIA

MEDIA OUTLET	CONTACT NUMBER	FAX	EMAIL
Television			
Shaw TV Red Deer Channel 10	403-340-6449 403-346-6444 (direct)	403-340-6414	shawtvcentralberta@shaw.ca
CTV News Red Deer	403-346-5270 403-302-7813 cell	403-343-7191	adam.kuzina@ctv.ca
Global TV Edmonton	780-989-4684	780-989-4686	edmonton@globalnews.ca
CBC Edmonton	780- 468-7555	780- 468-7510	cbx.edmonton@cbc.ca
Radio			
CKGY/Zed 99	403-343-6397	403-341-5545	aredel@newcap.ca news@kgcountry.ca
Big105/The Drive	403-342-6397	403-347-6333	news@big105.fm
Sunny94/Kraze	403-786-0194		news@sunny94.com
630CHED/ iNews880	780.466.6397	780.469.5937	Brent.Pushkarenko@corusent.com
The DriveFM			rock@1067thedrive.fm
The RiverFM			news@theriverfm.ca

Newspapers

<i>Name</i>	<i>Address</i>	<i>Tel/Fax</i>
Lacombe Globe	5022 - 50 St. Lacombe, Alberta T4L 1W8	Tel: 403-782-3498 Fax: 403-782-5850 editor@lacombeglobe.com
Red Deer Advocate	2950 Bremner Avenue Red Deer, AB T4R 1M9	Main phone: 403-343-2400 News tips line:403-314-4333 editorial@reddeeradvocate.com
Red Deer Express	#121, 5301-43 Street, Red Deer, Alberta. T4N 1C8	Phone: (403) 346-3356 Fax: (403) 347-6620 publisher@reddeerexpress.com
Ponoka News		editorial@ponokanews.com
Rimbey News		editor@rimbeyreview.com
Sylvan Lake News		editor@sylvanlakenews.com
Camrose Canadian		editor@camrosecanadian.com

9.4.3 Community Emergency Management Backgrounder

Sample Backgrounder

(Get logos from appropriate joint communicators for joint releases if time warrants)

- The City of Lacombe maintains an active Emergency Management Plan that is ready to be activated in the event of a large-scale emergency, such as a chemical spill, plane crash, tornado, flash flood, severe winter storm or earthquake.
- The purpose of the Emergency Management Plan is to protect and preserve life and property during times of crisis by providing efficient, co-ordinated emergency services and responsible decision-making.
- The City of Lacombe supports emergency preparedness through planning, training and exercises.
- The City of Lacombe last exercised their plans on (insert date).
- The City of Lacombe's Emergency Management is available on www.lacombe.ca.

-30-

Contact: Deven Kumar,
Emergency Public Information Officer
(403) 782-1236
(403) 877-4394 cell
(403) 782-5655 fax
dkumar@lacombe.ca

9.4.4 Public Safety Information

Check the following web sites for public safety information on the risks in your area:

- Office of Critical Infrastructure Protection and Emergency Preparedness at www.ocipep.gc.ca
- Canadian Red Cross at www.redcross.ca
- City of Lacombe at www.lacombe.ca
- Alberta Health Services at www.albertahealthservices.ca
- Alberta Emergency Alert at www.emergencyalert.alberta.ca
- Material Safety Data Sheets (MSDS) at www.msdssearch.com

9.4.4 Community Map

