

WESTERN UNIVERSITY

Disaster Plan



Western
UNIVERSITY · CANADA

Disaster Plan

WESTERN UNIVERSITY

Disaster Plan

TABLE OF CONTENTS

- 1. WESTERN EMERGENCY MANAGEMENT PROGRAM**
 - 1.1 Background**
 - 1.2 Components of Western's Emergency Management Program**
 - 1.2.1 Mitigation**
 - 1.2.2 Preparedness**
 - 1.2.3 Response**
 - 1.2.4 Recovery**
 - 1.3 Emergency Response Mission and Priorities**
 - 1.4 Potential Threats**
 - 1.4.1 Natural Threats**
 - 1.4.2 Manmade Threats**
 - 1.5 Definitions**
 - 1.6 Scope of Western's Planning for Major Emergencies and Disasters**
 - 1.7 Assumptions**
 - 1.7.1 Emergency**
 - 1.7.2 Disaster**
 - 1.8 Concept of Operations**
 - 1.8.1 Background**
 - 1.8.2 Emergency Response Team (ERT)**
 - 1.8.3 Incident Command System (ICS)**
 - 1.8.4 Emergency Operations Centre (EOC)**
 - 1.8.5 Emergency Operations Control Group (EOCG) Membership**
 - 1.8.6 Emergency Operations Control Group Priorities**
 - 1.8.7 Academic/Administrative Unit Responsibilities**
 - 1.8.8 Situation Reports**
- 2. UTILIZING THE DISASTER PLAN**
 - 2.1 Emergency Process - Chain of Command (flowchart)**
 - 2.2 Disaster Plan Utilization Process (flowchart)**
 - 2.3 When Does Disaster Plan Implementation Occur**

WESTERN UNIVERSITY

Disaster Plan

- 2.4 Assembling the Emergency Operations Control Group
- 2.5 Notifying the Emergency Operations Control Group
- 2.6 Emergency Operations Control Group Activities
 - 2.6.1 Emergency Operations Control Group Key Activities
 - 2.6.2 Briefing PVP and the Chair, Board of Governors
 - 2.6.3 Corporate Communication with Deans, Budget Unit Heads and Other Campus Leaders
- 2.7 EOCG Members – Individual Responsibilities
 - 2.7.1 VP, Resources & Operations/EOCG Chair (or Designate)
 - 2.7.2 Associate VP, Facilities Management (or Designate)
 - 2.7.3 Associate VP, Human Resources (or Designate)
 - 2.7.4 Associate VP, Institutional Planning & Budgeting (or Designate)
 - 2.7.5 Vice-Provost and Registrar (or Designate)
 - 2.7.6 Associate VP, Housing and Ancillary Services (or Designate)
 - 2.7.7 Associate VP, Research (or Designate)
 - 2.7.8 Associate VP, Financial Services (or Designate)
 - 2.7.9 Associate VP, Communications & Public Affairs (or Designate)
 - 2.7.10 Other Invited Members
 - 2.7.11 Campus Police Liaison Responsibilities to the EOCG
- 2.8 Command and Control
 - 2.8.1 Western’s Emergency Response
 - 2.8.2 Emergency Situation Terminated
- 2.9 Post Incident
 - 2.9.1 Debriefings
 - 2.9.2 Emergency Site
 - 2.9.3 Emergency Operations Control Group (EOCG)
 - 2.9.4 Joint Briefings with Outside Emergency Services
 - 2.9.5 Overall Western Debriefing

3. NOTIFICATIONS AND COMMUNICATIONS

- 3.1 Notification Process
 - 3.1.1 Notification to President and Vice-Presidents
 - 3.1.2 Notifications within Budget Units and Dean’s Offices
- 3.2 Media Relations
 - 3.2.1 Official Spokesperson
- 3.3 Public Information

WESTERN UNIVERSITY

Disaster Plan

- 4. EMERGENCY SOCIAL SERVICES (Looking After People)**
 - 4.1 Purpose**
 - 4.2 Need for these Services**
 - 4.3 Western's Responsibilities**
 - 4.4 Municipal Response**
 - 4.5 Reception Centre**
 - 4.6 Selection of Reception Centres**
 - 4.7 Designated Reception Centre Locations**
 - 4.7.1 Main Campus - University Community Centre**
 - 4.7.2 Child Care Centres**
 - 4.7.3 Western Owned Residences**
 - 4.7.4 Evacuation Locations**
 - 4.7.5 Residence Response Considerations**
 - 4.7.6 Other Lodging Alternatives**
 - 4.8 Services**
 - 4.8.1 Medical and First Aid**
 - 4.8.2 Family Reunification**
 - 4.8.3 Shelter and Accommodation**
 - 4.8.4 Care and Comfort**
 - 4.8.5 Information Accessibility**
 - 4.8.6 Provision of Food**
 - 4.8.7 Clothing and Personal Needs**
 - 4.8.8 Counseling and Support**
 - 4.9 Outside Assistance**
 - 4.9.1 Canadian Red Cross**
 - 4.9.1.1 Red Cross Resources**
 - 4.9.1.2 Potential Red Cross Functions**
 - 4.9.1.2.1 Volunteer Resource Management**
 - 4.9.1.2.2 Reception Centre Leader**
 - 4.9.1.2.3 Registration and Inquiry**
 - 4.9.1.2.4 Emergency Lodging**
 - 4.9.1.2.5 Emergency Clothing**
 - 4.9.1.2.6 Emergency Feeding**
 - 4.9.2 Salvation Army**
 - 4.9.3 St. John Ambulance**

WESTERN UNIVERSITY

Disaster Plan

5. CAMPUS EVACUATION AND TRANSPORTATION

- 5.1 Purpose
- 5.2 Description of Need
- 5.3 Responsibility for Mass Evacuation
- 5.4 Evacuation Strategy
- 5.5 The Evacuation Plan
- 5.6 Transportation Resources
- 5.7 Re-Occupation of Evacuated Areas

6. PROGRAM ADMINISTRATION: KEEPING THE PLAN CURRENT

- 6.1 Western's Emergency Management Program
 - 6.1.1 Associate Vice-Presidents
 - 6.1.2 Emergency Response Committee
 - 6.1.2.1 Mandate
 - 6.1.2.2 Operating Philosophy
 - 6.1.2.3 Accountabilities include
 - 6.1.2.4 Membership
 - 6.1.2.5 Resources
 - 6.1.2.6 Emergency Response Committee Meetings
 - 6.1.3 Plan Development and Maintenance
- 6.2 Resources
 - 6.2.1 Campus Community Police Service
 - 6.2.2 Occupational Health and Safety
 - 6.2.3 Facilities Management
 - 6.2.4 Fire Safety & Emergency Management
 - 6.2.5 Building Emergency Teams
 - 6.2.6 Housing and Ancillary Services
 - 6.2.7 Communications and Public Affairs
 - 6.2.8 Information and Technology Services
 - 6.2.9 Finance
 - 6.2.10 Registrar's Office
 - 6.2.11 Human Resources
 - 6.2.12 Emergency Response and Preparedness Coordinator
 - 6.2.13 Student Emergency Response Team
 - 6.2.14 Parking Services
 - 6.2.15 University Students' Council Events Staff
 - 6.2.16 London Fire Department

WESTERN UNIVERSITY

Disaster Plan

- 6.2.17 London Police Service**
 - 6.2.18 Ambulance - Emergency Medical Services**
 - 6.2.19 City of London Emergency Management**
 - 6.2.20 London Transit**
 - 6.2.21 St. John Ambulance**
 - 6.2.22 Red Cross**
 - 6.2.23 Amateur Radio Emergency Service (ARES)**
 - 6.2.24 Salvation Army**
 - 6.2.25 Hazardous Materials & Confined Space Response Team (Haz-Mat Team)**
-
- 6.3 Emergency Related Policies & Procedures**
-
- 6.4 EOCG Assembly Check-List - APPENDIX**

1. WESTERN'S EMERGENCY MANAGEMENT PROGRAM

1.1 Background

Western University provides a safe and secure environment for its employees and students through the work of several academic/administrative units and student organizations.

People are the first priority in any situation. As an academic and research intensive institution, Western's Emergency Management Program must focus on not only on protecting the bricks and mortar that make up our beautiful Campus, but on protecting the irreplaceable research, teaching materials, personal and corporate archives. For many people, *"their life's work"* is housed in their offices and laboratories. The mission of Western must be maintained and normal activities restored as quickly as possible.

All members of the Western community must focus their efforts on ensuring their area has effective measures in place to deal with situations that may threaten the normal operations. The emergency management programming for Western must be multi-faceted, coordinated and a shared responsibility. It is expected that all members of the Western community will abide by the current policy to ensure the health, safety and welfare of persons and protection of property should an emergency occur (Administrative Policy 1.4).

1.2 Components of Western's Emergency Management Program

1.2.1 MITIGATION - Actions taken to eliminate or reduce the degree of long-term risk to human life, property, and the environment from natural and technological hazards. Mitigation assumes our campus is exposed to risks whether or not an emergency occurs. Mitigation measures include, but are not limited to, hazard identification and risk assessment, monitoring, inspection, public education, policies and procedures, building design, and legislation.

1.2.2 PREPAREDNESS - Actions taken in advance of an emergency to develop operational capabilities and facilitate an effective response in the event an emergency occurs. Preparedness measures include, but are not limited to, business continuity planning, emergency alert systems, emergency communication systems, emergency operations centres, emergency operational plans, emergency public information materials, exercise of plans, mutual aid agreements, resource management, training response personnel, and warning systems.

1.2.3 RESPONSE - Actions taken immediately before, during, or directly after an emergency occurs, to save lives, minimize damage to property and the environment, and enhance the effectiveness of recovery. Response measures include, but are not limited to, emergency plan utilization, emergency alert system use, emergency instructions to the public, emergency medical assistance, staffing the emergency operations centre, senior management notifications, reception and care, shelter and evacuation, search and rescue, resource mobilization, and use of warning systems.

1.2.4 RECOVERY - Activity to return vital support systems to minimum operating standards and long-term activity designed to return life to normal or improved levels, including some form of economic viability. Recovery measures include, but are not limited to, use of business continuity plans, crisis counseling, damage assessment, clearing of debris, computer systems restoration, decontamination, disaster loans and grants, disaster unemployment assistance, public information, reassessment of emergency plans, reconstruction, temporary housing, and full-scale business resumption.

1.3 Emergency Response Mission and Priorities

In any emergency situation, Western's overriding mission is to:

1. Protect life safety.
2. Safeguard research, critical records, valuable and irreplaceable materials.
3. Secure our critical infrastructure and facilities.
4. Resume the teaching and research program.

General emergency response priorities follow, ranked in descending priority. These priorities may be influenced by factors such as; time of day, term, or location:

- Facilities that sustain the emergency response (i.e., energy systems and utilities, communications services, computer installations, transportation systems).
- Buildings used by dependent populations - residences, occupied classrooms and offices, childcare centres, occupied auditoriums, arenas and special event venues.
- Buildings critical to health and safety - medical facilities, emergency shelters, food supplies, sites containing potential hazards.
- Facilities containing research and other critical materials.
- Classroom and administrative buildings.

1.4 Potential Threats

Western is exposed to a variety of potential threats related to its geographic location, the Research activities of the campus and surrounding community, businesses and industry in the City of London, the transportation routes in and through the city (i.e. the nearby Rail lines), and the types of structures in which we study, live and work.

For planning purposes, these threats are broken into two main categories — natural and manmade.

1.4.1 Natural Threats

Due to our geographic location in the Great Lakes region, the most likely natural threats that could generate a major emergency are winter blizzards, ice storms, severe summer storms (lightning, high winds, hail and tornadoes) and flooding from the Thames River due to heavy rains or spring run-off.

1.4.2 Manmade Threats

The most common threats result from human activity: accidental release of hazardous materials; fires, or explosions; failure of utility systems (electricity, heat, and water); structural collapse; transportation incidents (air, rail, and road); riots or civil disturbances; criminal violence/terrorist acts, and contagious illnesses.

1.5 Definitions

- At Western University, an **Emergency** is:

An urgent and/or critical situation, temporary in nature, that threatens or causes harm to people, the environment, Western's property or disrupts critical operations.

