Guidebook for Community Emergency Response

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GUIDEBOOK FOR COMMUNITY EMERGENCY RESPONSE

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Line 3 Indigenous Advisory and Monitoring Committee

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Siksika Nation Emergency Management would like to thank those who contributed to the development of the Emergency Management Program Framework. The project team provided guidance, research and support and consisted of:

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STATEMENT OF LIMITATIONS

The information contained in this document is the application of the Siksika Nation Emergency Management Department's professional expertise and where applicable professional opinion, subject to the accuracy and content of available information and the scope of work. The user of this information accepts full responsibility for any errors or omissions contained therein.

OVERVIEW

This guidebook covers the standard processes followed in an emergency response and aspects to consider in the creation of comprehensive Emergency Response Plans (ERPs) for a First Nation or community. This guidebook covers standard emergency management procedures, processes and terminology that are used for emergency response across Canada. It is intended to be used in combination with the Emergency Management Program (EMP) Framework to inform community emergency response and recovery. Within the main body of the guidebook are sections that address response and recovery. The appendices include an activation flow guide, Incident Command System resources such as forms and role-specific checklists, a recommended emergency management equipment list and other resources to be utilized prior to or during an emergency response.

USING THE GUIDEBOOK

This guidebook may be utilized to inform the development of ERPs and increase understanding around the standards and principles used in emergency management (EM). Increasing understanding around EM can help increase preparedness and resiliency within communities and their interoperability with neighboring regions during large-scale disaster events. It is recommended that the development of community-specific ERPs be informed by a Hazard, Identification and Risk Assessment (HIRVA). This guidebook intends to provide a background on emergency response and identify available reference tools and is not intended to be used exactly as written. The Director of Emergency Management (DEM) responsible for the EMP and development of ERPs should edit and update the text and tools provided in this guidebook to suit the unique needs of **the community.**

For the purposes of this document, the term "Director of Emergency Management" refers to an individual within the community who is responsible for Emergency Management in a part-time or full-time capacity. If a designated Director of Emergency Management has not been appointed within the community, this term may refer to an Emergency Management Practitioner or Emergency Management Coordinator within the community, such as a Fire Chief or Senior Manager. The DEM may choose to utilize only specific elements of the guidebook to streamline the content of an ERP, but the DEM should be aware that some of the content serves to suggest and support concepts that may be helpful to their overall EMP.

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1. RESPONSE PHASE

Immediately before, during, and after an event response actions are carried out for the purpose of saving lives, preventing further impact to the affected area, and protecting property and the environment including cultural and traditional lands. In order to determine objectives and resource allocation during a response, critical services are provided according to the following priorities:

1. Protect all lives while ensuring the safety of responders
2. Protect critical infrastructure
3. Protect property
4. Protect the environment, cultural and traditional lands
5. Reduce economic and social losses

It is recommended that communities acknowledge the Incident Command System (ICS) as the recognized standard for incident management. To ensure continuous improvement, ICS principles are incorporated into the management of operations in the Emergency Coordination Centre (ECC) and Incident Command Post (ICP) and all Emergency Management Programs and response activities including the use of ICS forms. This section outlines the actions and processes to be employed by ECC personnel during a response. A description of the ICS roles and structure is found in Appendix B. The process for activating and conducting ECC operations are summarized in the graphics below and in further detail through-out this section.

1.1. Complex Matrix Activation

Figure 1: Emergency Typing & Complex Matrix Activation Guide
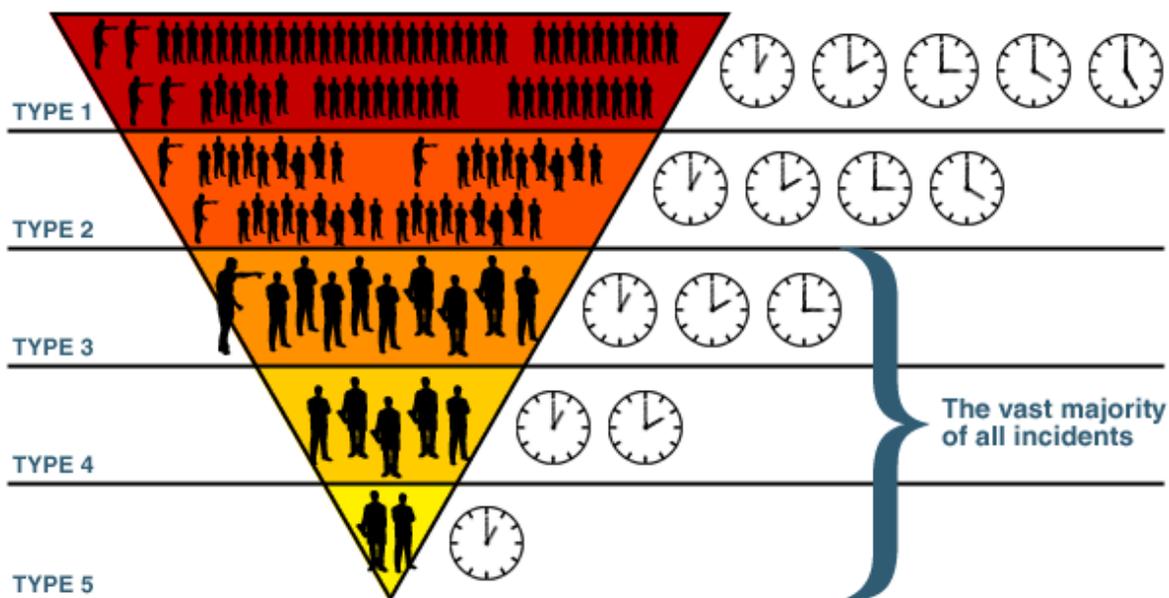
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1.2. Emergency Typing

1.2.1. Analyzing Complexity

It is important to strike the right balance when determining resource needs, both human and equipment. Having too few resources can result in loss of life and/or property, while having too many resources can result in unqualified personnel deployed without proper supervision. When complexity increases resource needs the ICS structure grow accordingly. The complexity analysis can help:

- identify resource requirements
- determine if existing management structure is appropriate

Complexity factors include:

- public and responder safety
- impacts to life, property, culture, and the economy
- potentially dangerous goods/materials
- weather and other environmental influences
- potential crime scene including terrorism
- political sensitivity, external influence, and media relations
- jurisdictional boundaries
- availability of resources

The ECC Activation Flow Guide (Appendix A) provides support for confirming the incident type. The Incident Commander (IC) will size up the situation based on their protocols and determine the need to notify the Director of Emergency Management (DEM). The following situations may necessitate the activation of all or parts of the **community** Emergency Management Program (EMP).

- A Type 1/2/3 incident that results in Emergency Services being deployed to the scene.
- A planned Type 1/2/3 event.
- A business continuity incident that interrupts the community's ability to maintain essential services.
- Any Type 1/2/3 that threatens people's health and safety, critical infrastructure, the environment, essential services, or systems.

Based on the IC's size-up and announcement of the type of incident, the IC may call the DEM (via 911 Dispatch or direct contact) to advise them of the situation. Early notification is required to allow the DEM to notify the Emergency Management Team (EMT) for standby or staging purposes. Upon notification of an incident or emergency, the DEM will notify or activate the Emergency Management Advisory Committee (EMAC) based on the incident type and provide a situation update. Upon confirming the incident type based on situational information the DEM will assign Incident Command in the event one has not been established.

1.2.2. Type 1 Incidents

Typical incidents include a **community** wide threat such as a large hazardous materials spill/plume or widespread flooding requiring mandatory evacuation and/or sheltering-in-place for specific parts of the impacted area. The DEM, Chief, Tribal Manager, All Command and General Staff, Fire department(s), Emergency Medical Services (EMS), Law enforcement, Public Works, Communications, other impacted departments and required leadership support will be notified and can be tasked to attend the Primary or Secondary Emergency Coordination Centre (ECC).

The ECC is fully activated for any Type 1 incident. This is a large-scale disaster or event that could seriously affect the health and safety of people, impact critical infrastructure, **community services**, cultural and traditional values, and/or the environment. It requires a coordinated response from Emergency Services and Emergency Management, external agencies, and local and provincial governments. This is an extended incident that generally last for four or more 24-hour operational periods and would typically utilize the Provincial Emergency Alert and/or area specific Mass Notification System.

1.2.3. Type 2 Incidents

Typical incidents include a tornado, and flash flood/river flooding combined. The DEM, Chief, Tribal Manager, All Command and General Staff, Fire department(s), Emergency Medical Services (EMS), Law enforcement, Public Works, Communications, other impacted departments and required leadership support will be notified and can be tasked to attend the Primary or Secondary ECC.

This type of incident will require Emergency Management notification and possible activation of the ECC. It is an incident that may adversely affect the health and safety of people, or cause substantial damage to critical infrastructure, property, cultural and traditional values, and/or the environment. In addition to involving Emergency Services, **community/First Nation** departments and/or mutual aid will be engaged. This is an extended incident that generally lasts for three or more 24-hour operational periods and would typically utilize the Provincial Emergency Alert and/or area specific Mass Notification System.

1.2.4. Type 3 Incidents

Typical incidents include a severe weather system developing in an area and escalating or immediate risk to an impact area. The DEM, Emergency Services, and Energy/Utility Department are generally notified.

This type of incident requires monitoring and public notification. The Provincial Emergency Alert and or area specific Mass Notification System, or volunteer pamphlet distribution, may be utilized dependent upon the incident. Type 3 incidents generally do not initially overwhelm community-wide services. **First Nation / Community** resources can initially manage and control the incident. Generally, this is an emergency of moderate duration, generally two to three 8-hour operational periods.

1.2.5. Type 4/5 Incidents

Typical incidents include daily emergency responses, high profile visitor(s), and weather monitoring. Fire departments, Emergency Medical Services (EMS), law enforcement, Public Works, and other impacted departments may be notified. This type of incident will not require activation of the ECC.

Type 4/5 incidents are confined to one site and do not overwhelm community-wide services, population, or traffic. One or more departments or entities generally respond to handle the incident and an incident command post may be established. Normal government, department, and business operations t are not affected. The **First Nation / Community** has the capability to manage and control the incident utilizing its own resources and expertise. Limited assistance may be requested from other jurisdictions pursuant to established mutual aid agreements. Generally, these incidents are of short duration, generally one operational period (less than 2 hours).

The EMP is not designed to replace existing procedures for managing routine Type 4/5 incidents in the community. Type 4/5 incidents are common occurrences that are managed effectively by Emergency Services and/or other community departments.

1.3. ECC Activation

The DEM will determine the need for the ECC and ERP activation based on the needs or request of the Incident Command. Upon determination of the need for ECC activation, the DEM will initiate the appropriate call-out for ECC personnel. The DEM will contact Dispatch or the Health, Safety, Environment or Emergency Management Administrative Assistant to activate the notification system.

The DEM provides the following information:

1. The emergency type
2. The location of the ECC (primary or alternate)
3. Type of ECC (Nation or Regional)
4. Any safety instructions
5. Any transportation instructions

The initial briefing will be frontloaded with ECC personnel to gather and disseminate information and establish the incident organizational structure. Subsequent briefings can be scaled down to include only command staff and section chiefs, who in turn disseminate information out to their respective teams though use of incident status and the action plan objectives.

1.4. ECC Contact Phone Numbers

Cell phones and radios will be maintained by EM administration for use in the ECC and by the Incident Commander on site. This will provide a single point of contact for extended operations as cell phones are often utilized to transfer command. Names and numbers of individuals should be listed in each ERP and an example list is included in Appendix G.

Position	Phone Number	Radio Channel
ECC Director	###	##
Deputy ECC Director	###	##
Liaison Officer	###	##
Emergency Information Officer	###	##
Safety/Risk Officer	###	##
Operations Section Chief	###	##
Planning Section Chief	###	##
Situation Unit Coordinator	###	##
Logistics Section Chief	###	##
Supply Unit Coordinator	###	##
Finance Section Chief	###	##
Incident Commander (site)	###	##

1.5. Notification of Leadership

It is the DEM's responsibility to ensure that the Tribal Manager or designate and/or Chief are notified of an emergency incident, whereby the following criteria apply:

- If an Emergency requires the ECC to be activated, the TM will notify Chief and Council.
- If the potential of a State of Local Emergency is determined, the TM will notify the Chief and EMAC to attend a DEM led briefing.

1.6. Regional Notification

When the DEM is made aware of an emergency impacts the community, it is the DEM's responsibility to contact the DEMs and/or leadership in neighboring communities.

1.7. Public Alert

The DEM will determine whether an information alert or critical alert is required to be issued through the Provincial Emergency Alert system. This alert may include shelter in place, evacuation, or general notices. Depending on the nature and scope of the incident, one or more methods may be utilized to notify the public. When the decision to alert the public is made, the following options exist:

- Door to door
- Telephone calls
- Social media, community website
- Public Service Announcements
- Provincial Emergency Alert – radio, television, (Information Alert or Critical Alert)
- Community mass notification system

1.8. Provincial Emergency Alert

Provincial Emergency Alerts are a public alerting system that enables trained public officials (Authorized Users) to alert communities of imminent, life-threatening disaster events so that those affected may take immediate protective action. The

warnings issued by the Authorized User are instantaneously broadcast on television and radio in the area affected by the incident. Provincial Emergency Alert systems can be activated for a variety of hazards, such as severe storms, floods, wildfire, hazardous material releases, water contamination, and other threats to life and safety. All of the following conditions must be present:

1. The life or safety of people is at risk.
2. The risk is imminent and impending.
3. The warning may provide critical and/or lifesaving information.

It is recommended that the website process be utilized to activate alerts (User Handbook Link) An alternative method is to dial the Activation Line and an operator will provide assistance.