- **Disaster** - an event of such dramatic proportions that it cannot be dealt with solely using Western University resources (considerable outside assistance may be required).
- **Incident Command System** - A modular series of supervisory levels, with defined roles and responsibilities, systematically implemented during the management of an emergency incident. Ensures that only one person is in command and control, that each responder only reports to one person and that no one person supervises more than seven others (span of control).
- **Incident Commander** – The individual in command and control of an identified emergency incident within a defined site and/or scope.
- **Emergency Operations Control Group (EOCG)** – A designated group of trained senior leaders who are responsible for coordinating the overall management of the University during an emergency and ensuring the provision of essential services necessary to minimize the effects of an emergency on the Western community while supporting the Incident Commander in mitigating the emergency site.
- **Emergency Operations Centre (EOC)** – The predetermined and properly equipped location where the ERT or EOCG members can gather to manage an emergency.
- **Emergency Response Team (ERT)** – A designated group of individuals trained, equipped and authorized to assume Incident Command of emergencies and disasters affecting Western.
- **Business Continuity Team (BCT)** – A designated group of trained individuals responsible for advising the Emergency Operations Control Group on actions and decisions required to continue critical operations and/or resume normal operations.
- **Emergency Social Services Team (ESS)** – A designated group of individuals and units required to support the care of people during an emergency event.



- **Hazardous Material & Confined Space Response Team (HazMat Team)** – A designated group of individuals trained and equipped to mitigate emergency incidents involving hazardous materials or located in confined spaces.
- **Student Emergency Response Team (SERT)** – A designated group of individuals trained and equipped to mitigate medical emergencies.

1.6 Scope of Western’s Planning for Emergencies and Disasters

Major emergencies and disasters are infrequent, but they can and do occur. This plan identifies the activities and responsibilities that would be needed to cope with these unusual conditions.

- **Communications** - how information and instructions are passed to and from operationally – deployed resources.
- **On-Campus and General Public Information** - “getting word” to staff, faculty and students as well as other interested members of the Western Community; how we work with the media to advise the general public about the event and the steps that are being taken to deal with the effects of the event.
- **Care of People** - stress management strategies and provision of food, shelter, clothing and financial assistance for those responding to or affected by a major emergency or disaster. Includes the strategies of a major health emergency.
- **Evacuation** - a framework and methodology for evacuating all or part of a building and the Campus.
- **Transportation** - how London Transit’s system and other resources could be used for the quick movement of large numbers of people who have no transport capability of their own.
- **Recovery** - describes the tracking mechanisms, which will be used to record events, decisions, actions, and costs for post-emergency compilation, studies and reporting purposes. Also, insurance appraisal and recovery mechanisms. Includes business continuity planning and the implementation of business continuity plans.

1.7 Assumptions

That the Campus Community Police Service (CCPS), the Student Emergency Response Team (SERT) the Hazardous Materials & Confined Space Rescue Team (HazMat Team) and the Emergency Response Team (Human Resources - Occupational Health & Safety, Facilities Management, Communications & Public Affairs and Information Technology Services) will each assist immediately in situations of an emergent nature.

For some incidents (working fires, chemical spills, short-term power failures), Western’s Emergency Response Team (ERT) is able to provide command, control and immediate intervention to resolve the emergency. On other occasions, an extraordinary event will occur (tornado, ice storm, explosion) that

will tax or exceed the capabilities of Western’s response systems.

1.7.1 Emergency

The following assumptions are valid for emergencies:

Immediate response is normally available from Campus agencies (Campus Community Police Service, Fire Safety & Emergency Management , Human Resources, Occupational Health and Safety, Housing & Ancillary Services and Facilities Management) including the ERT, HazMat Team and SERT.

Immediate and appropriately resourced responses are normally available from the local public safety agencies (London Fire, London Police, Emergency Medical Services, etc.). Additional support is available at the request of the primary responders and/or the ERT based on the proximity and availability of those resources (i.e., on call personnel, London Police Service / London Fire Department special teams, contracted commercial spill response team, heavy equipment, etc.).

The Emergency Operations Centre (EOC) can be made operational with members of the Emergency Operations Control Group (EOCG) present at the request of the Incident Commander. Activation and use of additional plans may also ensue.

1.7.2 Disaster

A disaster is an event of such large magnitude that assistance from outside agencies is required. If the disaster affects other parts of the surrounding community, Western may need to be self-sufficient for a period of time (72 hours or more).

During a disaster it is expected that some assistance would be available through the City of London within the first few hours of the incident occurring. It would be necessary to work with the City of London’s Emergency Community Control Group (CCG). If requested by the City of London, Provincial and Federal resources may begin to be deployed through the City of London’s Emergency CCG and Emergency Management Ontario (EMO).

Support organizations such as City of London Social Services, St. John Ambulance, Red Cross, and the Salvation Army may also be available to assist.

1.8 Concept of Operations

1.8.1 Background

Research conducted by Public Safety Canada and Emergency Management Ontario has shown that the use of a predetermined command, control and coordination system greatly reduces the time interval between the occurrence of a catastrophic event and the return to normal activity. In simple terms, that

is what large-scale emergency operations are all about: ***Incident Command getting things back to normal as fast as possible.***

The concept of operations used in this plan uses the methodology recommended by both Public Safety Canada and Emergency Management Ontario. This is the same concept utilized by the City of London.

1.8.2 Emergency Response Team (ERT)

The Emergency Response Team members are designated Western personnel who are, or may be required at an emergency incident. The team responds to emergency incidents at the request of the Campus Police Supervisor. Incident Command is to be communicated to all units and personnel involved with the emergency incident. Information is to be conveyed to Incident Command on the status of the situation and on additional resources that have been deployed. Team members include the following individuals:

ERT Members - Command	
• Director, Campus Community Police Service	• Manager, Campus Community Police Service
• Manager, Fire Safety & Emergency Mgmt	• Supervisor, Fire Safety
• Director, Occupational Health & Safety	• HazMat Team Leader
• Director, Operations and Maintenance	• Manager, Power Plant Operations
ERT Members - Support	
• Director, Media Relations	• ITS Telecommunications Team Leader
• Media Relations Officer	• ITS Technical Support Team Leader

The primary functions of the ERT are:

- protect persons, property, research, and information during the emergency situation work as a team to ensure an appropriate response to the emergency, including provision of personnel, equipment and resources, compliance with statutory obligations and related Western policies and procedures.
- coordinate emergency responders; liaise with external emergency services personnel.
- have the EOCG assembled when required.
- set up and maintain the EOC.
- bring the emergency incident to a conclusion to allow normal activity to resume.
- manage the emergency incident(s).

Incidents that the ERT would attend to include, but are not limited to, working fires, chemical spills, major power failures, and other situations that involve potential threat to property or safety of persons on Campus. The ERT will respond to any active emergency incident, where an emergency incident has occurred or where there is a high risk of an emergency incident occurring.

1.8.3 Incident Command System (ICS)

ICS is a systematic approach for establishing a command and control system at an emergency incident. The arriving emergency responders establish Incident Command.



As members of the ERT arrive, the first and/or most qualified/appropriate person (depending on the nature of the emergency) will assume Incident Command. The Incident Commander divides responsibilities into sectors. This establishes an effective management structure while ensuring the Incident Commander and Sector Commanders are working within their “span of control” (everyone reports to one person and one person never directly commands more than seven others).

The Incident Commander is authorized by the President to coordinate Western’s resources in response to an emergency incident. ([1.4 Policy on Emergency Response & Preparedness](#))

The Incident Commander directs and coordinates all Western staff and resources during a response to an emergency incident. Incident Command ensures proper liaison **and supports unified command** with outside agencies (London Police, London Fire, Ambulance, Ministries of Environment or Labour, etc.).

Western’s Incident Commander will retain control of the emergency scene, once released by external agencies to conduct an appropriate investigation. The emergency scene or portions thereof will only be released by the Incident Commander when the area released has been investigated and is deemed safe to release to designated individuals. Public use areas will only be released once the area is deemed safe or appropriate safety measures have been employed to the satisfaction of the Incident Commander.

1.8.4 Emergency Operations Centre (EOC)

Western’s EOC is utilized when, in the opinion of the Incident Commander, an emergency has had a major impact on Western or requires additional resources beyond those immediately available. If there are calls for resources or services that will commit Western to major expense or otherwise have a serious financial or operational impact on Western, the Emergency Operations Control Group (EOCG) will be convened at the direction of Incident Command.

The EOC serves as a coordination point for activities that are taking place around campus. The EOC is the location where members of the EOCG gather to support Incident Command activities and needs, share information, provide advice and input for major decisions, and implement the desired strategic course of action in a coordinated and effective way. The EOCG is to ensure that the Campus Community is properly informed and updated on the status of emergency situations.

Members of the EOCG and other senior management should not attend the emergency scene. Attendance has the potential to disrupt the Incident Command structure, which could cause unnecessary confusion. As the President’s representative, the EOCG Chair may arrange with the Incident Commander to attend the emergency incident location(s). The EOCG Chair works with the Incident Commander to arrange for appropriate site visits for members of the EOCG and other senior managers.

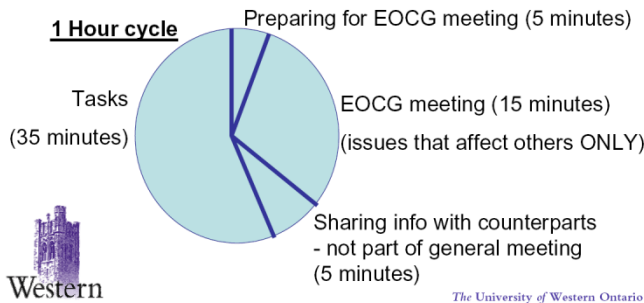
Other breakout rooms are to be used for operations, logistical and planning purposes, to ensure that the EOCG will not be disturbed by excessive noise or other distractions.

It is important that the EOC be used for status tracking and the decision making function only. Only key personnel will remain in the EOC tracking the key activities and providing regular updates. Other staff will be called in to supplement personnel already in attendance.

Regular business cycles of the EOCG are to take place in the EOC and coordinated by the EOCG Chair.

EOCG Business Cycles

- The EOCG should have regular meetings to share information, discuss actions to be taken and/or issues to be resolved
- These meetings should be brief and free from interruptions



1.8.5 Emergency Operations Control Group (EOCG) Membership

The Emergency Operations Control Group consists of:

- VP, Resources & Operations*
 - AVP, Facilities Management*
 - AVP, Human Resources*
 - AVP, Institutional Planning & Budgeting*
 - Vice Provost & Registrar*
 - AVP, Housing and Ancillary Services*
 - AVP, Research*
 - AVP, Financial Services*
 - AVP, Communications & Public Affairs*
- *or designate

At the request of the EOCG Chair, other support and personnel may be asked to attend the EOC. These individuals may include, but are not limited to:

- | | |
|-------------------------------------|---|
| • Dean of an affected Faculty | • Insurance Representative |
| • City of London representative | • Principal of an affected Affiliated College |
| • Director, Health Services | • London Health Sciences representative |
| • Purchasing/Finance representative | • Outside consultants/contractor |

1.8.6 Emergency Operations Control Group (EOCG) Priorities

The EOCG's priorities are to:

- Support Incident Command. Functions or activities such as notifications, public information,



media relations, resource acquisition, employee call in, record keeping, etc. are best handled by the EOCG.

- Monitor, Inform and Alert. The EOCG must both give and receive information. The EOCG undertakes intelligence gathering to identify potential problems and provide prompt notification to managers, employees, and related organizations. The EOCG also ensures that members of the Western community, as well as external stakeholders and agencies, know about the emergency and Western's response.
- Verify and Document Response. The EOCG must create a mechanism to verify the steps taken to respond to the emergency, preserving a record of the actions taken to protect employees, infrastructure, animals, research, and the overall corporate interests. The EOCG pursues "best practices" by documenting information received and the steps taken.

1.8.7 Academic/Administrative Unit Responsibilities

Each Academic/Administrative Unit and all operational departments should complete a risk assessment to ensure that appropriate emergency procedures are in place.

The Academic or Administrative Unit Head should consider the following:

- take all necessary precautions to protect people, critical research, animals, irreplaceable computer records, archives, valuable materials and equipment within their areas.
- the Academic or Administrative Unit Head holds ultimate responsibility for the safety of the people under his/her jurisdiction — accountability and evacuation are key issues.
- adopt and support an effective Building Emergency Team program.
- maintain appropriate fan-out communications list for all personnel.
- update Communications & Public Affairs on emergency contact information for the unit.
- contingency plans are required for essential business functions; designate someone who has sufficient authority to get the job done.
- move beyond theoretical plans to practical preparation (training, testing).
- remember that decision-making in an emergency will not allow for normal consultative processes and that autocratic decisions will have to be made.
- during the emergency, be prepared to provide critical information to Incident Commander but do not interfere with the Incident Command process.

1.8.8 Situation Reports

A small number of Academic and Administrative Units and some external agencies must be apprised of on-campus developments during all phases of a major emergency or disaster.

The EOCG will call for the preparation of situation reports (SITREP's), as circumstances warrant. A SITREP is a short, concise report that summarizes activities.