1.9. Shelter-In-Place

Under certain circumstances it may not be possible for residents to be safely evacuated in the face of a hazard (hazardous material release, tornado, active shooter, etc.). The decision to shelter-in-place instead of evacuating will be made by the IC and/or the DEM in support of the Incident Commander (IC). The IC will notify the DEM of this decision and utilize the Emergency Information Officer and Emergency Social Services (ESS) Director in the ECC to provide warning to the public and instructions for sheltering in place.

1.10. Evacuation

If an evacuation is required to remove people from harm's way an evacuation will follow the stages listed below.

1.10.1. Stage 1: Evacuation Alert

An Evacuation Alert is intended to provide residents with the opportunity to prepare their homes and/or businesses, and to encourage closer attention to official communications channels. It may not always be possible to issue an evacuation alert.

- Emergency officials will notify residents through various channels of the potential need to evacuate. Channels include the community website, social media sites, the mass notification system, etc.
- Information will be provided about the nature of the hazard and suggested protective actions.
- Situation updates on the potentially hazardous conditions will be provided regularly.

1.10.2. Stage 2: Evacuation Order

There are two types of Evacuation Orders, voluntary and mandatory. A Voluntary Evacuation order is issued when emergency officials believe that public safety may be at risk and conditions could worsen very quickly and without notice. Residents with children, seniors, and/or residents with special needs are encouraged to leave as they may need extra time and/or support. Residents who choose to stay should be prepared to leave at a moment's notice. During a voluntary evacuation, evacuees are permitted to return to their homes.

- Emergency officials will notify residents through various channels of the voluntary evacuation order .Channels include the community website, social media sites, etc.
- ESS Evacuation Handouts should be given to residents during door-to-door warnings.

- Information will be provided about the nature of the hazard and suggested protective actions.
- Situation updates on the potentially hazardous conditions will be provided on a regular basis.
- A soft perimeter will be established.
- Travel to and from the affected area will not be restricted during a voluntary evacuation.

A Mandatory Evacuation order is issued when emergency officials believe that the public is in danger and/or the community is unable to provide services (**9-1-1 services**, ES response, water and wastewater treatment, etc.). A perimeter will be established, and residents will not be permitted to re-enter the area until the order is rescinded or allowed to lapse.

- Emergency officials will notify residents through various channels of the mandatory evacuation order. Channels include the community website, social media sites, mass notification system, etc.
- ESS Evacuation Handouts should be given to residents during door-to-door warnings.
- Information will be provided about the location, nature of the hazard, the reason for the evacuation order, and the delayed response if people choose to ignore the evacuation order.
- Situation updates on the hazardous conditions will be provided on a regular basis.
- A secure perimeter will be established as soon as possible.
- Travel to the affected area will be restricted during a mandatory evacuation.

1.10.3. Stage 3: Order Rescinded

Order Rescinded is issued when residents are able to return to the affected area. Depending on the nature of the emergency, this may be done in stages and/or with restricted re-entry.

- The Order Rescinded will be given by the IC, unless the ECC has been activated, in which case it will be given by the DEM.
- Emergency officials will notify residents through various channels of an all clear and any conditions for re-entry. Channels include the community website, social media sites, mass notification system, etc.
- A perimeter will be maintained during initial re-entry for traffic control.

1.11. Declaration of a State of Local Emergency (SOLE)

The DEM may recommend to the EMAC to declare a State of Local Emergency (SOLE) based on intelligence and situational information. Declaring a SOLE allows the Chief and Council to delegate the extraordinary powers to the DEM to take measures to protect the public and manage the incident as well as provide protection for the impacted communities, ECC and emergency response personnel.

Based on information supplied by the DEM, the Chief and EMAC have the authority under the Emergency Management Act (Federal) or Emergency Planning Act (Provincial) to declare a state of local emergency (SOLE) "at any time when it is satisfied that an emergency exists or may exist in its community".

Complete the following steps using Appendix E – SOLE Declaration Guide and SOLE Declaration

1. Contact authorized EMAC members to declare SOLE.
2. Fill out "SOLE" form and have it signed as per the Emergency Planning Act.

3. Make public announcement of declaration and at a minimum, post it in a public domain (e.g., on front door of Administration Building). The community website and other available means should be used to notify residents.
4. Forward declaration to the Provincial Emergency Management Agency

1.12. Deactivation and Demobilization

Circumstances will always vary, but each response will inevitably reach the point where the ECC is no longer required, and it can be deactivated. The deactivation will be announced during a final briefing with ECC/ICP personnel. However, this should not occur before the demobilization plan objectives have been achieved. Demobilization planning commences from the initial operational period. Criteria considered for ECC/ICP deactivation include, but are not limited to, the following:

- The incident is resolved, and all resources assigned to the incident or event have been released and returned to their home base.
- The ICP is/ no longer required as the incident has been stabilized and normal operations can resume.
- On-going recovery operations are to be managed as part of normal administration activity.

Mutual Aid Partners involved in incident response shall be notified of ECC/ICP deactivation. If the general public was informed that the ECC was activated, deactivation must also be communicated.

1.13. Incident Command System for the ECC

Under ICS, the principle of Management by Objectives involves essential steps which are applied to all emergency events, regardless of size or complexity:

- Understand Mutual Aid Partner policy and direction.
- Assess incident situation.
- Establish incident objectives and set the priorities.
- Select appropriate strategies.
- Perform tactical direction including applying tactics that are appropriate to the strategies, assigning appropriate resources and monitoring performance.
- Follow up, as necessary.

1.13.1. Priorities

1. Life Safety – of responders first and public second.
2. Incident Stabilization – establishing command, objectives, organizing.
3. Property/Environment Preservation – reducing damage.
4. Political/Economy – alignment with political policies/business continuity

1.13.2. Operational Periods

- Length of time to achieve a given set of objectives.
- Determined by ECC Ops Section Chief.
- Initially 1-2 hrs for critical issues.
- Ongoing length varies depending on objectives/priorities.
- Commonly 8 to 12 hrs in length.

▪ Not to exceed 24 hours.

1.13.3. Incident Action Plan

The Incident Action Plan (IAP) is typically developed following the delivery of the Situation Summary. The Situation Summary is delivered in the Incident Briefing Form (ICS Form 201). The IAP is developed using ICS Forms 202, 203, 204, 205, 205a and 208. The ECC Director leads the initial IAP development session. The intent of this session is to identify what has occurred to date, establish priorities, incident objectives and corresponding strategies as well as develop an organizational structure to ensure an effective response in keeping with the principle of span of control. This planning process is collaborative and follows the ICS "P.P.O.S.T." (**P**roblems, **P**riorities, **O**bjectives, **S**trategies, **T**actics) model. Once the issues have been identified and prioritized, objectives will be established. Objectives should be "SMART" (**S**pecific, **M**easurable, **A**ction Orientated, **R**ealistic, **T**ime Specific).

The ECC Director will assign a leader for each objective and this leader will manage and report on progress at update briefings. Once this list of objectives is populated, a strategy meeting should be held to determine "how" best to achieve the objectives. Once the strategies have been determined, a tactics meeting is held to assign "who" will do what tasks in support of the strategy within a set timeframe. The draft IAP is then reviewed at the planning meeting where all the objectives, strategies, and major tasks are reviewed. The next step is the creation of the formal IAP, which is reviewed and approved by the ECC Director. Mobilization and deployment of resources before the IAP is approved, is at the discretion of and must be authorized by the ECC Director. The IAP's objectives and strategies are to be listed in the Master Event Log. The IAP is then executed, outcomes evaluated, and the process begins again.

Figure 2: SMART Objectives

Specific:	Measurable:	Action-Oriented:	Realistic:	Time Sensitive:
Is the wording precise & unambiguous?	How will achievements be measured?	Is an action verb used to describe expected accomplishments?	Is the outcome achievable with given available resources?	What is the timeframe?
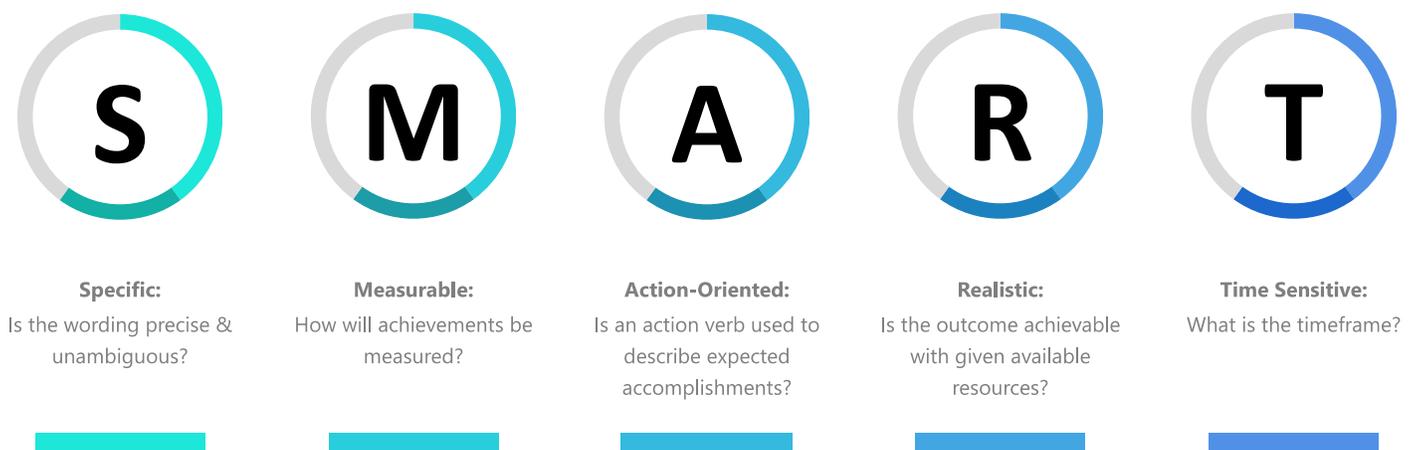
1.13.4. The Planning "P"

ICS and the incident action planning process should be used for all incidents in which the **community** is engaged. The 'ECC Planning P' is a tool used to apply Incident Action Planning to site and a modified version can be used in the ECC (Appendix C).

1.13.5. Briefings

The Planning Section Chief is responsible for providing frequent briefings from the onset of an incident (e.g., every hour between briefs for the first three to six hours), and less frequently during a lengthy response (e.g., every two hours after the first six hours). Briefings should follow the Briefing Agenda ICS 230 (Appendix D) and should be short and disciplined. The ECC Director (or Deputy Director) must be mindful to both solicit input from the team members and maintain discipline during these briefs.

1.13.6. Internal Communications Documentation

Individual ECC personnel are responsible for filling in their respective ICS form 214 – Unit Log (Appendix D) as well as those specific to their function. Information on events, decisions, and actions taken are to be documented on these sheets and key information passed on to the Master Event Log recorder. The ECC Director is also responsible for ensuring that a log is maintained at the ECC to document key events, actions and decisions. ECC documentation is not to be disposed of regardless of the quality and appearance of the writing or typing. The ECC Director or designate are responsible for collecting the Unit Logs during and after a response if the position of Planning Section Chief has not been delegated.

Scribes / Documentation Aids are under the Direction of the Planning Section Chief or Documentation Unit Leader. Scribes are assigned to essential positions with priority given to the ECC, DEM and IC to record the ECC Incident Log and track the priorities and objectives. They can also assist in the consolidation of forms from the various general staff to develop the IAP.

The Operations Section Chief when delegated by the IC or Director will be assigned a scribe to record operational objectives and tactical assignments. As operations is arguably the busiest position in the ICS organization, a scribe can help keep that position organized. Detailed notes will also assist in the review of completed objectives and record informal communications between general staff and the Operations Section Chief. During a Type 1/2/3 incident a Master Scribe will be required in the ECC to monitor the unit log, assist with calls, and record resource requests.

2. ROLES AND RESPONSIBILITIES

This section outlines the roles and responsibilities of members of the Emergency Management Organization during an emergency response. ICS responsibilities are outlined in checklist form to guide a response and position-specific ECC Checklists are found in Appendix I. Emergency incidents will likely dictate that additional duties may arise, or that existing responsibilities be modified.

2.1. Common EM Organization Responsibilities

The following checklist outlines the common EM organization responsibilities during an emergency response.

Upon notification the EM organization will:

- ☐ Confirm availability.
- ☐ Confirm reporting location, time and travel instructions.
- ☐ Confirm a short description of the type and severity of the incident.
- ☐ Monitor incident status via radio, media, or other means, as possible.

Upon arrival at the staging, ECC, ICP or designated location, the EM organization will:

- ☐ Check in at designated location (ICP, Base, Staging Area, ECC).
- ☐ Receive briefing.

Throughout the incident the EM organization will:

- ☐ Participate in meetings and the operational planning process as required.
- ☐ Prepare, organize, and provide appropriate information to the Documentation Unit Leader.
- ☐ Ensure compliance with all safety practices and procedures.
- ☐ Complete necessary and required documentation and ICS forms, including Unit Log (ICS 214) and submit to immediate supervisor and/or Documentation Unit.
- ☐ Ensure equipment is operational prior to each work period.
- ☐ Brief replacements related to operations at shift changes.
- ☐ Demobilize as directed.
- ☐ Participate in the After-Action process.

2.2. General Leadership Responsibilities

The following checklist outlines the general responsibilities of leadership during an emergency response. It is important to note that Unit Leader responsibilities are that of the Section Chief until a Unit Leader is assigned.

- ☐ Attend briefing and establish need for section functionality.
- ☐ Evaluate the status of assigned area and resources.
- ☐ Request additional resources as required through formal communications.

☐ Conduct briefings to ensure understanding the current Incident Action Plan (IAP).

☐ Assign duties to assigned staff.

☐ Supervise and evaluate efficacy of assigned staff.

☐ Utilize the accountability procedures employed on the incident.

☐ Ensure full compliance with all safety practices.

☐ Facilitate demobilization of resources within area of responsibility.

☐ Debrief assigned personnel before demobilization.

☐ Maintain unit records, including Unit Log (ICS 214) and submit as appropriate.

☐ Perform personnel performance evaluation as required.

3. RECOVERY PHASE

This section outlines the activities that will take place during the transition from the response phase to the recovery phase and defines the distinction between these phases and normal operations. Recovery refers to the planning activities undertaken to restore, rebuild, and renew affected areas at the onset of an emergency, continues through response activities and follows a disaster or incident of scale. Long term recovery continues until the entire disaster area returns to its previous condition or undergoes improvement with new features that are less disaster prone. The DEM is responsible in ensuring that recovery activities will be assigned to the appropriate partner or department. The Recovery Planning process is external to, but in alignment with, the ECC action planning process. Two distinct areas of recovery include the restoration of critical services and the recovery of the community.

3.1. First Nation Service Recovery

The goal of First Nation service recovery is to reduce the direct impact to residents by restoring critical services. Examples of these services include, but are not limited to the following:

- Response to 9-1-1 calls.
- Staff and operate the ECC to manage emergency situations.
- Manage early warning systems.
- Manage water and waste treatment and delivery systems.
- Restore ability to maintain public safety.

3.2. Community Recovery and Renewal

Community recovery and renewal consists of the policies, plans, and procedures to restore the physical, social, cultural, and economic landscape of the community when any of these has been affected by a disaster. Local livelihoods, economies, and institutions may need to be strengthened and rebuilt after an emergency incident. Investment in the social capital of disaster-affected communities is essential to ensure a sustainable recovery. To ensure the recovery of cultural and traditional areas it is important to incorporate Knowledge Keepers, Society Leaders, Youth and Leadership into the process to identify priorities and areas of significance.

3.3. ECC Considerations

The ECC should be aware of and consider the following when transitioning from response to recovery:

- Establishment of a Recovery Assistance Centre: The DEM, in collaboration with the ESS Branch Director/ESS Incident Command, will conduct an assessment of the situation and may recommend the establishment of a Recovery Assistance Centre.
- Recovery Priorities: If the First Nation suffers from a widespread disaster or major emergency, the community must set priorities to:
  - Restore community services (utilities, transportation, support services, schools, institutions, etc.)
  - Rebuild and restore social services/activities to pre-incident conditions
  - Resume business operations

- o Prepare a damage and loss assessment for EMAP
- Emergency Management Assistance Program (EMAP): EMAP provides reimbursement funding opportunities in two general categories:
  - o Mitigation and preparedness: First Nations led emergency preparedness, non-structural mitigation (training, EMP development and testing, all hazard risk assessments, capacity building, etc.) and FireSmart initiatives.
  - o Response and recovery
- Disaster Recovery Program: The Provincial Government may authorize a recovery program after evaluation of all the circumstances following a widespread disaster. To obtain suitable disaster recovery assistance:
  - o Immediately advise the PECC of the emergency incident.
  - o Without delay, collect all available information as to the extent of the problem, including the cause, the number of people, homes, farms, businesses and public property affected and in what manner. Record all costs related to emergency operations.
  - o Assist government departments in the collection of information and registration if a program is announced.

3.4. Resumption of Operations

It is the responsibility of the DEM and Tribal Manager to assess the impact of the emergency/disaster on regular community operations, with the aim of resuming operations as soon as practicable following a response. Towards the end of a response, the DEM will gather status reports from all sites and departments impacted by the incident and report findings to the Tribal Manager. The Tribal Manager, with assistance from the DEM, will determine the course of action to resume normal operations and deliver employee notifications on business closures and recovery actions.

3.5. Public and Mutual Aid Partner Relations

The Crisis Communications Plan is the foundation for internal and external communications. The ECC Emergency Information Officer will use this document when considering public and mutual aid partner relations and communications throughout the transition from response to recovery. When an incident results in significant impact to mutual aid partners and communities, including the public, customers, and government, it is necessary to take proactive steps to keep these groups aware of developments and to work with them to assess their needs. In addition to minimizing the impact of the incident on partners and communities, it is important to demonstrate that the First Nation is concerned for the safety and interests of all mutual aid partners through the provision of the following timely and accurate information:

- The impacts on community services and operations.
- A description of recovery activities.
- An expected timeline for restoration of operations.
- Actions that the First Nation is taking to prevent a recurrence.

Other ECC Emergency Information Officer activities may include the following:

- Preparation of public service announcements and media releases.
- Media briefings.

- Site tours for media after situation has been deemed safe by the Incident Commander.
- Other public meetings with key partners.

3.6. Restoration and Cleanup

The ECC Director must first approve restoration and cleanup of the incident when a SOLE is in effect. ECC Logistics will assist in coordinating this effort. Should there have been injuries or fatalities, it will be necessary to wait until the site(s) is released by the Office of the Medical Examiner or by Law Enforcement. If there is no investigation and the area impacted is not deemed a crime scene, the ECC Director must approve clearance of the site before cleanup is initiated.

3.7. Litigation and Insurance

The First Nation Legal department, in conjunction with Treasury and Administration, is responsible for all litigation and insurance issues. Any inquiries, requests for compensation and insurance claims by third parties should be directed to the legal department. Insurance claims made by **First Nation** employees will be made through the normal insurance procedures.

3.8. Employee and Community Assistance

There may be delayed or long-term human impacts stemming from a disaster event. The EM Team should encourage staff and impacted residents to access appropriate assistance and health programs to address issues.

3.8.1. Critical Incident Stress

Critical Incident Stress is the reaction, emotional and psychological, that a person has to an emergency. While not all people are affected in the same way, some are impacted to the point that it impairs their ability to function properly. Examples of triggers are as follows:

- Trauma or stress arising from the event resulting in Critical Incident Stress.
- Loss of employment capabilities due to destruction or work area, change of job location, or responsibilities.
- Disruption of normal work processes.
- Disruption or destruction of personal property.
- Injury or illness of family.

The First Nation should engage with the internal Health Department after an incident and where necessary, Provincial or Health Authority Services to provide Critical Incident Stress Debriefing services to employees and family members, as necessary. The objectives of Critical Incident Stress Debriefings are to:

- Minimize the severity and duration of the trauma.
- Normalize feelings and reactions.
- Acknowledge each individual's personal experience.
- Reassure that recovery is possible.
- Provide support.
- Refer those needing individual counseling.

A Critical Incident Stress Debriefing should be offered through the Health Department or alternatively through the other agencies such as Fire Services within 24 - 72 hours after an incident, when those affected are most open-minded towards receiving help. In addition, it may be necessary to conduct an intervention while emergency operations are underway. An intervention will be necessary when it becomes obvious that an individual is not coping well with the situation.

3.9. Reporting

The ECC Director will determine the types of reporting that is required and will assign responsibility for these reports to various individuals as needed. Groups potentially requiring reports are as follows:

- Worker's Compensation Board
- Occupational Health and Safety
- Chief and Council
- Ministry of Municipal Affairs or Emergency Management Agency

3.10. Post Incident Investigations

Following an incident where a fatality, a serious injury, suspected criminal or terrorist activity has occurred, multiple representatives will likely decide to carry out an investigation into either the extent or cause of the incident. In all cases, a designated community representative will work with that partner. After presenting their credentials and recognition of authority, the partner representatives are to be afforded full co-operation in the performance of their duties. Awareness sessions will be provided to site staff regarding investigation procedures. In particular, the difference between the approaches of the community, Law Enforcement, Transportation Safety Board, and OH&S will be identified and discussed. Particular care must be exercised to ensure that all evidence is identified and secured to preserve the integrity of the investigation.

When there is loss or damage to property, evidence will not be distributed until permission has been received from the Insurance Company adjuster or any government agencies with authority. Work at the scene of a severe injury/fatality may not be resumed until permission has been obtained from the Medical Examiner, the DEM, and any government partner with jurisdiction. Resumption of work may be permitted on a restricted basis to facilitate rescue operations or when failure to resume operations may endanger the lives of others.

3.10.1. Third-Party Investigations

Third party agencies, such as Police, Government and Insurance Companies may be required to investigate an incident site. It is important to cooperate with third party investigators and **EM Team** personnel should be aware of their own internal guidelines. Sample guidelines are as follows:

- Obtain credentials e.g., name, title, address and telephone number of all inspectors and immediately inform your supervisor before facilitating the investigation.
- Ensure a community representative accompanies the inspector at all times and never leave an inspector unattended.
- Always tell the truth.

- Document all items of evidence that the inspector has retained. Where possible, keep copies of the evidence provided to the inspectors.
- If allowable, wait until legal counsel is present before answering questions where the inspector indicates that any statements may be used as evidence or indicates that you have the right to counsel.

3.11. Emergency Social Services (ESS)

A disaster can cause extensive personal suffering and loss or damage to property, and thus requires a broad range of resources and assistance to those affected. The activation of an ESS Plan is the most effective method of providing immediate and mid-term services to persons affected by the disaster.

The ECC should consider the following when supporting a response:

- Establishment of a Reception Centre: The ECC Director will conduct an assessment of the situation and may recommend the establishment of a Reception Centre.
- The ESS Incident Commander will establish the Reception Centre and will report to the ESS Services Coordinator in the ECC (if ECC operational at time of its opening).
- The ESS Branch Director ensures that the ESS Plan is activated and functional.

3.12. Incident Debriefing

Immediately after the emergency, the Incident Commander and ECC Director should review and evaluate the response with the personnel involved. In addition to the ICP and ECC debriefs, each department that had an active role during the emergency should hold a debriefing immediately after the incident response (or when shift is completed). The ECC/ICP debriefings should include all response agencies or other industry personnel who assisted with the emergency.

During the meeting, the following should be discussed (at a minimum):

- Whether personnel were properly trained and responded effectively and timely according to predefined procedures.
- Adequacy of resources responding to the incident.
- Whether the equipment was effective and adequate.
- How a recurrence can be prevented, considering the cause.
- Recommendations on procedures that will improve the community emergency response efforts in the future.

Following the debriefing meetings, items and discussion topics will need to be documented. This feedback can be incorporated into the After-Action Review or documented separately. Content that should be included in the documentation:

- A review of the events leading up to the incident.
- A description of the incident and it's cause.
- An analysis of the Incident response procedures, including an evaluation of the safety standards that were applied.
- An appraisal of the First Nations shelter/evacuation response for the affected public (if applicable).
- An evaluation of the effectiveness of the command, control, and coordination of incident response activities.
- An evaluation of the decision-making methodology and its effectiveness.
- An evaluation of the effectiveness of the notification and communication systems between the incident site and the ECC.

- An appraisal of the effectiveness of any media or public relations efforts.
- An assessment of any potential legal or environmental issues that may be raised as a result of the incident or as a result of response efforts.
- A summary of current and future costs.
- Recommendations for preventative or mitigating measures to prevent future incidents.
- Any changes that may be required in the ERP to improve future responses.
- An assessment of responder's education, knowledge, and training and if they were able to perform their duties based on this
- An assessment of the critical actions taken by responders and if they were proficient, competent, and credible

The After-Action Report will outline the strengths and opportunities for improvement of the First Nations Emergency Management Program. This report will be directed to the attention of the Emergency Management Department. It will be the DEM's responsibility to ensure all recommendations for improvements to the EMP are incorporated where applicable, and promptly communicated to the EMAC. When time is available, a review of the EMP should be conducted following a response, with revisions identified during the debriefing process.

3.13. Transition to Normal Operations

Transition to normal operations can begin upon completion of:

- All response activities.
- Recovery programs and activities to assist affected persons and their families.
- Restoration of entities to suitable economic growth and confidence.
- Rebuilding of damaged property and restoration of services.

Recovery activities extend long after the incident has been stabilized and must include activities designed to avoid and reduce impacts from future incidents. Senior Management will designate specific representatives of management who, irrespective of other responsibilities, have defined roles and responsibilities for the recovery phase and the transition to normal operations.

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APPENDIX A – EMERGENCY COORDINATION CENTRE ACTIVATION FLOW GUIDE

INCIDENT OCCURS

First Responders Assess Situation

Criteria for Notifying Director of Emergency Management:
1. Is there a need or potential need to evacuate residents beyond the initial isolation zone?
2. Is environment / property / utility damage or potential damage critical?
3. Does the incident require more resources than are available locally or through mutual aid?
4. Will this incident attract media beyond local or regional levels and require public information?
5. Are regulatory, government and / or industry partners required?