SITREP content:

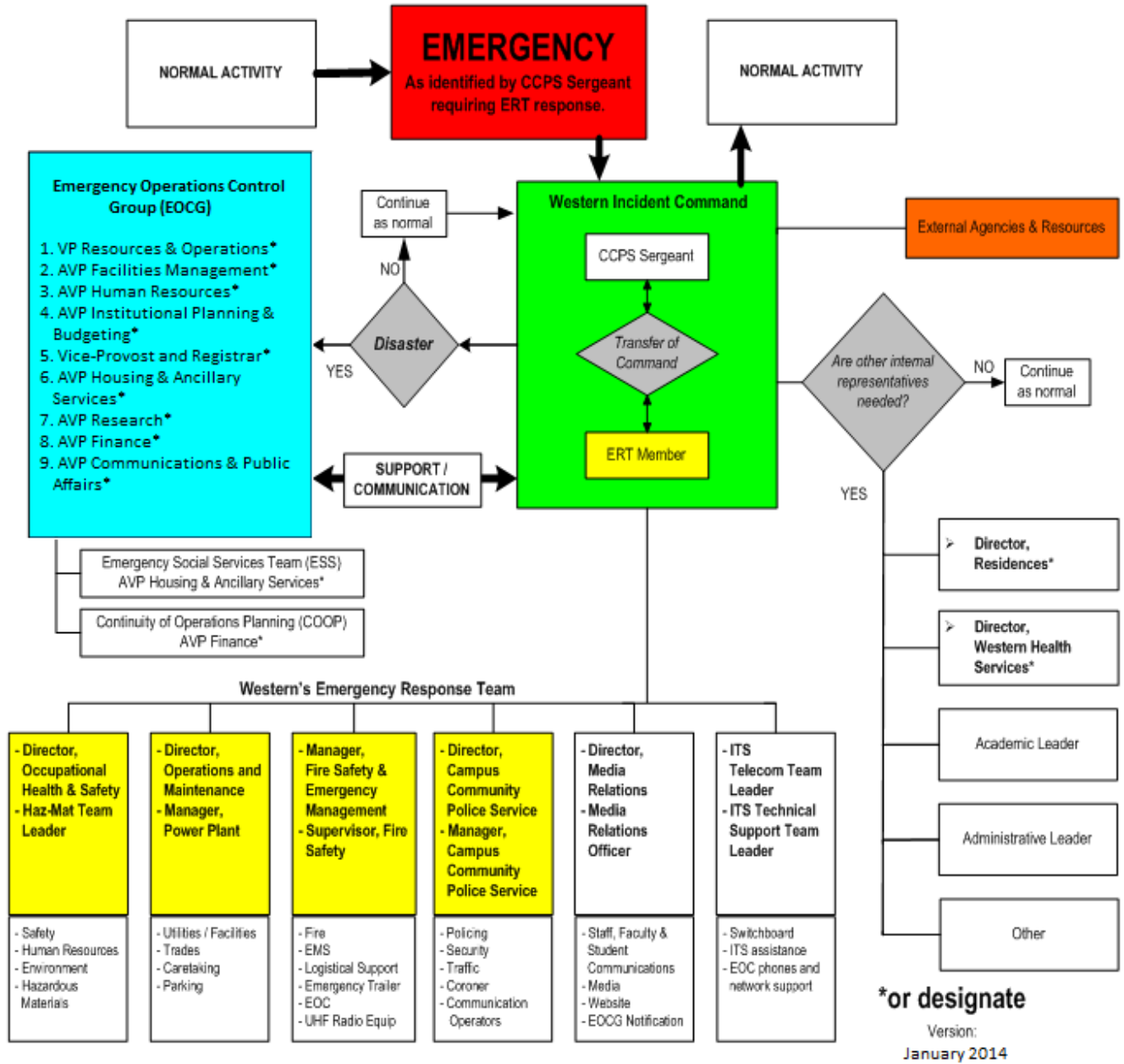
- a) From (Name of Academic & Administrative unit/faculty)

- b) As of (Time and Date)
- c) What is happening? (include when and where)
- d) Any deaths, injuries, property damage or other problems?
- e) What is being done about it? (your current activities)
- f) Needs? (requests for assistance or materials)
- g) Who is in charge? (identify key personnel)

2. UTILIZING THE DISASTER PLAN

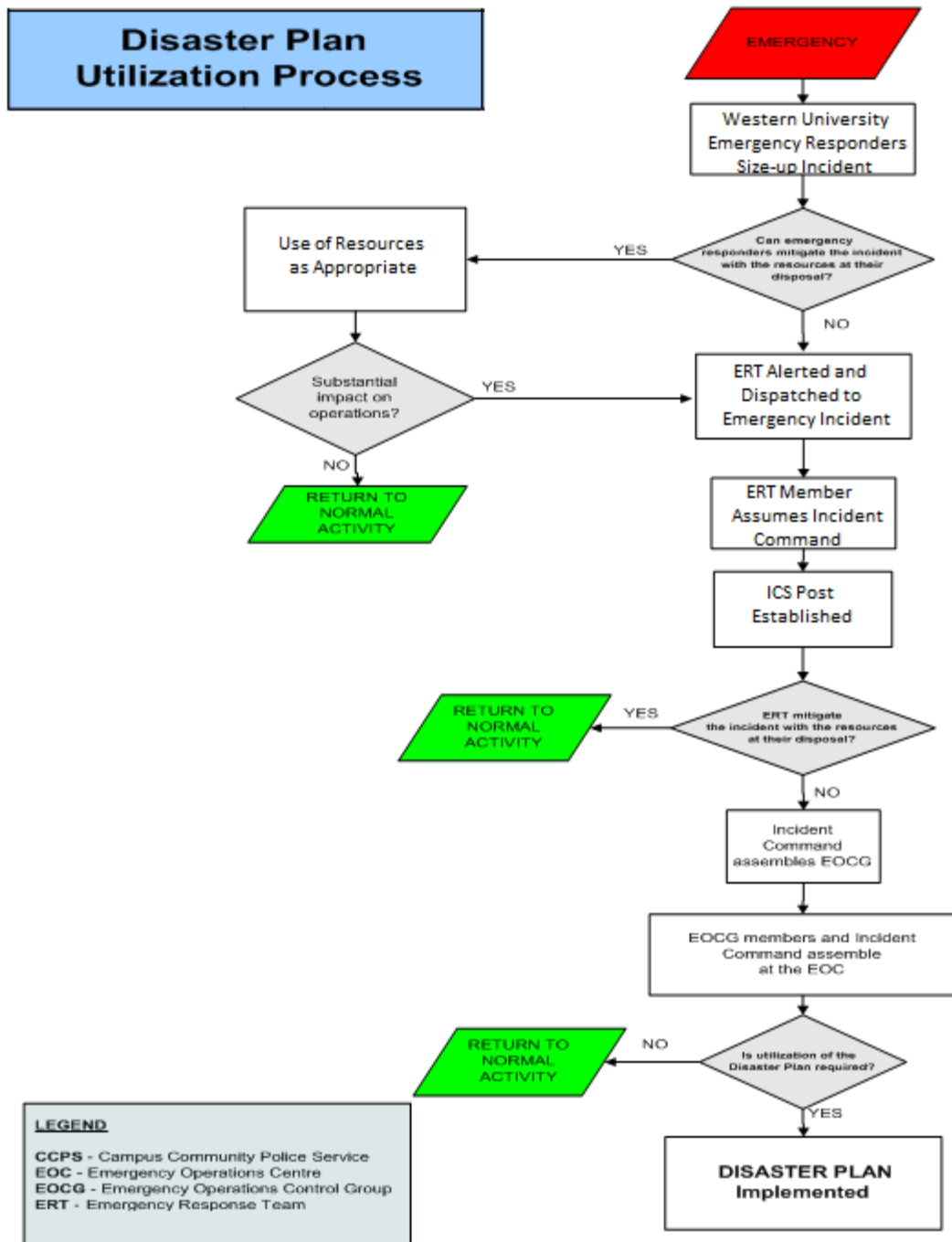
2.1 Emergency Process – Chain of Command

Western's Emergency Response Process



January 2016

2.2



2.3 When Does Disaster Plan Implementation Occur?

The EOCG is assembled and the Disaster Plan is utilized when it is apparent to Incident Command that an event or events will have a major impact on Western or when considerable outside assistance is required to deal with an emergency incident.

Generally, this will occur when there is:

Advance Warning - there is an opportunity for the Incident Command to assess the potential impact and do some initial planning of Western's response (i.e., health emergency, blizzard, ice storm, river flood, etc.).

Sudden Impact - an unexpected situation that impacts Western immediately and Incident Command is required (i.e., fire, explosion, aircraft crash, hazardous materials spill, tornado, etc.).

It is always possible that a normal emergency will escalate beyond Western's response capabilities, triggering the Incident Commander to assemble the EOCG. Whatever the precipitating circumstance, *the decision to assemble the EOCG is the responsibility of the Incident Commander.*

2.4 Assembling the Emergency Operations Control Group

The EOCG notification process must be clearly understood and the following process is to be followed:

- If it is obvious from the outset of an emergency by the Incident Commander that the event is beyond Western's response capacities, the EOCG is to be assembled immediately.
- The Incident Commander monitors any escalation of threat and decides whether or not the situation requires assembling of the EOCG depending on the resources needed and the scope of effect.
- The assembling and contact with EOCG members is to be made by Communications & Public Affairs under the direction of Incident Command.

2.5 Notifying the Emergency Operations Control Group

Communications & Public Affairs is to maintain an emergency contact list for the EOCG and maintain a procedure for notifying the EOCG members. Once the Incident Commander makes the decision to assemble the EOCG, EOCG members should be provided with a brief description of the situation as well as information about location and access to the EOC. EOCG members should confirm their estimated time of arrival.

Those asked to locate members of the EOCG must act deliberately and immediately. If primary contacts cannot be reached, the designated secondary or tertiary designate shall be contacted. The name(s) and information of EOCG members responding and any EOCG members who were not contacted must be forwarded to the EOCG Chair.



The EOCG may function with only a limited number of members depending upon the emergency. While the EOC may not require the presence of all EOCG members, all members of the group must be notified.

EOCG members should:

- Be familiar with, and follow the methodology outlined the Disaster Plan.
- Determine when to activate faculty/building/Academic & Administrative Unit emergency or business continuity plan(s) within your span of control.
- Notify your support staff person of your relocation to the EOC. As emergency circumstances permit, instruct this person to remain at his/her workstation until further notice to ensure continuing and direct communications.
- Your support staff person is responsible for notifying your designated alternate and initiating a fan out notification as required. Circumstances may require your alternate to attend at your office to “stand in”.
- Your alternate should be prepared to relieve you, should the event continue over an extended period of time.
- Bring your departmental emergency kit (contact list, emergency plan, business continuity plan or other related information) to the EOC.
- Bring any personal necessities (keys, overcoat, medication, laptop, cell phone, radio, chargers, batteries, tape recorder, etc.).
- If you are delayed beyond the estimated arrival time initially provided advise the EOCG Chair or Incident Commander.
- Upon arrival at the EOC, establish communications with your support personnel and alternates.

2.6 Emergency Operations Control Group Activities

Once assembled at the EOC, the Incident Commander or ERT representative will brief the EOCG; thereafter the EOCG Chair assumes responsibility for management of Western. EOCG members establish communications with their respective constituents and familiarize themselves with EOC functions (e.g., logs, establishment of breakout rooms, work teams, etc.)

The EOCG Chair should:

- Determine use of the Disaster Plan; advise the President and other members of PVP accordingly.
- Utilize Western’s Disaster Plan and other emergency, business continuity, or recovery plans.
- Provide direction, guidance and support to the Incident Commander.
- Authorize reduction in routine services to the degree necessary to support emergency operations
- Advise emergency services and City of London of Western’s emergency situation; request assistance as required.
- Coordinate with Incident Command to have Communications and Public Affairs arrange media interviews for the EOCG Chair (or designate) to make sure the situation is known to the Campus Community and Public in general.
- Allocate resources in a manner that does not expose unaffected areas to unnecessary risk.



- Anticipate developing events and assign work teams for Operations, Planning, Logistics, Administration and Finance.
- Approve the acquisition of needed resources that are not in current inventories.
- Ensure the well being of the EOCG members (set up shift changes, provide rest areas, meal breaks, etc., and ensure adequate human resources to meet immediate and near future needs).
- Locate and utilize external resource persons and advisors as required.
- Reduce activity when safe to do so, and implement business continuity/recovery operations.