If NO to all criteria above:

Proceed with standard first response and call for mutual aid if necessary

If YES to any one criteria

Notify Director of Emergency Management

ACTIONS/ DECISIONS

First Responders to monitor situation. If escalating, notify Director of Emergency Management

Type 5 Incident

Escalating

Director of Emergency Management decision to monitor situation or activate Nation ECC

Escalating

Type 4 Incident

Director of Emergency Management activates Nation ECC

Escalating

Type 3 Incident

Director of Emergency Management activates Primary ECC or requests activation of Alternate ECC

Escalating

Type 2 Incident

Director of Emergency Management activates Primary ECC or requests activation of Alternate ECC

Type 1 Incident

APPENDIX B – ICS STRUCTURE

DEM
-Delegated Authority
-All Hazards EMP

Safety
-OH&S Background
-Building & Fire Code Knowledge
- Authority to STOP work

Liaison
-Link to C&C
-Link to Jurisdictions / Municipalities
-Link to DEMS
-Political Figures

Public Information Officer
-Trained in Crisis Communications
-Knowledge of Media Platforms
-Linked to media sources

Operations
Establishes strategy and specific tactics to accomplish the goals and objectives set by command.
Coordinates and executes strategy and tactics to achieve response onjectives
Examples
-Public Works
-Housing
-Emergency Services
-Search & Rescue

Logistics
Supports Command and Operations in their use of personnel, supplies and equipment
Performs technical activities required to maintain the function of Operational Facilities and Processes
Examples
-Response Food Supplies
Transportation
-Communications
-Supplies
-Facilities
-Staffing

Plans
Coordinates support activities for incident planning as well as contingency, long range and demobilization planning
Supports Command and Operations in processing incident information
Coordinates information activities across the response system
Examples
-Next Step Planning
-Facility Manager
-Recorder
Develop IAPs
-Technical Specialists

Finance / Admin
Supports Command and Operations with administrative issues as well as tracking and processing expenses
Includes such issues as insurance requirements, regulatory compliance and financial accounting
Examples
-Personnel
-Time Keeping
-Procurement
-Claims
-Costs
-Insurance
-Legal

APPENDIX C – THE PLANNING "P"

Tactics Meeting

Preparing for the Planning Meeting

Planning Meeting

Preparing for the Tactics Meeting

IAP Prep & Approval

Command & General Staff Meeting

Operations Briefing

IC/UC Develop/Update Objectives Meeting

Execute Plan & Assess Progress

New Ops Period Begins

Initial IC/UC Meeting

Incident Brief Using ICS-201

Initial Response & Assessment

Notifications

Incident/Event

Initial Response

The Planning "P"

APPENDIX D – ICS CANADA FORMS

ICS Canada Forms - Link

ICS 201	Incident Briefing (Briefing / Initial Action IAP)
ICS 202	Incident Objectives (IAP)
ICS 203	Organization Assignment List (IAP)
ICS 203A	Organizational Assignment List Attachment (IAP if required)
ICS 204	Assignment List (IAP)
ICS 205	Radio Communications Plan (IAP)
ICS 205A	Communications List
ICS 206	Medical Plan (IAP)
ICS 207	Organizational Chart (IAP)
ICS 208	Safety Message / Plan (IAP if required)
ICS 209	Incident Status Summary
ICS 210	Resource Status Change Form
ICS 211	Check In
ICS 213	General Message
ICS 214	Activity Log
ICS 215	Operational Planning Worksheet
ICS 215a	Safety Analysis
ICS 216	Radio Requirements Worksheet
ICS 217	Communications Resource Availability
ICS 218	Support Vehicle Inventory
ICS 219	T-Card Package (Timecards)
ICS 220	Air Operations Summary (IAP)
ICS 221	Demobilization / Checkout
ICS 224	Crew Performance Rating
ICS 225	Incident Personnel Performance Rating
ICS 230	Daily Meeting Schedule
ICS 232	Resources at Risk Summary
ICS 233	Incident Open Action Tracker
ICS 234	Work Analysis Matrix
ICS 260	Resource Order
ICS 309	Communications Log

APPENDIX E – EMERGENCY RESPONSE FORMS

Declaration of State of Local Emergency - Procedure

Step 1 – Notify Tribal Manager, Chief, Council and Emergency Management Advisory Committee (EMAC) of the emergency incident & delegate authority.

Step 2 – DEM to facilitate TM, EMAC, ECC briefing.

- Identify the nature of the emergency
- Actions taken to this point
- The area of the community in which it exists
- Incident Action Plan (IAP) for the first operational period

Step 3 – Follow bylaw: the power to declare, terminate, or renew a state of local emergency under the Act, hereby delegate to a committee comprised of Chief alone, or in their absence, any two members of the EMAC. This Committee may, at any time when it is satisfied that an emergency exists, by resolution, make a declaration of a state of local emergency).

Step 4 – Have "Declaration of State of Local Emergency" form ready for signing after agency briefing.

Step 5 – Send the authorized SOLE form to the Provincial Emergency Communications Centre (PECC) by email or fax.

- Via Provincial Emergency Communications Centre (PECC) ### - ### - #### / email
- Confirm receipt by contacting the PECC### - ### - #### / email

Step 6 – Have EIO issue a Public Announcement following the Declaration of a State of Local Emergency.

Step 7 – Have EIO issue an Emergency Alert Message

Delegation of Authority Form

_____ is assigned as Incident Commander and / or Emergency Coordination Center on the _____ incident.

You have full authority and responsibility for managing the incident activities within the framework of agency policy and direction. Your primary responsibility is to organize and direct your assigned and ordered resources for efficient and effective control of the incident.

You are accountable to _____ or his / her designate representative listed below.

Financial limitations will be consistent with the best approach to the values at risk.

Specific direction for this incident covering management and other concerns are delegated to _____ who will represent me on any occasion that I am not immediately available. This authority is effective _____.

_____

[First Nation / Community] Emergency Management Advisory Committee – Chair

_____

Incident Commander – Director of Emergency Management

_____

Date and Time

cc: EMAC, TM, CFO

Declaration of a State of Local Emergency - Form

WHEREAS an emergency exists in **[First Nation / Community]** due to:

_____

_____

_____

_____

THEREFORE, **[First Nation / Community]** declares a State of Local Emergency exists (specific location, entire Nation):

_____

Time: _____   Date: _____

Signature(s):   Title(s):

_____   _____

_____   _____

_____   _____

_____   _____

Fax/email to: Via Provincial Emergency Communications Centre (PECC)   ### - ### - ####

Confirm: Confirm receipt by contacting the PECC ### - ### - ####

Public Announcement Following Declaration of a State of Local Emergency

[First Nation / Community] has declared a State of Local Emergency in:

_____

(Part of Community / Geographical Area)

due to:

_____

_____

_____

_____

"The Nation is advised that for the duration of the emergency, **[First Nation / Community]** may take any action it deems necessary to deal with the situation."

Fax/email to: Via Provincial Emergency Communications Centre (PECC)   ### - ### - ####

Confirm: Confirm receipt by contacting the PECC ### - ### - ####

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

Renewal of Declaration of a State of Local Emergency

WHEREAS an emergency continues to exist in **[First Nation / Community]** due to:

_____

_____

_____

THEREFORE, **[First Nation / Community]** declares a State of Local Emergency continues to exist in

_____

Time: _____   Date: _____

Signature(s):   Title(s):

_____   _____

_____   _____

_____   _____

_____   _____

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

Fax/Email to: Provincial Emergency Communications Centre (PECC) ### - ### - ####

Confirm: Confirm receipt by contacting the PECC ### - ### - ####

APPENDIX F – EMERGENCY MANAGEMENT EQUIPMENT LIST

Event	Equipment Type	Description/Purpose
Recommended Emergency Management Equipment		
General	Satellite Phones	Ensure communications during large scale events where LTE or Landline Communications have been interrupted or areas on Nation where LTE service is unavailable.
	Radios	LTE / VHF / UHF Frequencies
	Cell Phones / Tablets	LTE, for communication, reporting, photo,
	White Boards / Flip Chart Paper	Documentation, information sharing and updated situation awareness
	Traffic Cones (28" with reflective collars)	Signage and identification markers for various purposes (traffic, landing zones, staging areas, etc.)
	Barricades (6' with reflective)	Traffic and crowd control (concrete or plastic)
	Portable Barricades (6' with reflective)	Traffic and crowd control – quick deployment
	Caution Tape	Flagging and identification
	Emergency Scene Ahead Sign	Notification of event
	Stop / Slow Paddles	Traffic Control / Perimeter Security
	Generators (100kva)	A power supply to support ECC, Reception Centre and / or Emergency Services during loss of power
	Generators (3500 – 6000)	Individual units / homes power supply to operate medical, health or personal care items including refrigeration
	Space Heaters (120v)	Used to provide heat source in time of cold event
	Extension Cords (various lengths & gauge)	To operate or make available electrical equipment for emergency response
	Industrial Fans	Floor based for drying out homes, carpets, flooring from flood
	Shovels (Scoop & Spade)	Debris removal, rescue
	Squeegee	Move water and debris
	Push Brooms	Move debris and clean up
	Pressure Washers (Gas Powered)	Clean up and restoration
	Garden Hose (various lengths)	To provide water for pressure washers and connect sprinklers if required
	Lights (LED preferred)	Provide scene, structure and security lighting
	Wet / Dry Vacuum	Debris / Flood

	Trash Pumps (3" and 4" discharge)	Water displacement or movement for flood or fire events
	Jerry Cans (Red & Yellow)	Provide necessary fuel (Gasoline or Diesel) for powered equipment
	Reception Centre Cots, Blankets, Pillows	Sleeping accommodations for Nation members evacuated – special considerations for Elders and other Health related needs
	Refrigerator / Freezer (Commercial)	Food Security and support to community during evac.
	PPE	Surgical Masks / N-95 Masks (COVID-19 precautions) Hand Sanitizer Safety Glasses Face Shields Nitrile / Latex Gloves First Aid Kit AED (Automated External Defibrillator)
	Utility Work Gear	Work Gloves Safety Glasses / Goggles Hard Hat Safety Boots Safety Vests Hearing Protection
	Search & Rescue Gear	Light urban kits Headlamps
	Water Rescue	Only for those trained - PFD, throw-bags, knife, whistle, helmet
	Wire shelving units (1000lb weight)	Storage and inventory control
	Sea Can Containers	Weather, flood & fire resistant storage of equipment
Wildfire	Sprinkler Protection Unit (Trailer)	Equipped to be deployed to increase humidity around critical infrastructure, communities & culturally significant locations
	Home Sprinkler Kits	For communities that have a water system in place or well system and pump in event of fire, before evacuation set up sprinkler and turn on
	Heavy Machinery	Ability to turn ground, move equipment, create fire breaks, etc.
Flood	Tiger Dams	Divert water, create a berm, protect critical infrastructure
	Sandbagging Machine	Mechanical advantage to filling sandbags
	Sandbags	Dam, divert, dike flood waters
	Heavy Machinery	Set up of above equipment
Extreme Weather	Heavy Machinery (Public Works Department, etc.)	Plow roads, move equipment
Winter Storms	Heavy Machinery (Public Works Department, etc.)	Plow roads, tow vehicles, deliver goods
Public Safety	Mass Warning / Communication System	Community Siren, Social Media / Website (AlertMedia.com) Call Out List,

APPENDIX G – REQUIRED CONTACT INFORMATION

Director of Emergency Management

Name	Residence	Cell	Email

Deputy Director of Emergency Management

Name	Residence	Cell	Email

Tribal Manager

Name	Residence	Cell	Email

Chief Financial Officer

Name	Residence	Cell	Email

Emergency Social Services Coordinator

Name	Residence	Cell	Email

Emergency Management Advisory Committee (EMAC)

Name	Role	Cell	Email
	Chair		
	Member		
	Member		
	Member		
	Member		
	Member		
	Member		

Regional Director of Emergency Management

Name	Residence	Cell	Email

Regional ECC

Name	Residence	Cell	Email

APPENDIX H – EMERGENCY RESPONSE FACILITIES LIST EXAMPLE

ECC	Details	Map / Visual:
Building Name		
Address		
Phone Number		
Fax Number		
WIFI Password		
Additional Information		

Secondary ECC	Details	Map / Visual:
Building Name		
Address		
Phone Number		
Fax Number		
Wi-Fi___33 Password		
Additional Information		

Emergency Evacuation Centre	Details	Map / Visual:
Building Name		
Address		
Phone Number		
Fax Number		
WiFi Password		
Additional Information		

Secondary Evacuation Centre	Details	Map / Visual:
Building Name		
Address		
Phone Number		
Fax Number		
WiFi Password		
Additional Information		

APPENDIX I – SPECIFIC ROLES & RESPONSIBILITIES CHECK LISTS

Director of Emergency Management

The Director of Emergency Management coordinates the efforts of the Emergency Management Team and ensures that a response involving the **[First Nation / Community]** is being managed effectively.

☐ Oversee Emergency Operations on behalf of the Emergency Management Advisory Committee (EMAC)

☐ Activate the Emergency Management Program in whole or in part

☐ Activate an ECC based on the needs of Incident Command (IC) or IC request

☐ Notify Tribal Manager and members of the Emergency Management Team

☐ Co-ordinate all emergency services and other resources used in an emergency.

☐ Direct emergency operations consistent with the Emergency Management Act and with **[First Nation / Community]** emergency response plans and bylaw

☐ Do all acts and take all necessary proceedings to cause any emergency plan or program to be put into operation

☐ Recommend a declaration of a "State of Local Emergency" to the EMAC as required

☐ Communicate with elected officials through the Tribal Manager

  ▪ Determine schedule for daily communications with the Tribal Manager, Chief and Council to advise and update emergency situation, priorities, objectives and response actions taken by operational Incident Command as supported by the ECC

☐ Assist in the support of Incident Command by disseminating information in preparation for media inquiries

☐ Ensure key messages provided to the public through media, social media, _____ Emergency Alert and the **[First Nation / Community]** mass notification system

☐ Resolve conflicts related to competition for limited resources based on response priorities

☐ Monitor and approve the organizational structure for response to the Incident. Proactively determine if existing **[First Nation / Community]** and mutual aid resources are sufficient for the response. Work with Provincial Emergency Communications Centre to secure additional resources

☐ Work with the Tribal Manager, Business Continuity Group/Commissioners and Planning Section Chief to develop strategies for the recovery/renewal priorities and the transition from response to recovery

Deputy Director of Emergency Management

The Deputy Director manages the operational aspects of the Emergency Management Team on behalf of the Director of Emergency Management. The Deputy Director is the active manager of Emergency Management operations and the Director oversees these operations. The Deputy has the 'operational' view and the Director has the 'strategic' view of all emergency operations.

- ☐ The Deputy Director will assume the Director's role when the Director officially transfers authority or is absent from the scene.

- ☐ Don the Deputy Director vest and obtain a formal briefing from the Director and/or IC

- ☐ Oversee Emergency Operations on behalf of the EMAC

- ☐ Activate the Emergency Management Program in whole or in part

- ☐ Activate an ECC based on the needs of Incident Command (IC) or IC request

- ☐ Notify members of the Emergency Management Team

- ☐ Co-ordinate all emergency services and other resources used in an emergency.

- ☐ Direct emergency operations consistent with the Emergency Management Act and with **[First Nation / Community]** emergency response plans and bylaw

- ☐ Do all acts and take all necessary proceedings to cause any emergency plan or program to be put into operation

- ☐ Recommend a declaration of a "State of Local Emergency" to the EMAC as required

- ☐ Communicate with elected officials through the Tribal Manager

- ☐ Determine schedule for daily communications with the Tribal Manager, Chief and Council to advise and update emergency situation, priorities, objectives and response actions taken by operational Incident Command as supported by the ECC

- ☐ Assist in the support of Incident Command by disseminating information in preparation for media inquiries

- ☐ Ensure key messages provided to the public through media, social media, _____Emergency Alert and the **[First Nation / Community]** mass notification system

- ☐ Resolve conflicts related to competition for limited resources based on response priorities

- ☐ Monitor and approve the organizational structure for response to the Incident. Proactively determine if existing **[First Nation / Community]** and mutual aid resources are sufficient for the response. Work with Provincial Emergency Communications Centre to secure additional resources

- ☐ Work with the Tribal Manager, Business Continuity Group/Commissioners and Planning Section Chief to develop strategies for the recovery/renewal priorities and the transition from response to recovery

ECC Director (ECC Director)

The DEM may initially fill this position and will transfer command to qualified personnel. The ECC Director works with ECC staff, Director of Emergency Management and the Incident Commander (IC) to lead the overall response to the emergency. The ECC Director coordinates the efforts of the Emergency Management Team and ensures that a response involving the **[First Nation / Community]** is being managed effectively. The ECC Director oversees the incident with a 'strategic' view and in support of the IC and scene.

- ☐ Don the ECC Director vest and obtain a formal briefing from the previous Duty Director and/or IC or complete an initial assessment of the situation:
  - ▪ Review the current situation status and/or establish initial incident objectives
  - ▪ Ensure that all local, Provincial and Federal agencies have been notified (if applicable)
- ☐ Set schedule for continual communications with IC
- ☐ Activate appropriate Command and General Staff positions
- ☐ Brief command and general staff and give the initial assignments, including specific delegation of authority
  - ▪ Identify incident objectives and any policy directives for the management of the incident
  - ▪ Provide a summary of current organization
  - ▪ Provide a review of current incident objectives
  - ▪ Determine the time and location of first Planning Meeting
- ☐ Determine need for State of Local Emergency declaration and notify DEM
  - ▪ The DEM will meet with and advise EMAC with respect to a declaration of a State of Local Emergency according to Emergency Management Bylaw.
- ☐ Report situation update, ECC/IC priorities, objectives and strategies to DEM for TM and Administrative Committee
- ☐ Name the incident (if not already done by IC)
- ☐ Ensure ICS priorities are followed including an emphasis on welfare and safety of all personnel
- ☐ Determine the need for Mutual Aid
- ☐ Approve and authorize implementation of the Incident Action Plan (IAP)
  - ▪ Review IAP for completeness and accuracy
  - ▪ Verify that objectives are incorporated and prioritized
  - ▪ Sign IAP (ICS Form 202)
- ☐ Ensure adherence to the Incident Command System for the ECC
- ☐ Establish level of planning to be accomplished:
  - ▪ Written Incident Action Plan (IAP)
  - ▪ Contingency Planning
  - ▪ Formal Planning Meeting
- ☐ Determine information needs and inform staff of requirements

☐ Ensure Command and General Staff coordination

- Periodically check progress on tasks assigned to Command and General Staff personnel

- Approve necessary changes to strategic goals and IAP

- Ensure that Liaison Officer is making periodic contact with participating agencies

☐ 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

☐ Ensure Planning Meetings are conducted appropriately

☐ Supervise activity of all Command and General Staff

☐ Direct staff to develop plans and staffing or resource requirements

- Approve requests for additional resources and funding

- Manage release of resources as appropriate

☐ Approve the release of information by the Emergency Information Officer (EIO)

☐ Confirm operational period

☐ Coordinate with outside entities as necessary

☐ Evaluate and ensure that incident objectives are being accomplished

☐ Ensure incident investigation occurs as necessary

Deputy ECC Director

The Deputy ECC Director manages the operational aspects of the ECC on behalf of the ECC Director. The Deputy Director is the active manager of ECC operations, and the Director oversees these operations. The Deputy has the 'operational' view of the ECC, and the Director has the 'strategic' view of all emergency operations.

- ☐ The Deputy Director will assume the Director's role when the Director officially transfers authority or is absent from the ECC.
- ☐ Don the ECC Deputy Director vest and obtain a formal briefing from the ECC Director and/or IC
- ☐ Verify the ECC is appropriately equipped and that ECC members are executing their roles and are provided assistance/guidance as required
- ☐ Continuously monitor organizational effectiveness of the ECC
- ☐ In conjunction with ECC Planning Team, establish objectives and priorities in support of response efforts
- ☐ Verify action plan objectives are accomplished
- ☐ Communicate key information to Master Event Log scribe for inclusion on Master Event Log
- ☐ Ensure functional sections provide key information to Master Event Log scribe
- ☐ Prepare for orderly and thorough handover to personnel for subsequent operational period(s)

Incident Command

The IC is responsible for the tactical management of the response to an incident or event. The IC will follow their service's protocols and notify the DEM per incident complex matrix.

- ☐ Establish Incident Command and don IC vest
- ☐ Develop and inform ECC of communications plan (ICS Form 205)
- ☐ Obtain a briefing from the DEM and/or previous IC or assess the situation
  - ▪ Review the current situation status and initial incident objectives
  - ▪ Ensure that local, Provincial & Federal agencies impacted by incident have been notified
- ☐ Establish the appropriate ICS structure and staff positions as required (ICS Form 207)
- ☐ Establish Incident Objectives
- ☐ Ensure adequate safety measures and message is in place and communicated to all workers
- ☐ Ensure adherence to the operational planning process
- ☐ Establish level of planning to be accomplished:
  - ▪ Written Incident Action Plan (IAP)
  - ▪ Contingency Planning
  - ▪ Formal Planning Meeting
- ☐ Determine information needs and inform staff of requirements
- ☐ Ensure Command and General Staff coordination
  - ▪ Periodically check progress on tasks assigned to Command and General Staff personnel
  - ▪ Approve necessary changes to strategic goals and IAP
  - ▪ Ensure that Liaison Officer is making periodic contact with participating agencies
- ☐ 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
- ☐ Manage demobilization and release of resources as appropriate
- ☐ Prepare and participate in the planning process and meetings
- ☐ Approve and authorize the implementation of an IAP
- ☐ Establish operational period with Operations Section Chief
- ☐ Coordinate with outside entities as necessary
- ☐ Evaluate and ensure that incident objectives are being accomplished
- ☐ Ensure incident investigation occurs as necessary

Deputy Incident Command

The Deputy Incident Commander is responsible for assisting the Incident Commander (IC) with the tactical management of the response to an incident or threat by supporting the Emergency Management structure and processes.

- ☐ Don Deputy IC vest
- ☐ Obtain briefing from IC
- ☐ Perform specific tasks as requested by IC
- ☐ Ensure the appropriate ICS structure and staff positions are activated and functional
- ☐ Assist with establishment of Incident Objectives
- ☐ Ensure adequate safety measures and message is in place and communicated to all workers
- ☐ Ensure adherence to the Operational Planning Process
- ☐ Perform the incident command function as per Transfer of Command protocol

Emergency Information Officer (EIO)

Emergency Information Officer should focus on Public Safety messages related to site and internal communications

- ☐ Obtain briefing from the Incident Commander (IC)/Unified Command
    - ▪ Identify current organization (ICS 201 and 203, resource lists, etc.)
    - ▪ Determine point of contact for media (scene or Incident Command Post)
    - ▪ Determine current media presence
- ☐ Arrange for necessary workspace, materials, telephones and staff
    - ▪ Organize, assign and brief assistants
    - ▪ Request additional staff through incident Chain of Command
    - ▪ Consider assigning Assistant Emergency Information Officers to:
        - ▪ Joint Information Centre (JIC)
        - ▪ Field (Scene) Information
        - ▪ Internal information
- ☐ Determine from the IC/Unified command the limits on information released
- ☐ Obtain IC/Unified Command approval for media releases
    - ▪ Confirm details to ensure no conflicting information is released
    - ▪ Identify site and time for press briefings and determine appropriate set up
- ☐ Assess the 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
- ☐ Coordinate the development of door-to-door protective action statements with the Operations Section
- ☐ Participate with DEM in TM briefing
    - ▪ Determine constraints on information process
    - ▪ Determine pre-existing agreements for information centres, etc.
- ☐ Obtain current incident status reports from Planning Section and coordinate a schedule for updates
- ☐ Release news to media and post information in the ICP, Reception Centres and other appropriate locations
- ☐ Manage media and public inquiries
- ☐ Coordinate emergency public information and warnings
- ☐ Establish any restrictions for media access
- ☐ Inform media and conduct briefings
- ☐ Arrange for tours and other interviews as per ECC/IC approval
- ☐ Obtain news media information that may be useful for incident planning
- ☐ Coordinate information releases with information staff from other impacted agencies and jurisdictions (ensure consistency of information being provided)

☐ Maintain current information summaries and/or displays

☐ Provide information on status of incident to Assistants

☐ Brief and advise IC/Unified Command on information issues and concerns

☐ Participate in operational planning process

☐ Establish communications link with an Information Centre when activated

☐ Prepare, organize and provide appropriate information to the Documentation Unit

☐ Respond to special requests for information

☐ Confirm the process for the release of information concerning incident-related injuries or fatalities

☐ Contact media to correct erroneous or misleading information being provided to the public via the media

☐ Staff social media for monitoring and response to postings

☐ Update off-site -incident partner personnel on a regular basis:

▪ Utilize electronic mail for partner updates

▪ Establish communications link to ICP for internal communications and updates

▪ Provide standard statement which can be given to general requests for information

Safety Officer (SO)

- ☐ Obtain briefing from the Incident Commander (IC) and/or from initial Safety Officer

- ☐ Organize, assign and brief assistants where required:

  - ▪ From each discipline for multi-discipline incidents

  - ▪ At each site for multiple site high-risk operations

  - ▪ Establish reporting rhythm

- ☐ Request additional staff through incident Chain of Command

  - ▪ Assess the incident visually and identify associated hazardous situations

  - ▪ Identify appropriate Personal Protective Equipment (PPE), control zones and safety hazards

- ☐ Identify potentially unsafe acts and identify corrective actions immediately

  - ▪ Ensure implementation of identified corrective actions

- ☐ Brief Assistant Safety Officers prior to Planning Meetings

- ☐ Participate in Planning and Tactics meeting

- ☐ Assist in the development of the "Special Instructions" block #7 of the Assignment List (ICS 204) as requested by the Planning Section

- ☐ Review and approve the Medical Plan (ICS 206)

- ☐ Provide Safety Message (ICS 202/208) and/or approved document

- ☐ Develop the IAP Safety Analysis (ICS 215A) in collaboration with the Operations Section Chief

- ☐ Ensure personnel accountability is in place and effective

- ☐ Exercise emergency authority to prevent or stop unsafe acts

- ☐ Ensure working conditions are monitored and work/rest guidelines are adhered to

- ☐ Investigate (or designate) accidents within incident areas

  - ▪ Ensure accident scene is preserved for investigation

  - ▪ Ensure accident is properly documented

  - ▪ Coordinate with Incident Compensation and Claims Unit Leader, partner Risk Manager and Health and Safety (OH&S) Administration

- ☐ Recommend corrective actions to IC and partner involved

- ☐ Coordinate critical incident stress, hazardous materials and other debriefings as necessary

Liaison Officer

☐ Obtain briefing from the Incident Commander (IC)

    ▪ Obtain summary of incident organization (ICS 201 and 203)

☐ Determine companies / agencies / non-governmental organizations (NGOs) already involved in the incident. Verify if they are an Assisting Partner (have tactical equipment and/or personnel assigned to the organization) or Cooperating Partner (operating in a support mode "outside" the tactical organization)

☐ Organize, assign and brief assistants where required:

    ▪ From each discipline for multi-discipline incidents

    ▪ At each site for multiple site high-risk operations

    ▪ Request additional staff through Incident Command

☐ Provide a point of contact for assisting and cooperating partner representatives

    ▪ Establish workspace for the Liaison function and notify partner representatives of its location

☐ Identify all representatives from and maintain records of complete information for each partner (name, radio frequencies, phone numbers, cooperative agreements, resource type, number of personnel, condition of personnel and equipment and partner constraints/limitations)

    ▪ Interview partner representatives concerning resources, capabilities and restrictions on use—provide this information at Planning Meetings

☐ Collaborate with the Emergency Information Officer (EIO) and IC to coordinate media releases associated with inter-governmental cooperation issues

☐ Keep cooperating/assisting agencies aware of incident status

☐ Monitor incident operations to identify current or potential inter-organizational issues and advise the Incident Commander (IC) as appropriate

    ▪ Bring complaints pertaining to logistical problems, inadequate communications and strategic and tactical direction to the attention of the ECC Director

☐ Brief the IC/Unified Command on cooperating/assisting partner issues and concerns

☐ Participate in the operational planning processes

Legal

- ☐ Obtain briefing from the ECC Director and/or initial Risk Management Officer
- ☐ Organize, assign and brief assistants

    - ▪ Request additional staff through Incident Command

- ☐ Identify legal situations associated with the incident from response to recovery to mitigation
- ☐ Ensure legal documentation is recorded and filed (e.g., Declaration/Termination of a State of Local Emergency, Recovery)
- ☐ Ensure validity of mutual aid agreements
- ☐ Ensure validity of volunteer agreements
- ☐ Ensure Emergency Management Program in compliance with standards, codes and best practices
- ☐ Establish litigation mitigation goals