2.6.1 Emergency Operations Control Group Key Activities:

Upon arrival at the EOC, EOCG members should:

- Ensure an EOCG Chair is established.
- EOCG Chair is to obtain updates from the Incident Commander.
- Organize immediate support or resources as required by Incident Commander and/or Administration.
- Consider whether other Western's resources and/or staff should be requested to attend the EOC or emergency incident.
- If deemed prudent, request representatives from emergency services and other external agencies to attend the EOC or emergency incident.
- Formulate plans and initiate action in coordination with the Incident Commander.
- Make recommendations to announce to the Western community and the public that Western is dealing with an emergency situation.
- Communicate with the City of London if and when necessary.
- Keep Western's community and the public informed.

2.6.2 Briefing PVP and the Chair, Board of Governors

Following an initial appraisal of the situation and the progress of mitigating the emergency, the EOCG Chair will communicate with Western's President to provide a status report and summary of critical issues. Circumstances may necessitate communication with Western's Vice-Presidents and the Chair, Board of Governors, to exchange information and outline control and response strategies. These consultations may be direct or relayed through Western's President and should occur at regular intervals.

The Executive Assistant to the President is responsible for the communications fan-out for the Office of the President and is responsible for management of the communications fan-out for the Board of Governors.

2.6.3 Corporate Communication with Deans, Academic & Administrative Unit Heads and Other Campus Leaders

An emergency or disaster may affect a portion or all of the campus; the impact of an emergency of this scope will only be known as the assessment and emergency mitigation proceeds. Communication with senior managers and other campus leaders is needed to establish an accurate and common



understanding of what has happened, and to gather and relay relevant information to the EOCG. As circumstances warrant, it may be appropriate for the Provost and Vice-President (Academic) convening a meeting of Deans; the Vice-President (Research) may join or initiate communication with members of the Research community. The essential principle is prompt action to ensure that constituent leaders are informed at the earliest possible point and kept up-to-date. These leaders are in turn responsible for cascading communications to their subordinates and/or initiation of Academic/Administrative Unit fan-out as required.

Communication with the following campus leaders may be beneficial:

- Unity Group
- Deans, Associate Deans, Assistant Deans, Department Chairs
- Academic & Administrative Unit Heads
- Presidents of USC, SOGS, MBAA

2.7 EOCG Members - Individual Responsibilities

EOCG members will be expected to:

- Provide the EOCG Chair with SITREPS from their area.
- Track all events/activities in which their own department/agency is involved.
- Keep accurate records of all decisions.
- Note exemplary performances and training shortfalls.
- Track financial costs including personnel, equipment, and consumables.
- Prepare a post-incident report on their Academic & Administrative Unit's involvement.

2.7.1 Vice-President, Resources & Operations / EOCG Chair (or Designate)

- As EOCG Chair, chair meetings of the EOCG and, with EOCG advice, make decisions that will respond to, contain, control and assist the recovery from the emergency.
- Ensure that the President, other members of PVP, and the Chair, Board of Governors is advised at regular intervals as required.
- Ensure that the Western community and the wider London community are advised at regular intervals as required.
- Issue directions considered necessary to implement the Disaster Plan and protect the safety, health, welfare and property of the Western Community. This can include cancellation of classes or other scheduled activities.
- Invite representatives of external agencies and/or Western resource persons to attend the EOC when appropriate.
- Ensure that key EOCG activities and decisions are documented.
- Approve public announcements and news releases.
- Monitor and direct ongoing recovery operations.
- Establish meeting cycles and operations within the EOC.
- Chair a EOCG debriefing once normal activity has resumed.



2.7.2 Associate Vice-President, Facilities Management (Or Designate)

- In the absence of the Vice-President, Resources & Operations assume EOCG Chair position until the Vice-President, Resources & Operations assumes position of EOCG Chair.
- Assess the extent of the damage to Western infrastructure and utilities.
- Coordinate restoring of on-campus utilities.
- Advise the EOCG on all engineering, infrastructure, utilities, roads, grounds and damage control issues.

2.7.3 Associate Vice-President, Human Resources (or Designate)

- Advise the EOCG on all Human Resources issues.
- Monitor all insurance and claim-related issues throughout the disaster and post-disaster recovery period.
- Maintain an accurate record of all damages reported, claims submitted and action taken by the insurer(s).
- Coordinate official communications with staff, faculty and bargaining units regarding the impact of the disaster on their workplace and employment status.
- Provide registration and inquiry services to reunite families and to collect and answer queries concerning the safety and whereabouts of missing staff and faculty.

2.7.4 Associate Vice-President, Institutional Planning & Budgeting (or Designate)

- Establish and maintain financial records with regards to the emergency incident, with priority on ESS and Incident Command activities.
- Advise EOCG on financial matters.

2.7.5 Vice-Provost and Registrar (or Designate)

- Advises EOCG on academic implications of emergency measures.
- In coordination with Incident Command: initiates relocation or cancellation of classes and examinations.
- In coordination with Incident Command: acts to preserve library and other Research resources.
- In coordination with Incident Command: initiates preservation, replication or replacement of student records and other logistical data (schedules, room assignments, etc.).
- In coordination with Incident Command and ESS: provides registration and inquiry services to reunite families and to collect and answer queries concerning the safety and whereabouts of students (London, Ontario, North America, International).

2.7.6 Associate Vice-President, Housing and Ancillary Services (or Designate)

- Advise the EOCG on all matters pertaining to the provision of emergency food, clothing and shelter for Residences and the Western community generally, including activating the Emergency



Social Services plan.

- In coordination with Incident Command and PP&CPS: identify, and prepare an appropriate number of buildings to be used as emergency reception centres; operate, direct and supervise the operation of such centres.
- In coordination with Incident Command and ESS: implement a plan to provide emergency food and personal need services (clothing, medication, etc.).
- In coordination with Incident Command and ESS: provide registration and inquiry services to reunite families and to collect and answer queries concerning the safety and whereabouts of students living in Western owned housing.

2.7.7 Associate Vice-President, Research (or Designate)

- Establish and maintain records with regards to the emergency incident, with priority on current research activities affected or that may be affected due to the emergency incident.
- Advise EOCG on research issues.

2.7.8 Associate Vice-President, Financial Services (or Designate)

- Advise the EOCG on all Business Continuity items and lead Business Continuity efforts (team).
- Ensure funds in the proper form are available to mitigate the emergency.

2.7.9 Associate Vice-President, Communications & Public Affairs (or Designate)

- Advise the EOCG on communication strategies.
- Ensure all EOCG Chair approved communications are completed.

2.7.10 Other Invited Members

In many situations, a single Academic & Administrative Unit or external agency will be directly implicated in the event. Where the contributions of a representative are necessary for the management of the event and appraisal of the impact of the proposed response, the EOCG may as required invite a Dean, Director or external resource person to attend the EOC as an advisor.

This individual might be expected to:

- Advise EOCG on academic or operational implications of emergency measures.
- Confirm space utilization; provide information on activities occurring in the facility that present unusual risk or the potential for irreplaceable loss.
- Initiate activation of Academic & Administrative Unit/building emergency and contingency plans, including personnel fan-out.
- Liaise with designated alternate, to remain abreast of developments affecting personnel, animals, buildings, laboratories, equipment, Research, etc.

During a fire situation, the participation of a senior officer from the London Fire Department may be able to facilitate direct updates and feedback. During an emergency affecting Western's supply of steam to the London Health Sciences Centre, or where a chemical or radioactive emission might disrupt hospital operations, the presence of a representative from the London Health Sciences Centre would be beneficial. Similar representation is advisable where the emergency impacts upon the operation of affiliated colleges.

The decision to invite additional parties to attend the EOC rests solely with the EOCG Chair.

2.7.11 Campus Police Liaison Responsibilities to the EOCG

Simultaneous to the Incident Commander (I/C) identifying the need to activate the EOCG the I/C will assign a Campus Police Supervisor or Special Constable to act as liaison with the EOCG, and duties include:

- Assist scribes in setting up the EOC.
- Be in attendance at the commencement of the EOCG assembly to brief the Chair and members on details of the incident.
- Be the point of contact between the EOCG and the ERT Incident Commander.
- Remain in contact with the I/C and up-date the EOCG chair with incident details.
- Up-date the I/C with EOCG decisions that may impact the ERT.
- Facilitate the EOCG in dealing with their priorities.

2.8 Command and Control

2.8.1 Western's Emergency Response

- Campus Community Police Service Communications notifies Western's ERT and local emergency services as required or directed by the Incident Commander.
- Western's ERT responds; and assumes Incident Command (Incident Command is transferred as required).
- Western's Incident Commander decides whether to assemble the EOCG.
- Western's Incident Commander assigns/coordinates tasks amongst agencies/departments; working with emergency services, determines/approves site layout including:
 - Inner and outer perimeters
 - In/out routes, traffic control points
 - Command Post location and security
 - Casualty collection post and temporary morgue (if necessary)
 - Media information centre
 - Staging area and refueling point
 - Initial reception area for evacuees
 - Rest area (including feeding, etc.)



2.8.2 Emergency Situation Terminated

- Close down emergency site(s) when advised by Incident Command.
- Determine if other locations (i.e., reception centres, shelters, media centre or information hotline, etc.) require continued ERT or EOCG support.
- EOCG Chair, if appropriate, is to advise President and PVP of the termination.
- Ensure issue(s) of appropriate media releases.
- Reduce EOCG and EOC staff when practical.
- Incident Command will assign a “skeleton crew” to provide continuity during the close-down phase.
- EOCG to establish a recovery plan with Incident Command.

2.9 Post Incident

2.9.1 Debriefings

Post-incident debriefings and related reporting are important aspects of emergency management. Leadership in managing this phase of activity facilitates proper documentation of the response for a variety of purposes, including improvement of the Disaster Plan. It also brings together information for insurance, cost recovery, employee relations and liability purposes.

A series of debriefings is required to fully evaluate the event.

2.9.2 Emergency Site

- Incident Command is to conduct debriefing with all leaders involved with the emergency incident.
- Written reports are prepared by leaders involved with the emergency incident as identified by Incident Command, to include actions taken, timings, problems encountered, training deficiencies, and suggested improvements.
- Incident Commander(s) attend EOCG briefing and submit a written report to the Emergency Response & Preparedness Coordinator.

2.9.3 Emergency Operations Control Group (EOCG)

- EOCG Chair schedules a debriefing of participants, including the Incident Commander.
- EOCG participants submit a written report for their department/agency, to include actions taken, timings, problems encountered, training deficiencies, suggested Disaster or Emergency Plan changes.
- EOCG Chair ensures documentation is kept of decisions and actions taken by EOCG.

2.9.4 Joint Briefing with Outside Emergency Services

- The Emergency Response and Preparedness Coordinator (ERPC) schedule's a debriefing with

outside emergency services, Incident Commander(s) and members of the ERT after the termination of the emergency.

- Departments/agencies bring forward issues relating to the response with suggestions for improvements to the ERPC. These issues are to be included in the ERPC's report.

2.9.5 Overall Western Debriefing

- ERPC hosts overall debriefing for major participants from Incident Command and the EOCG after the termination of emergency incident.
- All reports are forwarded to the ERPC.
- A written report is prepared by the ERPC and within 10 working days of the emergency incident the report is submitted to the Vice-President Resources & Operations, AVP Facilities Management and AVP Human Resources.
- The ERPC reviews report with the Emergency Response Committee at the next scheduled meeting of the ERC.

3. NOTIFICATIONS AND COMMUNICATIONS

It is Western's policy to be forthright and timely in all communications with the Western community, the media, and the public.

It is Western's policy that decisions regarding communications will be guided by due concern for the right to privacy, personal security, legal liability, and the public's legitimate right to be informed.

It is Western's policy that all media and public inquiries be referred without comment to the Department of Communications and Public Affairs. Only the official spokesperson will articulate Western's position after consultation with the Incident Commander and/or EOCG Chair.

3.1 Notification Process

3.1.1 Notification to President and Vice-Presidents

The Associate Vice-President, Communications and Public Affairs (AV-P, CPA) or designate, will alert the Office of the President.

The Manager of the PVP Office (designate is the Executive Assistant to the President) is responsible for alerting all members of the PVP group immediately upon notification from the AV-P, CPA when a disaster occurs. Also, as deemed necessary by the Incident Commander or the EOCG Chair, this individual will contact affected deans and/or Academic & Administrative unit heads, who will then implement their own fan-out notification system.