    - ▪ Reduced exposure to legal claims

    - ▪ Improved life safety

    - ▪ Enhanced property, image/reputation protection

- ☐ Identify potential liability for negligence
- ☐ Identify liability immunities
- ☐ Inform EMAC on legal aspects in accordance with SOLE
- ☐ Work with Emergency Information Officer in respect to key messages communicated
- ☐ Brief DEM and ECC Director on legal issues and concerns

Operations Section Chief

- ☐ Obtain briefing from the Incident Commander (IC)
    - ▪ Determine incident objectives and recommended strategies
    - ▪ Determine status of current tactical assignments
    - ▪ Identify current organization, location of resources and assignments
    - ▪ Confirm with Logistics resource ordering process
    - ▪ Determine location of current Staging Areas and resources assigned there
- ☐ Establish the Operational Period in consult with IC
- ☐ Develop and implement Operations portion of the Incident Action Plan (IAP)
- ☐ Brief and assign Operations Personnel in accordance with the IAP
    - ▪ Brief Staging Area Manager on types, kinds and numbers of resources to be maintained in Staging
    - ▪ Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike Team Leaders) on assignments, ordering processes, personal protective equipment (PPE) and tactical assignments
- ☐ Establish and demobilize Staging Areas
- ☐ Evaluate the situation and provide updates to the Planning Section
- ☐ Write formal Operations portion of the IAP in collaboration with the Planning Section Chief if directed by the IC
- ☐ Supervise the execution of the IAP for Operations
- ☐ Coordinate with Safety Officer to carry out operational activities while complying with all safety requirements (ICS 215A)
- ☐ Ensure coordination of the Operations Section with other Command and General Staff
    - ▪ Ensure resource ordering and logistical support needs are passed to the Logistics Section in a timely manner - ensure sanctioned ordering process is followed
    - ▪ Notify Logistics Section of any communications problems
    - ▪ Keep Planning Section up-to-date on resource and situation status
    - ▪ Notify Liaison Officer of any issues concerning cooperating and assisting partner resources
    - ▪ Keep Safety Officer involved in tactical decision making
    - ▪ Keep IC apprised of status of operational support efforts
    - ▪ Coordinate media field visits with the Emergency Information Officer (EIO)
- ☐ Monitor and request resources needed to implement Operation's tactics as part of the IAP development (ICS 215r)
- ☐ Implement effective strategies and tactics to meet operational directives
- ☐ Make or approve expedient changes to the IAP during the operational period as required
- ☐ Monitor and evaluate the current situation status and make recommendations for use in the next operational period
- ☐ Prepare for and participate in the Tactics Meeting in collaboration with the Planning Section Chief, Safety Officer and IC prior to the Planning Meeting (discuss strategy/tactics and outline organizational assignments)

☐ Hold Section meetings as necessary to ensure communication and coordination among Branches, Divisions and Groups

☐ Mobilize and demobilize teams or task forces assigned to Operations Section

☐ Report information on changes in the implementation of the IAP, special activities, events and occurrences to the IC/Unified Command (UC), as well as to the Planning Section Chief and EIO

☐ Identify and use staging areas as necessary and appropriate

☐ Develop and make recommendations to plans for demobilization of operational resources

☐ Receive and implement Demobilization Plans (ICS 221)

☐ Participate in operational briefings as required

Operations Branch Director, Division / Group Supervisor

☐ Obtain briefing from Branch Director, Operations Section Chief or Incident Commander (IC)

- Determine resources assigned to the Division/Group

- Confirm geographic boundaries or functional responsibilities of Division/Group

- Confirm location and function of additional Divisions or groups operating adjacent to or within geographic location

- Confirm tactical assignment

- Confirm communication assignment

☐ Attend operations briefing

☐ Organize, assign and brief assistants

☐ Provide copies of the current Incident Action Plan (IAP) to subordinates

☐ Implement IAP with subordinates

☐ Supervise Division/Group resources, making changes as required

☐ Ensure subordinates observe required safety precautions

☐ Coordinate activities with adjacent Divisions/Groups

☐ Review Division/Group assignments and incident activities with subordinates; assign tasks

- Determine need for assistance on assign tasks and make request for additional resources through Branch Director or Operations Section Chief

☐ Submit situation and resource status information to Branch Director or Operations Section Chief

- Maintain resource tracking system

☐ Report special occurrences or events (e.g., accidents or sickness) to your immediate supervisor

☐ Resolve logistics problems within the Division/Group

- Monitor communications and assess communication needs

- Ensure adequate food, liquids and rehabilitation

- Ensure personnel are aware of process for medical assistance

☐ Keep Resources Unit Leader informed (through chain of command) of the status of resources assigned

☐ Evaluate and implement Demobilization Plan (ICS 221) when appropriate

- Debrief with Branch Director or Operations Section Chief at shift change - include work accomplished/ left to be accomplished, operational difficulties, resource needs, etc.

- Participate in developing branch plans for the next Operational Period

Planning Section Chief

- ☐ Activate Planning Section
- ☐ Obtain briefing from the Incident Commander (IC)
    - ▪ Determine current resource status (ICS Form 201 or ICS 204 for subsequent operational periods)
    - ▪ Determine current status/intelligence (ICS Form 201)
    - ▪ Determine current incident objectives and strategy
    - ▪ Determine whether IC requires a written Incident Action Plan (IAP) initially ICS 201
    - ▪ Determine time and location of first planning meeting
    - ▪ Determine desired contingency plans
- ☐ Evaluate, organize, assign and brief assistants to Planning function positions as appropriate
- ☐ Obtain a Situation Status Report from the Operations Section Chief or IC as appropriate.
- ☐ Gather, prepare and display incident information (Situation Status & Resource Status Boards)
- ☐ Establish and maintain resource tracking system
- ☐ Compile and display incident status summary information. Document on Incident Status Summary (ICS 209) (or another approved partner form)
    - ▪ Forward incident status summaries to Partner Administrator and/or designated staff once per operational period or as required
    - ▪ Provide copy to the Emergency Information Officer (EIO)
- ☐ Obtain/develop incident maps
- ☐ Establish information requirements / reporting schedules for Incident Command Post (ICP) and field staff
- ☐ Coordinate preparation of the Safety Message with the Safety Officer
- ☐ Lead the Operational Planning Process
- ☐ Supervise the preparation of the IAP, using the appropriate ICS forms as required
- ☐ Provide input to IC / Unified Command (UC) and Operations Section Chief in preparing the IAP
- ☐ Meet with the Operations Section Chief and/or Command prior to the Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location
- ☐ Contemplate and formulate information on alternative strategies (best to worst case scenarios)
- ☐ Incorporate specialized plans (e.g., traffic, evacuation, foam, environmental, safety and traffic plan from Ground Support Unit Leader) and other supporting plans in the IAP
- ☐ Hold Section meetings as necessary to ensure communication/coordination among Planning Section Units
- ☐ Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the IAP
- ☐ Supervise the accountability of incident resources through the Resources Unit Leader

☐ Determine the need for any specialized resources in support of the incident; discuss need with Operations and Command

- Assign Technical Specialists where needed
- Facilitate resource requests with Logistics

☐ Provide the Resources Leader with the Planning Section's organizational structure, including names and locations of assigned personnel

☐ Provide periodic predictions on incident potential

☐ Coordinate with the EIO on the current Situation Status and Resource Status so that release of incident information is accurate

☐ Provide status reports to appropriate requesters

☐ Advise General Staff of any significant changes in incident status

☐ Ensure that all staff observe established level of operational security

☐ Supervise and validate resource release recommendations (Demobilization Plan—ICS 221) for submission to the IC / UC

☐ Ensure section has adequate coverage and relief

☐ Ensure the final incident documentation package is prepared and organized effectively

Demobilization Unit Leader

- ☐ Obtain briefing from the Planning Section Chief
    - ▪ Determine objectives, priorities and constraints on demobilization
- ☐ Review incident resource records to determine scope of demobilization effort
    - ▪ Resource tracking system (ICS 215)
    - ▪ Check-in Forms (ICS 211)
    - ▪ Assignment list (ICS 204)
- ☐ Meet with partner representatives to determine
    - ▪ Agencies not requiring formal demobilization
    - ▪ Personnel rest and safety needs
    - ▪ Coordination procedures with cooperation or assisting agencies
- ☐ Identify surplus resources and probable release time(s)
- ☐ participate in the operational planning process & meetings as required by Planning Section Chief
- ☐ Prepare Demobilization Plan (ICS 221)
- ☐ Designate to whom outstanding paperwork must be submitted
- ☐ Include demobilization of Incident Command Post (ICP) staff. In general, ICP staff will not be released until Incident activity and workload are at the level the partner can reasonably assume:
    - ▪ Incident is controlled
    - ▪ Incident personnel are released except for those needed for final tactical assignments
    - ▪ Incident base(s) is reduced or in process of shut down
    - ▪ Planning Section has organized final incident package
    - ▪ Finance/Administration Section has resolved major known finance problems and defined process for follow up
    - ▪ Rehabilitation/clean-up is accomplished or contracted
    - ▪ Team has conducted or scheduled required debriefings
- ☐ Obtain approval of Demobilization Plan (ICS 221) from Planning Section Chief
- ☐ Assess the current and projected resource needs of the Operations Section
- ☐ Evaluate logistics and transportation types and kinds required to support demobilization
- ☐ Determine logistical support needs of released resources (rehabilitation, transportation, equipment replacement, etc.)
- ☐ Distribute Demobilization Plan (ICS 221) as required
- ☐ Ensure that all Sections/Units understand their responsibilities within the Demobilization Plan
- ☐ Monitor implementation and assist in the coordination of the Demobilization Plan
- ☐ Brief Planning Section Chief on progress of demobilization

- ☐ Provide status reports to appropriate requesters

- ☐ Coordinate demobilization with partner Representatives

- ☐ Establish communication links with offsite-incident organizations and facilities

- ☐ Determine debriefing requirements

Documentation Unit Leader

- ☐ Obtain briefing from Incident Commander (IC) or Planning Section Chief
  - ▪ Identify supervisor in organization
  - ▪ Identify work locations, resources available, expectations of incident organization concerning timelines, report format, participation in Planning Meetings, etc.
- ☐ Establish work area; ensure adequate duplication / printing capability for large-scale operations and adequate staff to assist in the duplication and documentation process
  - ▪ Request additional resources through chain of command
- ☐ Accept and file reports and forms submitted by incident personnel
- ☐ Check the accuracy and completeness of records submitted for files
- ☐ Establish and organize incident files
- ☐ Establish duplication / printing services and respond to requests
  - ▪ Determine number needed and duplicate Incident Action Plan (IAP) accordingly
- ☐ Retain and file duplicate copies of official forms and reports
- ☐ Ensure that legal restrictions on public and exempt records are observed
- ☐ Provide status reports to the Planning Section Chief and appropriate requesters
- ☐ Submit completed incident files to the Planning Section Chief

Resource Unit Leader

- ☐ Obtain briefing from Planning Section Chief
    - ▪ Identify work locations, resources available, expectations of incident organization concerning timelines, report format, participation in Planning Meetings, etc.
- ☐ Participate in the operational planning process and meetings as required, organize, staff and supervise Resources Unit as appropriate and provide for adequate relief
- ☐ Conduct resource status updates at meetings and briefings as required by the Planning Section Chief
- ☐ Compile, maintain and display resource status information on:
    - ▪ All tactical and support personnel and apparatus (e.g., mutual aid or hired etc.)
    - ▪ Transportation and support vehicles
- ☐ Review Incident Briefing form (ICS 201) for resource information
- ☐ Review Check-in List (ICS 211)
    - ▪ Confirm resources assigned to Staging
    - ▪ Confirm resources assigned to tactical Operations organization
    - ▪ Confirm resources assigned to other Command and General Staff functions
- ☐ Prepare and maintain the Incident Situation Display (organizational chart, resource allocation and deployment sections), using the Incident Briefing Form (ICS 201)
- ☐ Assist in the preparation of the Incident Action Plan (IAP)
- ☐ Prepare Organizational Assignment List (ICS 203) and Organization Chart (ICS 207);
- ☐ Prepare appropriate parts of Division/Group Assignment Lists (ICS 204)
- ☐ Assist in preparing the Organizational Planning Worksheet (ICS 215)
- ☐ Establish contacts with incident facilities to track resource status as Assigned, Available, or Out of Service
- ☐ Gather, post and maintain incident resource status; maintain master roster of all resources checked in at the incident
- ☐ Provide status reports to the Planning Section Chief
- ☐ Assist in identification of additional and special resources
    - ▪ Other disciplines
    - ▪ Technical specialists
    - ▪ Resources needed to implement contingency plans

Situation Unit Leader

- ☐ Obtain briefing from Planning Section Chief
    - ▪ Determine necessary contingency plans
    - ▪ Identify reporting requirements and schedules (both internal and external to the incident)
- ☐ Collect and analyze incident information as soon as possible and on an ongoing basis
- ☐ Organize and staff Unit as appropriate
    - ▪ Assign field Observers
    - ▪ Request Technical Specialists as needed
- ☐ Supervise Technical Specialists as assigned (on very complex incidents it may be necessary to assign a Technical Specialist Supervisor)
    - ▪ Brief Technical Specialists on current incident status
    - ▪ Assign analysis tasks
    - ▪ Notify staff of timelines and format requirements and monitor progress
- ☐ Participate in the operational planning process and meetings as required by the Planning Section Chief
- ☐ Conduct situation updates at meetings and briefings as required by the Planning Section Chief
- ☐ Prepare and maintain Incident Situation Displays (these may be maps, forms, weather reports, persons affected or damage assessment information and other reports from technical specialists)
- ☐ Provide photographic services and maps
    - ▪ Photographic services may be used to document operations and intelligence activities, public information activities and accident investigations
    - ▪ Ensure photographs are processed at the end of each Operational Period
    - ▪ Request or develop additional and specialized maps as required
    - ▪ Provide Incident Map(s) for Incident Action Plan (IAP)
- ☐ Collect and maintain current incident data as required by the ECC / IC
- ☐ Request weather forecasts and spot weather forecasts as necessary, directly from Environment Canada
- ☐ Provide situation evaluation, predication and analysis for Command and Operations; prepare information on alternative strategies using ICS 204
- ☐ Determine and maintain appropriate map displays
    - ▪ Review all data for completeness, accuracy and relevancy prior to posting
    - ▪ Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in the Planning area