3.1.2 Notifications within Academic & Administrative Units and Deans' Offices

Each administrative/Academic & Administrative unit and dean's office on campus must have a fan-out notification process in place in the event of a disaster. A staff member within each unit/dean's office should be selected to maintain a current list of all employees within the unit, including their campus extensions, home phone numbers, cell numbers, campus email addresses and office/class hours. This list must be kept in an area where all members within the unit can access it. The Academic & Administrative unit head and dean (and his/her designate) should keep copies of this list available. This list must also be filed with the Campus Community Police Service and the Emergency Response & Preparedness Coordinator. This list should be updated once every quarter. Notifications for updating information are to be issued by the Emergency Response & Preparedness Coordinator.

3.2 Media Relations

The Associate Vice-President, Communications and Public Affairs or alternate is responsible for coordinating all media relations, public statements and acquiring appropriate approvals from either the EOCG Chair, the President or their designates as required.

On campus media should be considered the same as external media.

When possible, media relations will not be conducted adjacent to the Emergency Operations Centre.

3.2.1 Official Spokesperson

- One official spokesperson and an alternate will be designated. It is to be communicated to Incident Command and the EOCG who is acting as the official spokesperson by the Department of Communications and Public Affairs (CPA).
- The Associate Vice-President, Communications and Public Affairs will determine the official spokesperson.
- The spokesperson must be readily available and accessible to the EOCG and the media and be able to articulate Western's position.
- Depending on the nature of the incident, the spokesperson and/or CPA may be required to be at the scene of the incident to handle media inquiries directly.
- If the media arrive at the scene of the incident before the spokesperson and/or CPA, the Incident Commander is responsible for providing a brief and factual update to the media. Whenever possible, the Incident Commander will refer all media to CPA.

3.3 Public Information

Under direction of CPA, public notification may occur as follows:

- Message on Western's home web page
- Message on Western's phone lines
- Public service announcements (print, radio, TV)

4. EMERGENCY SOCIAL SERVICES (Looking After People)

4.1 Purpose

The purpose of this section is to outline the provisions and services available at Western for the care of the campus community's personal needs in the event of an emergency. The term Emergency Social Services will be used to describe these activities.

4.2 Need for Services

Western recognizes that it must have provisions in place to temporarily accommodate people during an emergency who are unable to return home or who are in Western-owned housing (residences, apartments and townhouses) and are affected by an emergency. This plan is especially critical should an emergency impact campus with little or no warning in the midst of a normal operating period. Western may also be asked to assist in the event of a community-wide disaster.

Priority would be to look after essential needs (first aid/medical attention, shelter, overnight accommodations, food, water, clothing, etc.). Whenever possible, other needs would have to be addressed (family reunification, counseling, information/status reports, comfort items, social activities, financial aid, etc.)

This plan assumes that the provision of emergency social services will be provided primarily on a short-term basis (i.e. 72 hours). After this time period it is expected that most campus community members affected by the emergency would have left campus. For those individuals unable to leave campus, such as international students, additional long-term support arrangement will be made on an as-needed basis. This plan is also based on the understanding that some level of hydro electricity will be available and that supplies and power are available at an off-site location. For those instances when no power or supplies are available, Western expects campus community members to not rely on campus support, but to relocate when possible.

In many cases, only selected components will be needed based on the location and impact of the emergency. These situations may include:

- Localized emergency affecting one specific building (fire).
- Widespread crisis impacting a large area of campus (tornado, blizzard/ice storm).
- Off-campus situation not directly impacting campus but impacting the surrounding community (nearby train derailment).
- Off-campus event causing concerns to the community (9/11-type situation, terrorist attack, war).

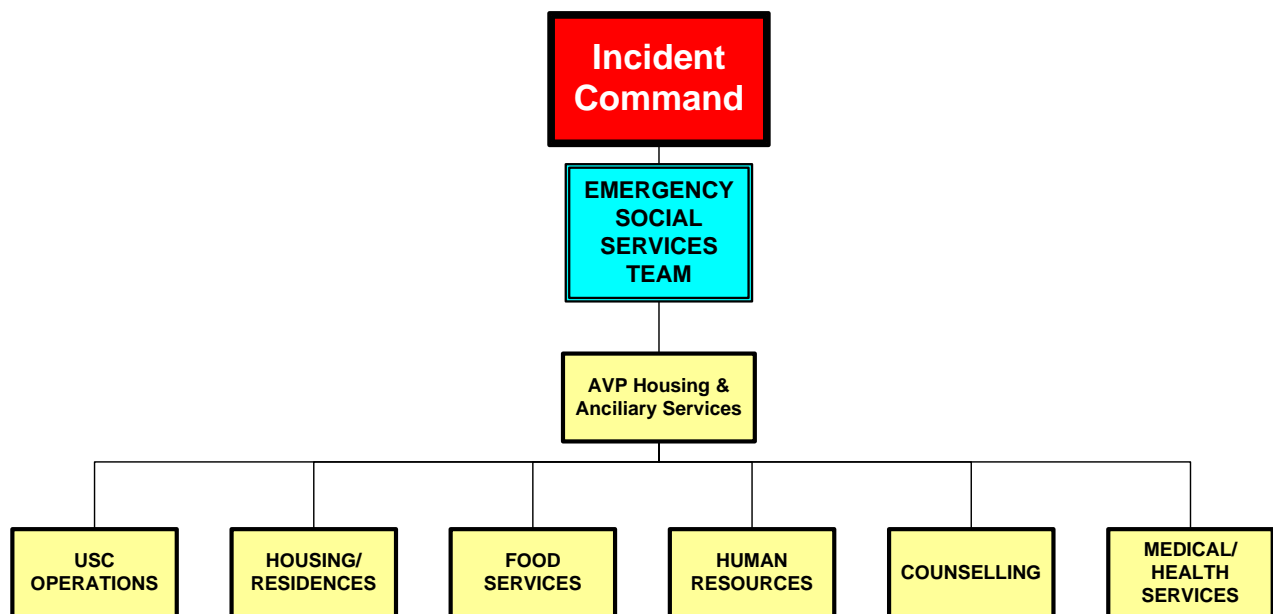
4.3 Western's Responsibilities

Initial responsibility for looking after people affected by an incident rests with the Western Incident Commander. As the event unfolds, the Incident Commander considers the need to assist the people



affected by the situation. All reasonable steps must be taken to ensure the safety and well-being of staff, faculty, students and the surrounding community. Even before the activation of the Emergency Operations Control Group (EOCG), the necessary facilities and support services should be furnished to the affected personnel. London Transit buses may be called in to provide initial shelter and transportation.

Once the Emergency Operations Control Group (EOCG) is assembled at the Emergency Operations Centre (EOC) at Western, it is the Associate Vice-President of the Division of Housing and Ancillary Services (or designate) who coordinates meeting the needs of people on campus. Together with the Associate Vice-President of Human Resources, a sub-group of staff responders will be activated to provide the resources necessary for the care of campus community members. This group is referred to as the Emergency Social Services team (ESS).



4.4 Municipal Response

If an emergency or disaster occurs, the City of London may activate its municipal emergency response plan and assemble the city’s Emergency Community Control Group (CCG). The municipal Emergency Manager may take initial steps to evacuate residents. This response can have a serious impact on Western should the evacuation zone include the Western Campus or should the city ask to move evacuees to our facilities. If serious enough, the City of London will activate their Emergency Social Services Committee (ESSC). That committee will take over responsibility for caring for people at the municipal level. The city plans to look to arenas, community centres and schools to serve as evacuation or reception centres. Western will need to maintain close ties with the City of London to ensure resources are properly coordinated.

4.5 Reception Centre

Reception centres are locations where evacuees or stranded individuals may be received during a disaster. A centre may be set up in a large meeting room, cafeteria, gymnasium or even a tent -- it depends on what is available in the community or what is needed.

Reception centres should be flexible for multipurpose use. Space may be required for use as a gathering and information centre, a rest and sleeping area, a staging site for volunteer disaster relief workers, a site where insurance adjusters can operate, a media centre, or an emergency day care centre.

Reception centres are set up in order to provide for essential needs of people affected by a disaster. Whether or not a reception centre will be opened is dependent on many factors including the size of the emergency, and the number of volunteers or facilities available.

4.6 Selection of Reception Centres

In order to choose a suitable location for a reception centre, or several locations for a number of centres, consideration must be made to the provision of basic necessities of water and electricity first and foremost, followed by telecommunications access.

The ESS in coordination with Incident Command will establish reception centres in safe campus locations, where individuals can go for immediate emergency help, medical treatment, emergency clothing, access to necessary medications, and assistance in locating family members, securing lodging and/or providing food. These centres will provide information and referral services during the immediate post-impact period.

These operations may be housed in large classrooms, cafeterias and/or dining rooms. As the residences are occupied from September to April, the security and comfort of current residents must be considered before designating any residence space (including lounges or dining rooms) as a reception centre.

4.7 Designated Reception Centre Locations

4.7.1 Main Campus - University Community Centre

In the event of a major emergency or disaster, the ESS in coordination with Incident Command may designate that the University Community Centre serve as the campus reception centre. In cooperation with the University Students' Council and the tenants of the community centre, the building may be transformed into a campus support centre as follows:

- The primary assembly area is designated as the table and lounge area in Centre Spot.
- The ESS in coordination with Incident Command will direct event staff to assist Campus Community Police Service to provide security and communications.
- The ESS in coordination with Incident Command will contact Facilities Management and



other support services to assist as appropriate.

- ESS convenes in the USC council chambers on the third floor.
- Liaison and communications facilities will be established to link the ESS team to the Western Incident Command or EOCG, who provide the authority/direction of the ESS team.
- The primary reception centre will be set up in the main gym just off the atrium.
- Hospitality Services may be directed by the ESS in coordination with Incident Command to open the Tim Hortons and Centre Spot food outlets to meet anticipated food and drink requirements.
- The ESS in coordination with Incident Command will direct the Student Emergency Response Team to provide first aid services and will arrange for Student/Staff/Faculty Health Services to open their offices as required; St. John Ambulance may be contacted by Incident Command to assist with first aid (as required).
- Counseling services team established by ESS if deemed necessary (Student Development Services, Chaplains' Centre, Student/Staff/Faculty Health Services, Family Service London/Employee Assistance Plan, Registrar).
- A family reunification team will be formed by the ESS in coordination with Incident Command to ensure that all reasonable steps are taken to account for evacuees and match them with incoming inquiries from family and friends. Red Cross may be contacted by the ESS in coordination with Incident Command to provide registration and inquiry services.
- Information and communications systems will be established between Communications and Public Affairs and ESS to ensure accurate information is disseminated to the people at the centre, as well as those people who may be concerned about the evacuees (e.g. regular information sessions, TV and Radio Western partnering with Communications and Public Affairs to provide authorized updates).
- In extended situations, the ESS in coordination with Incident Command may direct to have areas set up to provide activities (e.g. McKellar Room opened to show movies, daycare facilities provided to look after children, areas set aside to deal with any evacuated pets, pool and shower areas opened, The Wave and Spoke opened as appropriate).
- A resource acquisition group will be established by the ESS in coordination with Incident Command and/or EOCG to ensure that necessary support materials are obtained (clothing, food suppliers, etc.).
- When necessary a financial approval system is established between ESS and EOCG to address financial and cost control considerations.

4.7.2 Child Care Centres

For the child care centres located at the University, including the University Preschool operated by Social Sciences, UCC part-time day care, and the YMCA Child Care Centre, parents will be notified in the event of an emergency, and the children will be evacuated to the nearest safe residence facility until such time as they can be picked up and taken home. Child care providers at these operations are equipped with hard-copy lists of children's names and contact information whenever they are offsite.

4.7.3 Western-Owned Residences

The Division of Housing and Ancillary Services has a documented program of supporting its residents in times of crisis. It should be noted that priority for emergency care and provisions is given to residents currently living in Western-owned housing for reasons of safety and security, and due to the limited availability of emergency food supplies. It should also be assumed that, due to the length of the academic year, any campus emergency would most likely take place when the residences are fully occupied. As such, these provisions are based on the services and facilities available under these circumstances.

In the event of an emergency, Incident Command, the ESS and the Division of Housing and Ancillary Services reserve the right to vacate a residence if building life safety features are compromised.

4.7.4 Evacuation Locations

Assembly areas have been designated for each residence and housing facility. Depending on specific circumstances, locations may be changed by Incident Command in coordination with ESS.

4.7.5 Residence Response Considerations

The Housing management team, including directors, live-in residence managers and student staff will be available to assist Campus Community Police Services and other emergency service designates to provide security, provisions and communication support.

The residences offer some common areas, such as study lounges, that can be set up with blankets and cots, mattresses or mats in the event of an emergency, as long as building safety features are not compromised.

Facilities Management, Hospitality Services and other support services may be called to assist as appropriate.

ESS team will be provided with a convening room by Incident Command, including communications access.

Reception centres will be set up according to level of need.

Hospitality Services may be called upon to meet food and drink requirements.

Student Emergency Response Team can provide first-aid services; residence staff, which are also trained in first-aid, will be available to assist. In addition, St. John Ambulance and Student / Staff / Faculty Health Services may be contacted by Incident Command to provide additional treatment (as required). Residence space will be designated to these areas.

A counseling services team will be established by ESS to include members of the Student



Development Services, Chaplains' Centre, Student / Staff / Faculty Health Services, and Family Services London/Employee Assistance Plan. This team may provide residence space to conduct individual counseling interviews (for example, music practice rooms are ideally suited for this purpose with their small size and level of privacy). Group counseling may be conducted in floor lounges, as they are equipped with sofas and chairs.

A Family Reunification Team may be formed by ESS to ensure that all reasonable steps are taken to account for evacuees and to match them with incoming inquiries from family, friends and associates. Red Cross may be requested by Incident Command to provide registration and inquiry services. This team will be provided the necessary space to conduct their services.

Information and communications systems will be established by ESS and Communications and Public Affairs to ensure that accurate information is disseminated to people at the centre, as well as to those people who may be concerned about the evacuees (e.g. regular information sessions, TV and Radio Western partnering with Communications and Public Affairs to provide authorized updates). Information may be disseminated through floor meetings, information notices, e-mail (through RezNet), and phone system auto-messaging. Residence space that meets all telecommunications and technology requirements will be made available for this purpose, including telephone hook-ups, network access, TV cable and sound system requirements.

In extended situations, ESS may direct areas to be set up to provide activities (e.g. common lounges equipped with TVs), and will be designated according to the level of need and the resources available to meet those needs.

A resource acquisition group will be established between ESS and EOCG to ensure that necessary support materials are obtained (clothing, food supplies, etc.) and to work with designated emergency services operators.

A financial approval system will be established by Incident Command, ESS and EOCG to address financial and cost-control considerations.

4.7.6 Other Lodging Alternatives

Unoccupied residence facilities – ESS may offer lodging in residence rooms during the summer period.

Commercial accommodation – ESS may look to offering lodging in outside motels, hotels, hostels or commercial boarding homes (including Spencer Hall and Windermere Manor).

Private accommodation – ESS may utilize lodging with persons volunteering accommodation in their own homes.



4.8 Services

Each reception centre will consider the need for the following services and appoint team leaders for each function:

4.8.1 Medical and First Aid

Incident Command is responsible for the dispatch of emergency services on campus and forwards calls to ambulance dispatch, London Police, fire services and other emergency services, when required.

The two active treatment hospitals in London are prepared to respond to campus community emergencies. Community emergency medical response agents (e.g., ambulance, health unit) will provide the on-site collection, triage and transport to hospital of casualties in a disaster situation. For immediate emergency response on campus, the Student Emergency Response Team if on-call can be dispatched through Incident Command by Campus Community Police, in the event their services are required.

Western's Health Services - The space and staff resources of Student/Staff/Faculty Health Services are limited. Response to a major campus emergency or disaster will be limited. Their resources may be mobilized by Incident Command to augment emergency medical services in such an event. In addition, the Director of Student/Staff/Faculty Health Services will provide assistance in connecting Incident Command and ESS with necessary medical resources in the event of an emergency.

In the event of a large-scale emergency, and depending on the availability of Health Services' medical resources, a field team of one physician and one nurse could be deployed to assist in the task of triaging non-emergency patients suitable for treatment at Health Services. This role will be performed in concert with Incident Command.

4.8.2 Family Reunification

The ESS in coordination with Incident Command, possibly in conjunction with the services of the Red Cross, will endeavor to establish a list of affected members of the campus community. Lists of building occupants in Western-owned housing will be generated through the Director of Residences; Human Resources will provide lists of faculty/staff; the Registrar's office will provide names of undergraduate students, and the graduate program areas (by building location) will provide names of graduate students. The whereabouts of all campus community members will be monitored by ESS and recorded according to these general lists. Regular updates on the status of individuals will be recorded by ESS and a contact number and/or web site will be set up where relatives/associates can get information.

Communications and Public Affairs has established procedures for communicating emergency information, including regularly updating the Western switchboard greeting to direct callers to information centres, such as the registration and inquiry area, and providing information on the Western web site. In addition, Incident Command and/or EOCG will consider the possibility of using an existing call centre on campus. The primary location of registration and inquiry service will be in



the reception centre, where all affected individuals will be directed in the event of an emergency. Incident Command may also call in the Red Cross for assistance with the registration and inquiry service.

4.8.3 Shelter and Accommodation

In the event of any type of emergency, consideration must be given to the fitness of any building for use as a temporary shelter location, such as a reception centre. If an emergency results in damages to building structure, whether these damages are localized or affect the entire building, all people in the building will be evacuated immediately to a building that is not structurally compromised. Most other building emergencies would result in power failures and/or failed utility services, such as water and natural gas.

For example, in the event of a power failure in one building, such as a residence, residents would be relocated to a nearby building not experiencing a power failure. In the event of a campus-wide power failure, emergency back-up generators would be engaged, and would temporarily provide minimal lighting, and maintain life/safety systems. Larger-sized generators may be brought in (depending on availability should there be a city-wide power failure), but these would not be capable of heating / cooling a building to a satisfactory level. The implementation of these measures is at the discretion of Incident Command and/or EOCG.

Therefore, in the event of a campus-wide emergency, for those individuals unable to leave campus, reception centres may be set up in buildings equipped with at least a standard back-up diesel or propane generator, such as Middlesex College, Visual Arts, UCC, Elborn College, and Althouse College; or those buildings connected to natural gas lines, such as Alumni Hall, Engineering, Weldon Library and the Social Science Centre. While equipped with facilities to accommodate large numbers of people, Saugeen-Maitland Hall is primarily dedicated to housing 1250 students. This issue needs to be considered by EOCG, Incident Command and ESS before assigning the building's facilities and resources to outside community members.

In the event that Western's phone system is down, there are approximately 20 phones located throughout campus, including one at each residence front desk, that are connected to the University Hospital phone system. Provided this system is operational, limited phone access will be provided to the University. Should phone systems go down citywide, Bell Canada will prioritize service support to public pay phones, over any other phones, such as residence phones. Phone line support may also affect computer network connections.

Consideration must also be given to the weather during an emergency/power failure. Extreme cold will require nearby temporary shelter, such as an LTC bus or school bus, and buildings with at least enough generator support to maintain minimal lighting and life/safety systems (otherwise fire prevention will establish alternate safety measures).

In the event of an emergency/power failure during extreme heat, care must be taken to protect building, network and phone systems from overheating. Campus community members who choose not



to leave campus will be relocated to a building with unaffected cooling systems.

4.8.4 Care and Comfort

Depending on the circumstances of the emergency and considering the items that need to be taken into account in selecting a reception centre, the reception centre itself could be outfitted with approximately 30 mattresses, about 20 to 30 pillows, and nearly 1,000 blankets borrowed from residence. Red Cross may also be able to provide a supply of cots and blankets. Furniture, including some stackable chairs and small couches, are available from the residences. Residence dining halls have several hundred stackable chairs, which can be relocated. If the emergency occurred when students are occupying the residences, additional resources will need to be brought in as the stackable chairs will be utilized by current residents.

4.8.5 Information Accessibility

Televisions are located in most residence lounges. These sets could be moved from lounge facilities to the location of the reception centre at the direction of ESS. Further, in the UCC, there are television sets located throughout the building where news programming could be broadcast to the community.

4.8.6 Provision of Food

The Hospitality Services area on campus has a number of contingencies on campus to respond to the need for additional food in the event of a campus emergency. Food will be provided by Hospitality Services facilities across campus, where needed as directed by ESS. For example, residence-dining facilities are equipped at all times with emergency food supplies.

From November to February, Hospitality Services has the capability of preparing a maximum of 20,000 meals, and providing water and other beverages, barring any disruption to basic utility services. This amount translates into providing enough meals for all residents for a period of 48 hours. Where emergency food is available from the residences, priority must be assigned to meeting the needs of current residents before the emergency supply can be directed to the outside community. Provisions include paper plates, plastic cutlery, and simplified menus focusing on the distribution of dry goods. In all cases of emergency food provision, portion control will be maintained. In the event of a reception centre being located in a residence building, residence staff will be able to provide kitchen staff support. Please see the Hospitality Services Residence Operations Storm Training that outlines the training involved in preparing several residence staff members across the residence system to operate kitchen facilities and prepare meals in the event that Hospitality Services staff are unavailable. Assuming that food delivery trucks are still available, food supplies arrive three times per week (or every two days).

Should hydro not be available, prepared foods, such as sandwiches, fruits and vegetables from our Lifestyles fridges, will be initially offered. In addition, alternate cooking sources would be used for meal preparation, including barbecues located across campus. Additional propane is available at academic buildings.



In the event of a prolonged emergency, beyond the two-day food supply, local suppliers will be contacted by ESS to bring in bottled water and dry goods. A call-out to departments on campus to locate office water coolers will be conducted by ESS. Refrigerated trucks will be brought in by ESS to store any perishables; and dry ice will be ordered in to reduce loss of food in freezers.

Teams will be established by ESS to deliver food to reception centre(s). All vehicles that are the property of Hospitality Services will be made available to ESS and Incident Command, including three vending vans, one catering van, one passenger van, two golf carts, and if necessary, personal vehicles.

4.8.7 Clothing and Personal Needs

In addition to provisions available from the Red Cross, residents and/or the Western Book Store may be approached by ESS for shoe and clothing donations. Reception centres offer limited washroom availability, and are unable to provide shower facilities. As there are limited shower facilities in residence, building security and resident inconvenience will need to be taken into consideration by Incident Command, ESS and EOCG before these facilities are offered to the outside community, especially during the academic year.

For those individuals who may be missing prescription medications, consultation services with a medical professional will be available at the reception centre(s). For assistance with serious medical conditions that require immediate medication, the medical practitioner may consult directly with the campus pharmacy.

4.8.8 Counseling and Support

Western understands the importance of providing counseling services in the event of a campus emergency. Support services are available to help people who have witnessed, responded to, or otherwise experienced a traumatic event.

Student Development Services has staff members available to respond to students in the event of campus emergencies. During office hours, Psychological Services staff members will be contacted through the main reception office at Student Development Services. Emergency counseling appointment times will be immediately made available for those students affected by the tragic event and, when necessary, for the family members of students. In addition, counselors will be available to respond to any requests for consultation by phone and, when appropriate, will be present at a campus location such as a residence, faculty, or classroom to speak with staff, students, family members and faculty.

Family Service London (FSL), the provider of Western's Employee Assistance Program, would lead the counseling team at the direction of ESS. They are a national organization who is able to bring a large number of counselors in to assist with the critical incident response. They can access other resources in the London area, as well as teams from this part of southern Ontario. They operate a 24-Hour Emergency Assistance Line to provide immediate emergency aid.

When the circumstances call for a group intervention, meetings will be arranged for counselors to



speak with those requiring information. If warranted by the situation, contact will be made with Western Chaplains' Services in order to secure their involvement in planning and leading the group meetings. (For a list of contacts at the Chaplains' Centre, please see Appendix 5.)

After scheduled office hours, Psychological Services staff will be contacted through their home phone in order to respond to a campus emergency. The appropriate Western emergency response personnel are to have access to the contact numbers. When warranted, staff will arrive at the designated campus emergency site location to provide crisis counseling support to any who may require such intervention. If appropriate, the Student Development Services offices in the UCC will be used to provide confidential counseling space for immediate crisis management assistance to any student, staff, faculty member or family member affected by the tragic event.

Follow-up appointments with Student Development Services staff will be arranged as necessary for students. Faculty, staff and their family members will be referred to the Employee Assistance Program for ongoing assistance. Family members of students may be referred to the appropriate community agency for ongoing assistance. In the days or weeks following a tragic event, staff will be available for emergency counseling appointments.

If the magnitude of the tragic event is sufficiently large, Psychological Services will be able to call upon the Ontario and the Canadian Psychological Associations, as well as the London Regional Psychological Association for assistance in locating personnel who will be available to help the campus community cope with the trauma.

4.9 Outside Assistance

In order to better serve the needs of the campus and surrounding community in the event of an emergency, Western may contact one or more of the services listed to provide assistance to members of the campus community in addition to the services provided by the Campus Community Police Service (CCPS) and the Student Emergency Response Team (SERT). Depending on the nature of the incident, outside resources may not be available due to municipal requirements.