Develop additional displays (weather reports, incident status summaries, etc.) as necessary
    - ▪ Ensure displays and maps are posted and kept up to date
- ☐ Prepare the Incident Status Summary (ICS 209) and post in the ICP with copies to the Command and General Staff

☐ Prepare predictions at periodic intervals or upon the request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur

☐ Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and work yet to be accomplished

☐ Receive briefings and information from Field Observers

Logistics Section Chief

- ☐ Obtain briefing from Incident Commander (IC)
    - ▪ Review situation and resource status for number of personnel assigned to the incident
    - ▪ Review current organization
    - ▪ Determine which incident facilities, including the Incident Command Post (ICP), have been/should be activated
- ☐ Confirm resource ordering process
- ☐ Assess adequacy of current Incident Communications Plan (ICS 205)
- ☐ Organize and staff Logistics Section as appropriate
- ☐ Assemble, brief and assign work locations and preliminary work tasks to Section personnel
- ☐ Attend Planning Meetings as requested by the ECC Director
- ☐ Participate in the preparation of the ECC Incident Action Plan (IAP)
    - ▪ Provide input on resource availability, support needs, identified shortages and response timelines for key resources
    - ▪ Identify future operational needs (both current and contingency) in order to anticipate logistical requirements
    - ▪ Ensure Incident Communications Plan (ICS 205) is prepared/updated
    - ▪ Ensure Medical Plan (ICS 206) is prepared/updated
    - ▪ Assist in the preparation of the Transportation Plan
- ☐ Research availability of additional resources
- ☐ Hold Section meetings as necessary to ensure communication and coordination among Logistics Section, Branches and Units
- ☐ Identify service and support requirements for planned and expected operations
- ☐ Estimate future service and support requirements
- ☐ Identify resource needs for incident contingencies
- ☐ Coordinate and process requests for additional resources
- ☐ Request and/or implement expanded ordering processes as appropriate to support the incident
- ☐ Review Operational Planning Worksheet (ICS 215) and estimate section needs for upcoming operational period
- ☐ Prepare service and support elements of the ECC IAP
- ☐ Track resource effectiveness and make necessary adjustments
- ☐ Ensure formal communications between Logistics and other Command and General Staff
- ☐ Provide input to Demobilization Plan (ICS 221) as required by the Planning Section Chief
- ☐ Recommend release of unit resources in conformation with the Demobilization Plan (ICS 221)

Service Branch Director

- ☐ Obtain briefing from Logistics Section Chief; determine, confirm and/or request
    - ▪ Potential duration of incident
    - ▪ Number and location of personnel to be fed
    - ▪ Communication systems in use
    - ▪ Medical support needs of the incident
    - ▪ Personnel already requested for the Branch
    - ▪ Additional resources through Chain of Command
- ☐ Determine levels of service required to support Operations
- ☐ Confirm dispatch of branch personnel
- ☐ Assemble, brief and assign work locations and preliminary work tasks to Branch personnel
    - ▪ Provide summary of the communications, food and medical needs of the incident responders
- ☐ Participate in the planning process of the Logistics Section
- ☐ Ensure that incident personnel receive adequate food and water
- ☐ Ensure establishment of effective Communications Plan (ICS 205)
- ☐ Coordinate with Operations to ensure adequate medical support to incident personnel
- ☐ Communicate with, organize and prepare assignments for Service Branch Personnel
- ☐ Keep Logistics Section Chief apprised of Branch Activities
- ☐ Coordinate activities of Service Branch Units
- ☐ Resolve Service Branch problems immediately

Communications Unit Leader

☐ Organize and staff Communications Unit as appropriate. Ensure the Incident Communications Centre and the Media Centre is established

▪ Assign Information Call Centre Manager and ensure adequate staff is assigned to answer phones

▪ Estimate unit needs for expected operations and request additional resources through Chain of Command

☐ Assess communication systems/frequencies in use; advise on communications capabilities and limitations

☐ Prepare and implement Incident Communication Plan (ICS 205)

▪ Obtain current organizational chart

▪ Make communications assignments to all other Operations elements, including volunteer, contract or mutual aid

▪ Determine Command communications needs

▪ Determine support communications needs

☐ Include satellite and/or cellular phones and pagers in the Incident Communication Plan (ICS 205) if appropriate

▪ Determine specific organizational elements to be assigned telephones

▪ Identify all facilities/locations with which communications must be established (e.g., reception centres, press area, liaison area, partner facilities, other governmental entities, ECC(s) (ECCs), etc.

▪ Identify and document all phone numbers

▪ Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for incoming calls and report these numbers to staff and off-site parties (e.g., other local jurisdictions, provincial and federal bodies)

▪ **Do not publicize outgoing call lines**

☐ Establish appropriate communications distribution/maintenance locations within base/camp(s)

☐ Ensure communication systems are installed and tested

☐ Ensure an equipment radio protocol is established

☐ Ensure personal portable radio communication equipment from cache is distributed as per the radio Communication Plan

☐ Develop and implement effective communications procedures (flow) internal and external to the Incident / Incident Command Post (ICP)

☐ Assess ICP phone load and request additional lines as needed

☐ Document malfunctioning communications equipment

▪ Ensure equipment is tested

▪ Facilitate repair

☐ Ensure radio and telephone logs are available and are being used

- ☐ Activate, serve as contact point and supervise the integration of volunteer radio organizations (e.g., Amateur Radio) into the communications system
- ☐ Determine the need and research the availability of additional networks and systems
    - ▪ Order through Supply Unit on approval of Logistics Section Chief
    - ▪ Federal Systems: additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through Public Safety Canada
- ☐ Provide technical information as required on
    - ▪ Adequacy of communications systems currently in operation
    - ▪ Geographic limitations on communication systems
    - ▪ Equipment capabilities and limitations
    - ▪ Amount and type of equipment available
    - ▪ Anticipated problems in the use of communications equipment
- ☐ Maintain records on all communications equipment as appropriate
- ☐ Recover equipment from Units being demobilized

Medical Unit Leader

- ☐ Obtain briefing from Service Branch Director or Logistics Section Chief
    - ▪ Obtain information on any injuries that occurred during initial response operations
    - ▪ Establish communications link with Safety Officer
- ☐ Participate in Logistics Section/Service Branch planning activities
- ☐ Determine level of emergency medical activities performed prior to activation of Medical Unit, including
    - ▪ Number and location of aid stations
    - ▪ Number and location of stand-by ambulances, helicopters and medical personnel to assign to the incident
    - ▪ Potential for special medical problems, e.g., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
    - ▪ Medical supplies needed
- ☐ Respond to responder requests for medical treatment, supplies and transportation
- ☐ Request/supervise ambulance support; order through established incident chain of command
- ☐ Prepare the Medical Plan (ICS 206). This plan should be coordinated with the medical organization with the Operations Section, approval from Safety Officer and activated. The plan should include
    - ▪ Medical Assembly Area
    - ▪ Triage Area
    - ▪ Ambulance Traffic Route
    - ▪ Landing Zone for Life Flight (incident and hospital)
    - ▪ Aid Station Location(s)
    - ▪ Hazard Specific information (Hazmat treatment, etc.)
    - ▪ Closest Hospital
    - ▪ Consideration should be given to separate treatment areas for responders and persons affected, as well as sending all responders to a single hospital
- ☐ Notify Safety Officer and formal chain of command of all responder accidents and injuries
- ☐ Prepare procedures for major medical emergencies
- ☐ Communicate major medical and public health emergencies as appropriate
- ☐ Develop and identify access/egress routes and methods for injured incident personnel in conjunction with Transportation Unit
- ☐ Ensure incident personnel patients are tracked as they move from origin, care facility and disposition
    - ▪ Provide continuity of medical care for incident personnel
    - ▪ Provide or oversee medical and rehabilitation care delivered to incident personnel
- ☐ Monitor health aspects and trends of incident personnel including incident stress
- ☐ Prepare medical reports and submit as directed

- ▪ Provide for security and proper disposition of incident medical records
☐ In conjunction with the Compensation/Claims Unit, prepare and submit necessary authorizations, reports and administrative documentation related to injuries, compensation, or death of incident personnel
☐ Coordinate facilities for mortuary affairs
☐ Provide oversight and liaison as necessary for persons affected by the incident among emergency medical care, medical examiner and hospital care

Food Unit Leader

- ☐ Obtain briefing from Logistics Section Chief or Service Branch Director; determine
  - ▪ Potential duration of incident
  - ▪ Number and location of personnel to be fed
  - ▪ Meal schedule
- ☐ Determine method of feeding to best fit each situation and obtain bids if not done prior to incident (e.g., no pre-approved vendor list)
  - ▪ Determine and implement a process to ensure only authorized incident personnel are being fed
  - ▪ Coordinate with Procurement Unit
- ☐ Determine food service requirements for planned and expected operations
- ☐ Ensure sufficient potable water and beverages are available for all incident personnel
- ☐ Ensure that appropriate health and safety measures are taken; coordinate with Safety Officer
- ☐ Ensure food quality assurance
- ☐ Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief
- ☐ Supervise administration of food service agreement if applicable
- ☐ Supervise cooks and other food unit personnel if applicable
- ☐ Keep inventory of food on hand and receive food orders
- ☐ Provide copies of receipts and invoices to Finance / Administration Section
- ☐ Advise Supply Unit when food orders are complete

Support Branch Director

- ☐ Obtain briefing from Logistics Section Chief
    - ▪ Determine facilities activated in support of the incident
    - ▪ Identify potential for additional facilities
    - ▪ Determine ground support and transportation needs
    - ▪ Determine resource ordering process
    - ▪ Confirm and identify personnel already requested and/or dispatched for Branch
- ☐ Determine initial support operations are in coordination with the Logistics Section Chief and Service Branch Director
- ☐ Prepare initial organization and assignments for support operations
- ☐ Assemble, brief and assign work locations and preliminary work tasks to Branch personnel
    - ▪ Provide summary of emergency situation
    - ▪ Provide summary of facility, supply and ground support needs of the incident
- ☐ Determine need for fuel delivery and vehicle support
- ☐ Determine whether or not mutual aid and contract equipment are in use; confirmation method should be an inspection
- ☐ Determine resource ordering process and personnel authorized to order; confirm with Command and Logistics Section Chief
- ☐ Maintain supervision of assigned unit work progress and inform Logistics Section Chief of activity status
- ☐ Participate in organizational meetings of Logistics Section personnel
- ☐ Resolve problems associated with requests from Operations Section Chief immediately

Supply Unit Leader

- ☐ Obtain briefing from Support Branch Director, if assigned, or Logistics Section Chief
- ☐ Determine charge code for incident
- ☐ Confirm ordering process
- ☐ Assess need for 24 hour staffing
- ☐ Determine scope of supply process
- ☐ Participate in Logistics Section/Support Branch planning activities
- ☐ Organize and staff unit as appropriate
  - ▪ Consider need for "lead partner" representation in ordering process
  - ▪ Consider dividing ordering responsibilities either by discipline or by category (e.g., equipment, personnel, supplies)
- ☐ Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observe ordering system, process and chain of command
  - ▪ Establish clearly defined time when the Supply Unit will assume responsibility for ordering.

This will require close coordination with Operations and Planning staff

  - ▪ Confirm process for coordinating contract related activities with the Procurement Unit
  - ▪ Confirm process for emergency purchase orders with Finance/ Administration Section
- ☐ Confirm the type/kind and quantity of supplies enroute from Resources Unit
- ☐ Receive resource orders from authorized incident staff. Document on Resource Order Form (ICS 308)
  - ▪ Determine specification (size, extra equipment, personnel protective equipment [PPE], qualifications, etc.)
  - ▪ Determine desired delivery time and location, person ordering and person to whom the resource should report or be delivered
  - ▪ Obtain estimated price for resources which expect reimbursement
  - ▪ Coordinate delivery of rented equipment to Ground Support Unit for inspection before use
- ☐ Arrange for receipt of ordered supplies. Work with Facilities Unit to identify and activate appropriate facilities for supply storage
- ☐ Review the Incident Action Plan (IAP) for information on operations of the Supply Unit
- ☐ Advise affected Unit or Section of any changes in arrival times for requested resources
  - ▪ Advise immediately if order cannot be filled
- ☐ Alert Logistics Section Chief of changes in resource availability which may affect incident operations
- ☐ Order, receive, distribute and store supplies and equipment
  - ▪ Coordinate with Facilities Unit on storage
  - ▪ Coordinate contracts and resource orders with the Finance/ Administration Section

- Obtain resource name, number, identifiers, etc., along with estimated time of arrival (ETA)
- Relay information to appropriate staff

☐ Maintain inventory of supplies and equipment

☐ Coordinate re-servicing of re-usable equipment

☐ Submit reports to the Support Branch Director

Facilities Unit Leader

- ☐ Obtain briefing from Logistics Section Chief or Support Branch Director
  - ▪ Expected duration and scope of the incident
  - ▪ Facilities already activated
  - ▪ Anticipated facility needs

- ☐ Obtain a copy of the Incident Action Plan (IAP) and determine
  - ▪ Incident Command Post (ICP) location
  - ▪ Incident Base(s)
  - ▪ Staging Area(s)
  - ▪ Information / Media Briefing Centre(s)
  - ▪ Supply / Receiving / Distribution Centres
  - ▪ Other Incident Facilities