4.9.1 Canadian Red Cross

The Red Cross' role is to assist in meeting the urgent physical and personal needs for a period of 72 hours, until Western is able to provide the appropriate assistance to the campus community, or until municipal social services or recovery programs are effectively in operation. Red Cross' role relates mainly to the establishment of a central reception centre; however, their personnel may be called upon to assist in other locations, such as Western residences.

Red Cross personnel may become an integral part of the Western Incident Command/ESS response. The Red Cross leader reports to Western's Incident Command.

All actions and expenditures relating to reception centre management will be coordinated through Western's Incident Command, ESS and the EOCG.

4.9.1.1 Red Cross Resources

- Trained reception centre managers and operations staff
- Volunteers trained in registration and inquiry
- Emergency response vehicle
- Fire victim response team
- Supplies including cots, blankets, pillows, comfort kits, snacks, refreshments
- Instructors to assist Western in preparing for reception centre operations

4.9.1.2 Potential Red Cross Functions

4.9.1.2.1 Volunteer Resource Management

The Canadian Red Cross will develop and implement a cost-based program for the recruitment, selection and training of sufficient volunteers and staff to deliver the agreed-upon services for a maximum of 1,500 evacuees. Red Cross will develop and maintain relationships with other voluntary organizations for recruitment and training of local volunteers to support all functions of their disaster operation, and will pull supplies and volunteers from other agencies across Southwestern Ontario as needed. The Western Red Cross Club will become a primary source of volunteers in the early response to an event on Campus.

4.9.1.2.2 Reception Centre Leader

Red Cross may be able to provide a Reception Centre Leader who will be responsible for all Red Cross operations at the reception centre and who will coordinate Red Cross support services with the ESS.

4.9.1.2.3 Registration and Inquiry (formerly Family Reunification)

Red Cross is able to provide registration and inquiry services. Registration of evacuees will take place at the reception centre. Close coordination will be required between Red Cross and ESS for access to the appropriate databases (Human Resources, Housing, and Registrar). Inquiry services will collect information and answer inquiries regarding the condition and whereabouts of missing persons. This effort will assist in reuniting families. Western Telecommunications will be called upon by ESS to install necessary phone lines to receive inquiries. The residences offer a limited number of areas that are equipped with telecommunications access, such as network and telephone hook-ups, and cable TV. Amateur Radio Emergency Services may also be available to assist the Red Cross with their communications needs.

4.9.1.2.4 Emergency Lodging

Red Cross may appoint an Officer of Emergency Lodging who will coordinate the general running and maintenance of the shelter and ensure that people's lodging needs are met in a safe environment. They will also assist Western in finding suitable lodging, as they have pre-arrangements with a number of



hotels in London. Red Cross can also supply cots and blankets for use by evacuees.

4.9.1.2.5 Emergency Clothing

At the request of the ESS and at their cost, Red Cross may provide one set of new clothing to evacuees (maximum cost of \$200.00 per person) as well as personal hygiene kits. Clothing will be obtained under agreements with local stores/warehouses. At Western's request, Red Cross will refer evacuees to community resources for any additional clothing needs.

4.9.1.2.6 Emergency Feeding

The Red Cross may provide snack food to evacuees upon their arrival at the reception centre. Food may include hot and cold beverages and nutritious snacks. Western Hospitality Services should be considered by ESS as the primary source for these supplies, but Red Cross may provide their own until such time as Hospitality Services can respond. Western Hospitality Services are to be responsible for providing meals to evacuees.

4.9.2 Salvation Army

The Salvation Army offers emergency assistance in the areas of welfare, short-term accommodation (currently 75 beds), clothing, food and emergency reception centre support, and will respond within their operational capabilities when requested by Western. The Salvation Army is equipped with a disaster-support vehicle, which is designed to deliver and store hot food. They are also prepared to arrange for clergy assistance at a disaster site or at temporary reception centres when called upon by police, fire authorities, or by Western.

4.9.3 St. John Ambulance

The Middlesex-Elgin Corps of the St. John Ambulance, with headquarters in London, has a capability in first aid, home nursing, child care, ambulance service, emergency lighting, canteen services and emergency reception centre support, and may respond to requests from Western under emergency conditions. St. John Ambulance resources are staffed by volunteers and the level of response will be governed by their availability.

5. CAMPUS EVACUATION AND TRANSPORTATION

5.1 Purpose

In the event of an emergency or disaster it may be necessary to evacuate all or part of the campus. The calm and orderly execution of such an evacuation is critical to the safety of evacuees and the continuing mitigation of the emergency situation.

Provision of transportation for those who do not have access to private transportation or other means of evacuating the campus may be necessary to expedite the evacuation process as well as to ensure the safety and well being of evacuees.

The purpose of this chapter is to outline the process for identifying the need for an evacuation, imposing an evacuation of all or part of the campus, communicating an evacuation order, directing and maintaining the evacuation and re-occupying the evacuated area upon resolution of the emergency condition.

It is important to recognize that the resources identified in this plan may be limited or unavailable as a result of the emergency condition or for some other reason. Plans for the evacuation of the campus must therefore remain highly flexible. It is the responsibility of the Incident Commander to ensure that the provisions of this plan are implemented or to devise and implement alternate strategies in contingencies where the plan cannot be executed.

The process outlined in this chapter relates to a mass evacuation requiring significant separation from the incident. It is not intended to address individual building evacuation or establish plans for the evacuation of a facility in response to an emergency. These individual emergency evacuation plans are established for each building within the building's fire safety plan. Reference should be made to these plans for the evacuation of a specific building.

5.2 Description of Need

An evacuation may be required when an emergency or disaster poses a threat to personal safety and the threat cannot be reasonably contained or isolated. These incidents may include significant chemical spills or releases of hazardous materials, building fire, natural disaster, explosion, catastrophic structural collapse, civil disturbance or the imminent threat of any such incident including any situation from which the general public must be removed in the interests of safety.

5.3 Responsibility for Mass Evacuation

It is the responsibility of the Incident Commander, to assess all emergency situations and to determine the need for and extent of a mass evacuation. This assessment will take into account such factors as physical threat to the community, the ability of emergency responders to operate effectively, weather and environmental conditions, level of control over the emergency, extent of property damage which has occurred or is likely to occur as a result of the emergency condition.



If the emergency condition poses an immediate threat to life safety and the evacuation of the site will reduce the threat, the Incident Commander will order an evacuation and implement the evacuation plan. If the threat is not immediate and there is an opportunity to delay an evacuation, the Incident Commander will advise the EOCG of the threat. If the decision to order an evacuation is from the EOCG, the Incident Commander is to implement the evacuation plan.

5.4 Evacuation Strategy

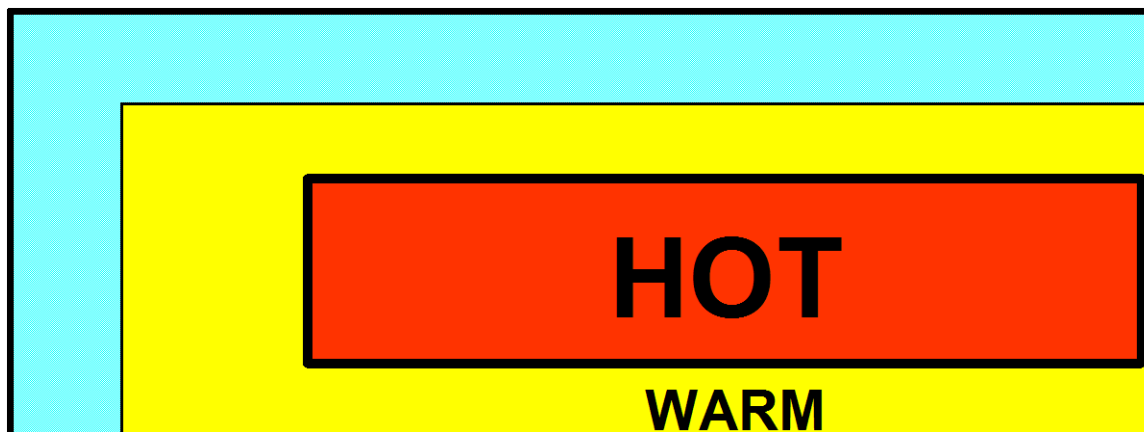
Mass evacuations will be staged commencing with those who are at highest risk of being affected by the emergency condition. For example, an emergency in Thompson Recreation and Athletic Center will require the immediate evacuation of that building. Once this has been completed a secure perimeter would be established around the building and adjacent parking lots. When this perimeter has been secured, neighboring buildings such as Essex Hall, Thompson Engineering, Boundary Layer Wind Tunnel and Spencer Engineering would be evacuated sequentially as required until an appropriate perimeter has been established.

The evacuated area would then be segmented into zones:

Hot Zone The area immediately affected by the emergency with access restricted to authorized emergency responders as controlled exclusively by the Incident Commander.

Warm Zone Area encircling the Hot Zone within which the emergency response teams would operate and establish command, control and communications for dealing with the emergency with access controlled exclusively by the E.R.T.

Cold Zone Area encircling the Warm Zone utilized for staging of personnel and equipment for use in responding to the emergency as controlled by designated emergency responders.



5.5 The Evacuation Plan

If it is determined by the Incident Commander or EOCG Chair to execute a mass evacuation of all or part of Western, the following plan will be used:

- 5.5.1** The Incident Commander will advise all emergency response personnel that a mass evacuation has been ordered and specify the area involved. London police, fire and emergency medical services, if not already aware or responding, will also be notified of the order and the extent of and reason for the evacuation.
- 5.5.2** The hot zone will be identified and emergency response personnel will be assigned by the Incident Commander to ensure that it is fully evacuated and secured with warning tape, barricades, fencing or other means. If necessary, exterior door hardware will be rendered inoperable or secured to eliminate the possibility of re-entry into the hot zone. Access to the hot zone will be controlled through a single entry point as established by Incident Command. All authorized emergency responders must enter through this point for accountability purposes. All emergency responders must check in and out through this access point.
- 5.5.3** Communications and Public Affairs will activate notifications and advise contacts in the affected area that an evacuation has been ordered and that all persons must leave the area. Evacuees will be advised that they should be prepared for a lengthy evacuation and, if reasonable, shut down equipment and take necessary personal belongings. Evacuees will be advised to monitor Western's home web-site and listen to the radio for updates on the evacuation and the location of reception centers when they have been established.
- 5.5.4** If it is determined that the evacuation may be a lengthy one, the Incident Commander or EOCG or will take the necessary steps to implement provisions to establish reception centers for registration and to answer inquiries as well as make arrangements for accommodation and shelter if the evacuation involves a Western residence.
- 5.5.5** The Incident Commander is responsible for assignment of Campus Police, and other staff / groups (Parking and Grounds personnel) to assist in the movement of traffic out of the evacuated zone. Steps may include removal of parking control gates, conversion of two-way roads to one way outbound, erection of signs, barriers, barricades and control equipment to channel outbound vehicle and pedestrian traffic and prevent entry into the secured zone. Specific actions to meet this objective will be based on the location and extent of the evacuation. The Incident Commander will also initiate call in of additional personnel and request assistance of the London Police as required.
- 5.5.6** When the hot zone has been evacuated, evacuation of the warm zone will commence. This phase may involve activation of the fire alarm in each affected building one at a time. Efforts will be made to provide information to evacuees as they exit the building (possibly through the use of building emergency wardens where they exist) or any other available means such as building or mobile public address systems, portable p.a. systems etc. Evacuees will be advised that a general evacuation has been ordered and, if known, the location of emergency shelters or reception centers where they are to report.



- 5.5.7** As each zone has been evacuated to the satisfaction of the Incident Commander, police or other personnel will be assigned by the Incident Commander to maintain the perimeter and to prevent unauthorized access. No person will be allowed access without the authorization of the Incident Commander.
- 5.5.8** Staging areas will be identified and established by the Incident Commander. This information will be communicated to all emergency responders, EOCG and involved agencies. Arriving equipment and personnel will be advised to report to the staging area where they will be held until required or directed to the Incident Command Post for deployment.
- 5.5.9** If necessary, the Incident Commander and/or the EOCG will contact a Transportation Resources representative to advise them of the need for transportation services. In consultation with these service providers arrangements will be made for sufficient transportation of evacuees. Transportation vehicles will report to the ESS to collect evacuees and receive instructions.
- 5.5.10** Perimeters around each evacuation zone will be secured until it is determined by the Incident Commander that the emergency condition has passed and evacuated areas may be re-occupied.
- 5.5.11** The Incident Commander will establish outbound evacuation routes on a priority basis. High priority outbound routes will be identified first and sufficient personnel assigned to facilitate the orderly movement of people and vehicles from campus on the route. Personnel will be stationed at intersections to direct traffic whenever possible. Additional personnel will be assigned as necessary and when available to assist.