- ☐ Determine requirements for each facility to be established
  - ▪ Sanitation
  - ▪ Sleeping
  - ▪ Feeding
  - ▪ Supply area
  - ▪ Medical support
  - ▪ Communications needs
  - ▪ Security needs
  - ▪ Lighting

- ☐ In cooperation with other incident staff, determine the following requirements for each facility
  - ▪ Needed space
  - ▪ Specific location
  - ▪ Access
  - ▪ Parking
  - ▪ Security
  - ▪ Safety

- ☐ Plan, prepare and activate facility layouts in accordance with the above requirements

- ☐ Coordinate negotiations for rental office or storage space with Procurement Unit and specific facility manager

- ☐ Video or photograph rental office or storage space prior to taking occupancy

- ☐ Provide Base and Camp Managers and obtain personnel to operate facilities

- ☐ Provide sleeping facilities

Ground Support Unit Leader

- ☐ Obtain briefing from Logistics Section Chief or Support Branch Director and determine
    - ▪ Fueling needs of apparatus on incident
    - ▪ Transportation needs for responders
    - ▪ Location of Supply Unit receiving and distribution point(s)
    - ▪ Incident transportation maps and restrictions on transportation routes
    - ▪ Need for vehicle repair services and policy toward repair and fueling of mutual aid and rental equipment
- ☐ Staff unit by the above considerations
    - ▪ Request additional resources through Chain of Command
- ☐ Participate in Logistics Section / Support Branch planning activities
- ☐ Coordinate development and implementation of the Transportation Plan with the Planning Section
    - ▪ Determine timelines
    - ▪ Identify types and kinds of services required
    - ▪ Assign resources to implement Transportation Plan
- ☐ Consider the need to use partner pooled vehicles or rental vehicles to augment transportation resources
- ☐ Ensure that the condition of rental equipment is documented prior to use; coordinate with Procurement Unit
- ☐ Support out-of-service resources according to agreement for mutual aid and rental equipment
- ☐ Notify Resources Unit of all status changes on support and transportation vehicles
- ☐ Maintain inventory of support and transportation vehicles (ICS 215)
- ☐ Coordinate transportation services
- ☐ Maintain time usage information for rented equipment
- ☐ Requisition maintenance and repair supplies (e.g., fuel, spare parts) and service use records and cost summaries. Forward to Finance/Administration Section
- ☐ Coordinate support for incident transportation needs:
    - ▪ Arrange for and activate towing, fueling, maintenance and repair services
    - ▪ Review Incident Action Plan (IAP) for transportation requirements
    - ▪ Review inventory for needed resources
    - ▪ Report need for additional resources through Supply Unit. Include type/kind, time needed and reporting location in the request
    - ▪ Schedule use of support vehicles
    - ▪ Document time, mileage, fuel consumption, repair and other costs

Finance Admin Section Chief

☐ Obtain briefing from ECC Director to determine

- Incident objectives

- Participating/coordinating agencies

- Anticipated duration/complexity of incident

- Names of any partner contacts the Incident Commander is aware of

- Possibility of cost-sharing

- Work/rest guidelines (in consultation with Operations Section Chief); ensure these are being met, as applicable

- Identify financial requirements for planned and expected operations

- Determine agreements in place for land use, facilities, equipment and utilities

- Confirm / establish procurement guidelines

- Determine procedure for establishing charge codes

- Identify important local contacts

- Confirm partner/local guidelines and processes

- Obtain copies of all incident-related agreements, activated or not

- Determine potential for rental or contract services

- Coordinate with Command and General Staff and Human Resource staff to determine the need for temporary employees

- Ensure proper tax documentation is completed

- Determine whether hosting organization will maintain time records or whether the Emergency Management Team (EMT) will document all time for the incident, and determine what forms will be used

☐ Determine resource needs for the Finance/Administration Section

☐ Develop an operating plan for Finance/Administration function on the incident

☐ Attend briefing with responsible Assisting/Cooperating Partner to gather information

☐ Participate in operational planning process and meetings to gather information on overall strategies

- Provide financial and cost-analysis input

- Provide financial summary on labour, materials and services

- Prepare forecasts on costs to complete operations

- Provide cost benefit analysis as required

- Obtain information on incident status, planned operations, change in objectives, use of personnel / equipment / aircraft, and local partner / political concerns

☐ Manage all financial aspects of an incident; ensure all Sections and the Supply Unit are aware of the charge code

Initiate, maintain and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labour, equipment, materials and services

- ☐ Initiate, maintain and ensure completeness of documentation required to support claims for injury and property damage
- ☐ Monitor and track:
  - ▪ Labour—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
  - ▪ Materials and supplies purchased and/or rented, including equipment, communications technology, office and warehouse space and expendable supplies
- ☐ Review operational plans and provide alternatives where financially appropriate
- ☐ Coordinate with all cooperating agencies and, specifically, with administrative personnel in hosting partner
- ☐ Meet with assisting and cooperating agencies as required to determine any cost share agreements or financial obligations
- ☐ Assist Logistics Section in resource development
  - ▪ Identify vendors for whom open purchase orders or contracts must be established
  - ▪ Negotiate ad hoc contracts
  - ▪ Prepare work objectives for subordinates, brief staff, make assignments and evaluate performance
- ☐ Provide input in all planning sessions on financial and costs analysis matters
- ☐ Ensure that all personnel time records are transmitted to the appropriate representative
  - ▪ Notify Time Unit when emergency timekeeping process is in effect and where timekeeping is taking place
  - ▪ Distribute timekeeping forms to all Sections—ensure forms are being completed and submitted correctly
- ☐ Participate in all demobilization planning. Coordinate Finance/Administration section demobilization
  - ▪ Develop recommended list of section resources to be demobilized and initial recommendations for release when appropriate
  - ▪ Release resources in conformance with the Demobilization Plan (ICS 221)
- ☐ Ensure that all obligation documents initiated at the incident are properly prepared and completed
- ☐ Brief administrative personnel on all incident-related financial issues needing attention or follow- up prior to leaving the incident

Time Unit Leader

- ☐ Obtain briefing from Finance/Administration Section Chief; determine
    - ▪ Incident requirements for time recording
    - ▪ Required timelines for reports
    - ▪ Location of timekeeping activity
    - ▪ Number of personnel and rental equipment for which time will be kept
- ☐ Establish and maintain a file for personnel time reports within the first operational period
- ☐ Determine and obtain Unit staffing
    - ▪ Request additional resources through Chain of Command
- ☐ Advise Ground Support Unit, Air Support Unit (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time
- ☐ Contact appropriate Partner representatives to determine partner-specific time-keeping constraints
    - ▪ Time records should be maintained for volunteer and mutual aid resources regardless of whether or not time will be reimbursed
- ☐ For each Operational Period, initiate, gather, or update a time report from all applicable personnel assigned to the incident
- ☐ Verify that all personnel identification information is correct on the time report
- ☐ Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents
- ☐ Ensure time reports are signed appropriately
- ☐ Close out time documents prior to personnel leaving the incident
- ☐ Distribute all time documents according to company/partner policy
- ☐ Ensure all records are current and complete prior to demobilization
- ☐ Brief Finance/Administration Section Chief on current problems, recommendations, outstanding issues and follow up

Procurement Unit Leader

- ☐ Obtain briefing from Finance/Administration Section Chief; determine
  - ▪ Charge code and delegation of authority to commit partner funds
    - ▪ If the partner cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident
  - ▪ Whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group
  - ▪ Status of bid process
  - ▪ Current vendor list
  - ▪ Current blanket Purchase Order (PO) list
  - ▪ Timelines established for reporting cost information
- ☐ Contact appropriate Unit Leaders on incident needs and any special procedures
- ☐ Coordinate with local jurisdictions on plans and supply sources
- ☐ Create / obtain the Incident Procurement Plan; determine
  - ▪ Necessary forms
  - ▪ Who has purchasing authority?
  - ▪ Spending constraints
  - ▪ Coordination of procurement process with Supply Unit
  - ▪ Supply of emergency purchase orders (PO)
- ☐ Review equipment rental agreement and use statements for terms and conditions immediately after notification of equipment requirements from Operations Section Chief
  - ▪ Provide hourly rates and associated costs to Cost Unit
- ☐ Ensure all contractors are accounted for and their time documented
  - ▪ Coordinate with all Sections for accountability
  - ▪ It may be helpful to hire one or more person(s) to simply travel the incident and document everything they see being used
  - ▪ Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing
- ☐ Prepare and sign contracts and land use agreements as needed
- ☐ Draft Memorandums of Understanding (MOUs) as needed
- ☐ Establish contracts with supply vendors as required
- ☐ Coordinate between all Procurement organizations supporting the incident
- ☐ Ensure that a system is in place that meets partner property management requirements
- ☐ Ensure proper accounting for all new property

- Obtain copies of all vendor invoices
- Verify that all equipment time records are complete
- Maintain comprehensive audit trail for all procurement documents
- Check completeness of all data entries on vendor invoices
- Compare invoices against procurement documents
- Assure that only authorized personnel initiate orders

☐ Determine whether additional vendor service agreements will be necessary

☐ Interpret contracts / agreements and resolve claims or disputes within delegated authority

☐ Coordinate with Compensation / Claims Unit on procedures for handling claims

☐ Finalize all agreements and contracts

☐ Verify all invoices

☐ Complete final processing and send documents for payment

Compensation and Claims Unit Leader

☐ Obtain briefing from Finance/Administration Section Chief; determine

  ▪ Determine accidents/injuries to date

  ▪ Determine status of investigations

☐ Establish contact with Medical Unit Leader, Safety and Liaison Officers and Partner representatives

☐ Determine the need for Compensation-for-injury and Claims Specialists, and staff unit as required

☐ Ensure written authority is obtained for persons requiring medical treatment

☐ Ensure correct billing forms are prepared for transmittal to doctor and/or hospital

☐ Ensure all witness statements and statements from the Safety Officer and Medical Unit are reviewed for completeness

☐ Coordinate with Safety Officer (Command) to

  ▪ Provide liaison with Occupational Health and Safety (OHS) Administration

  ▪ Provide analysis of injuries

  ▪ Ensure appropriate level of Personnel Protective Equipment (PPE) is being used, and that personnel have been trained in its use

☐ Maintain copies of hazardous materials and other medical debriefings; ensure that they are included as part of the final incident package

☐ If possible, co-locate Compensation-for-injury work area with the Medical Unit

☐ Establish procedures with Medical Unit on prompt notification of injuries or death

☐ Obtain a copy of the Incident medical Plan (ICS 206)

☐ Coordinate with Procurement Unit on procedures for handling claims

☐ Periodically review documents produced by subordinates

☐ Obtain Demobilization Plan (ICS 221) and ensure that Compensation-for-Injury and Claims Specialists are adequately briefed

☐ Ensure that Compensation-for-Injury and Claims documents are up to date and routed to the proper Assisting/Cooperating Partner

☐ Keep Finance/Administration Section Chief briefed on Unit status and activities

☐ Demobilize Unit in accordance with the Demobilization Plan (ICS 221)

Compensation-for-Injury Assistant—Specific Responsibilities

☐ Determine accidents/injuries to date (if any)

  ▪ Maintain a log of all injuries occurring during the incident

☐ Coordinate with Incident SafetyOfficer, Liaison Officer and/or   department /   partner representatives

☐ Work with Safety Officer to determine trends of accidents and provide analysis of injuries

- ☐ Work with local partner representatives to find treatment options for injuries
- ☐ Prepare written authority for persons requiring medical treatment and correct billing forms for transmittal to doctor and/or hospital.
  - ▪ Ensure all witness statements are reviewed for completeness
- ☐ Keep informed and report on status of hospitalized personnel
- ☐ Establish procedures with Medical Unit on prompt notification of injuries or fatalities
  - ▪ Arrange for notification of Next of Kin (NOK) for serious injuries and fatalities (this will be done through Command)

Claims Assistant—Specific Responsibilities

- ☐ Work closely with Operations and Planning Sections to ensure timely receipt of information from the field
- ☐ Determine whether or not Agencies/Units have "Claims Teams" who are trained to do claims investigations and documentation for large incidents
- ☐ Coordinate with Alberta Emergency Management Agency (AEMA), private aid organizations (e.g., Red Cross), and other government agencies for claims documentation and their needs (the Liaison Officer can often be of assistance to coordinate and obtain information from other agencies or private entities)
- ☐ "Damage Assessment" for ongoing disaster recovery is normally not the responsibility of the Compensation and Claim Unit. However, information gathered by the Unit may be forwarded to the partner as part of its recovery effort.

Cost Claims Unit Lead

☐ Obtain briefing from Finance/Administration Section Chief; determine

- ▪ Reporting timelines
- ▪ Standard and special reports required
- ▪ Desired report format

☐ Obtain and record all cost data

☐ Partner equipment costs

☐ Contract or mutual aid equipment costs

☐ Contract or mutual aid personnel costs

☐ Damage to facilities, infrastructure, equipment or vehicles

☐ Supplies and food

☐ Facility rental

☐ If cost sharing agreement is in force, determine what costs need to be tracked

☐ Identify in reports all equipment / personnel requiring payment

☐ Coordinate with Assisting/Cooperating Partner headquarters on cost reporting procedures

☐ Prepare incident cost summaries by operational period or as directed

☐ Prepare resource-use cost estimates for Planning Section

☐ Ensure estimates are updated with actual costs as they become available

☐ Ensure information is provided to Planning according to Planning's schedule

☐ Make recommendations for cost savings to Finance/Admin Section Chief

☐ Maintain cumulative incident cost records. Cost should reflect each individual partner

☐ Partner, contract or mutual aid equipment and personnel costs and pay premiums (e.g., straight time, hazard, overtime), facility damage, supplies, etc.

☐ Ensure all cost documents are accurately prepared and documented appropriately

☐ Complete all records prior to demobilization