5.6 Transportation Resources

- 5.6.1** A large-scale evacuation may require additional resources to transport evacuated persons from campus. This is particularly true when a residence facility is involved. In most cases, students who live in residence do not have access to private transportation. If it is determined that these students will require transportation to an off campus emergency shelter, safe transportation should be arranged.
- 5.6.2** It is understood that under emergency conditions there may not be sufficient lead-time to make arrangements for transportation services when required. Under such circumstances arrangements will be made to provide temporary shelter on campus or nearby in a reasonably safe location until transportation is available to move the evacuees to an emergency shelter facility.
- 5.6.3** In incidents where a large-scale evacuation has been ordered, it will be the responsibility of the Incident Commander and/or the EOCG (ESS) to contact transportation service providers and make a request for sufficient busses to transport the projected number of evacuees. As a general rule, one London Transit bus will transport up to 40 people safely.
- 5.6.4** The EOCG or ESS, in consultation with the Incident Commander will estimate the



number of persons who will require transportation, where the evacuees will be housed, when the emergency shelter will be available for occupancy by evacuees and when the evacuees will be ready to move.

- 5.6.5** The Incident Commander and/or EOCG (ESS) will make contact with the authorized service providers identified in 5.6.7 and advise that Western has ordered an evacuation and transportation resources will be required. The service provider will be advised of the number of evacuees, where the evacuees will be picked up, where they will be dropped off and the time frame within which the evacuation is to occur.
- 5.6.6** The service provider will indicate whether they will be able to comply with the request. Factors such as the time of day, weather conditions, availability of vehicles and drivers, other commitments and other demands on resources (such as a large scale municipal emergency) will determine availability of transportation resources and the time frame within which the service can be delivered.
- 5.6.7** The following are identified as possible service providers for transportation in the event of a large scale evacuation of campus:
- London Transit
 - Murphy Bus Lines
 - Elgie Bus Lines
 - Voyageur Transportation Services
- 5.6.8** Once transportation services have been arranged, the Incident Commander will arrange to have personnel provided at the departure point for busses. Incident Command or ESS will brief these personnel on the transportation of evacuees and they will coordinate the loading of busses to transport evacuees to the emergency shelter.
- 5.6.9** If London Transit is providing transportation services, a London Transit Inspector may be available to coordinate bus transportation to the designated emergency shelter. The London Transit Inspector will liaise directly with the Incident Commander/ESS to facilitate transportation to the emergency shelter.
- 5.6.10** Pick-up locations for bus transportation will be pre-established for evacuation of residences. The primary location will be used unless it is unavailable or cannot be used for any reason. In the event the primary location cannot be used, the secondary location will be established.
- 5.6.11** The Incident Commander may also request buses during an emergency evacuation of short duration if temporary shelter is needed to protect building evacuees from the elements. This should only be considered, however, if there are no suitable buildings available to provide shelter for evacuees.
- 5.6.12** Care and services for evacuees at the shelter will be provided as described in this plan.



5.7 Re-Occupation of Evacuated Areas

- 5.7.1** Upon conclusion of an emergency or disaster situation necessitating an evacuation it will be necessary to coordinate the re-occupation of campus facilities by the evacuees.
- 5.7.2** It will be the responsibility of the Incident Commander and/or EOCG to determine that an emergency or disaster situation has concluded or that it is no longer necessary to maintain an evacuation of some or all of the evacuated areas and those Western facilities are safe for re-occupation and may return to normal operations.
- 5.7.3** Upon determining that evacuees may return to campus, the Incident Commander will notify the emergency shelter(s) that the emergency or disaster condition has been terminated and to prepare for re-occupation of the campus.
- 5.7.4** The Incident Commander will ensure commencement of the removal of barricades, signs and other control devices to allow for normal traffic flow back in to the evacuated area(s). This process will be conducted in reverse order to the establishment of zones. The cold zone will be prepared for re-occupation first, followed by the warm zone and finally the hot zone as appropriate.
- 5.7.5** Under some circumstances it may be necessary to maintain an evacuation of part of the campus until the emergency condition, which caused the evacuation, has been fully dealt with. It is possible that the emergency site cannot be re-occupied for a significant length of time or in the case of severe structural damage, not at all. Under such circumstances it will be necessary to maintain site security.
- 5.7.6** When a building is deemed to be unfit for re-occupation, retrieval of personal belongings from the emergency site will be at the discretion of the Incident Commander. Where it is considered safe to do so, building occupants will be allowed to enter the site under escort to retrieve personal belongings and then leave the site immediately afterward. Access to the site is to be restricted and the number of persons allowed to enter will be determined by the Incident Commander based on potential risk and the number of personnel available to provide escorts.
- 5.7.7** If it is deemed unsafe to enter the emergency site, building occupants will be advised that there will be no access allowed to the facility. Property within the building will be retrieved where possible by emergency personnel or demolition crews where the extent of the damage will allow this. A repository for recovered personal property will be established where building occupants may claim property belonging to them. Where property is lost or not recovered from the emergency site, building occupants will be advised on how and when to make claims for personal losses as a result of the emergency.
- 5.7.8** If ESS is involved, they will be advised that the evacuation order will be lifted and that they may make preparation to re-occupy facilities. Once these preparations have been completed, the Department of Housing or ESS will notify the Incident Commander and a re-occupation order can be issued by the Incident Commander.



- 5.7.9** When the evacuated areas have been made safe to occupy transportation services may be arranged through service providers. Buses will be sent to the emergency shelter(s) where ESS personnel will coordinate the boarding of buses and return the evacuees to the campus.
- 5.7.10** The Incident Commander and ESS will make the necessary arrangements to ensure that there is sufficient control of traffic to allow safe and orderly re-occupation of the evacuated areas.

6 PROGRAM ADMINISTRATION: KEEPING THE PLAN CURRENT

6.1 Western's Emergency Management Program

6.1.1 Associate Vice-Presidents

The Associate Vice-President, Facilities Management and the Associate Vice-President, Human Resources will provide leadership for the Emergency Management Program. The Associate Vice-President, Facilities Management and the Associate Vice-President, Human Resources are responsible for recommending changes in corporate policy and identification of issues suitable for consideration by the Vice-President, Resources & Operations or the President and Vice-Presidents (P.V.P).

6.1.2 Emergency Response Committee

6.1.2.1 Mandate

The Western University Emergency Response Committee (ERC) oversees the planning of emergency response with emphasis on risk management and due diligence considerations. The committee is to ensure appropriate programs, policies, and procedures are in place to provide an effective, well-coordinated response to any emergency that occurs on Campus or affects Western University.

6.1.2.2 Operating Philosophy

The ERC works as a team with the aim of continually improving Western's level of preparedness and ability to respond to emergencies of all sizes. Issues will be examined to obtain maximum benefit from lessons learned in past events.

6.1.2.3 Accountabilities include:

- Develop and maintain a program relating to emergency response.
- Advocate development of appropriate emergency procedures, programs and plans in all areas across campus.
- Facilitate a constructive review process for incidents — debriefing, analysis, reporting and follow-up of lessons learned in regard to emergency response system capacities/shortfalls.
- Review and maintain the Western Disaster Plan and related documents.
- Develop and enhance related corporate policies, procedures and programs (i.e. Fire Alarm Response, Emergency Response and Hazmat Team guidelines, Medical Emergency protocols, etc.).
- Ensure communications processes have the capability to deal with emergency situations.
- Undertake measures to ensure public awareness relating to emergency preparedness and response.
- Develop appropriate public information and notification protocols.
- Liaise with other organizations on emergency response and preparedness.
- Recommend expenditures related to emergency response and preparedness.



- The ERC provides advice with respect to emergency response to Western’s affiliated colleges (Brescia College, Huron College, and Kings College) which are each represented on the committee as invited guests.

6.1.2.4 Membership

- Emergency Response & Preparedness Coordinator
- Emergency Response Team Members
- Housing and Ancillary Services
- Communications and Public Affairs
- Information Technology Services
- Occupational Health and Safety
- Fire Safety & Emergency Management
- Campus Community Police Service
- Western Health Services
- Research
- University Student Council
- Other – as invited by the membership or directed by the sponsors.

Co-chairs of Emergency Response Committee:

- Director, Occupational Health & Safety
- Emergency Response & Preparedness Coordinator

Co-sponsors of Emergency Response Committee:

- AVP Facilities Management
- AVP Human Resources

6.1.2.5 Resources

Emergency Response and Preparedness Coordinator (ERPC) - The Emergency Response and Preparedness Coordinator coordinates meetings and activities of the ERC. The ERPC helps to ensure that we are responding in a coordinated and effective fashion in accordance with appropriate emergency procedures, protocols and legislation. S/he acts as a facilitator and advisor for the Western departments who participate in emergency response/preparedness activities. This includes liaising, coordinating and troubleshooting with key agencies and individuals, providing reports of his/her significant activities to the committee.

6.1.2.6 Emergency Response Committee Meetings

Meetings are to be held quarterly with special meetings called (as required) by the Co-chairs to discuss incident reports. Five (5) members present including one co-chair will constitute a quorum.

6.1.3 Plan Development and Maintenance

The Emergency Response and Preparedness Coordinator is responsible for maintaining the currency of the overall plan, especially any information that is time sensitive. Regular training and exercises should occur.

6.2 Resources

These departments/organizations can assist Western in responding to a major emergency or disaster:

6.2.1 Campus Community Police Service

The CCPS Communications Operator is normally the first person alerted to the existence of an emergency and is the primary contact with municipal emergency services. The CCPS Communications Centre is a repository for all information relating to access and contacts. A CCPS officer is almost always the first responder, advising the CCPS Communications Centre of the need to notify ERT. CCPS coordinates the initial response and facilitates the implementation of the Disaster Plan. Campus Community Police Services coordinate the law enforcement components of an emergency response.

6.2.2 Occupational Health and Safety

Occupational Health and Safety will undertake activities relating to workplace safety including chemical, radioactive and biohazard issues. They are responsible for the hazardous materials response in emergencies. Health and Safety provides leadership for the Hazardous Materials Response Team.

6.2.3 Facilities Management (FM)

FM deals with many of the infrastructure issues including power, water, gas, steam, structures, and roads and is normally the lead agency in regard to cleanup and restoration of service/facilities. Grounds staff have the primary responsibility to deliver and deploy of the Emergency Support Trailer and deploy barricades, traffic cones, barrels, and signs to secure an area or close a roadway.

6.2.4 Fire Safety and Emergency Management

Fire Safety & Emergency Management personnel coordinate the logistics in the implementation of an Incident Command Post and the set-up and operation of the Emergency Operations Centre. Fire Safety & Emergency Management personnel will help to ensure an effective interface with the London Fire Services on related aspects. They are responsible for fire safety on Campus and will undertake appropriate investigations of fire related incidents. Support to the Hazardous Materials & Confined Space Response Team, SERT and ESS will be rendered according to Incident Command.

6.2.5 Building Emergency Teams

Building Emergency Team members are recognized as individuals with training and leadership in the event of a building fire alarm or other emergency. This can be a critical resource to Incident Command. These individuals are readily identifiable (purple vest) and have building specific knowledge.

The can assist by:

- Helping to ensure the orderly evacuation of buildings.
- Assisting responders to control the situation in the event of an emergency.
- Ensuring the safety of co-workers and other building occupants.
- Protecting property from damage, theft, vandalism, etc.
- Assisting in reoccupation and ensuring things get back to normal as quickly as possible.
- Being Ambassadors for fire safety, emergency response and preparedness programs.
- Promoting emergency management and contingency planning activities.

6.2.6 Housing and Ancillary Services

Housing priorities focus on the safety and well being of students living in Western residences, as well as residing in Western operated housing. The Division is also available for provision of food services and crisis counseling/medical support.

6.2.7 Communications and Public Affairs

Effective media relations and public information are essential to a successful response. The Unit liaises with local media ensuring that public information is disseminated quickly and accurately. Communications and Public Affairs are also responsible for the notification of the EOCG as well as the updating of central contact and fan out lists, activation of telephone hotlines, web/email and other notification systems.

6.2.8 Information and Technology Services

Computer and telephone systems are essential systems in today's environment. ITS is to ensure appropriate disaster recovery and business continuity plans are in place for centrally controlled computing and telephone networks.

6.2.9 Finance

Finance and purchasing provide assistance to acquire necessary resources, track related costs, and ensure the financial viability of Western operations throughout an emergency or disaster.

6.2.10 Registrar’s Office

The Registrar’s Office deals with the impact of an event on academic activities including the canceling and rescheduling of classes and examinations. This includes the operations of the Library system. They ensure the integrity of student records and financial aid systems through disaster recovery and business continuity plans.

6.2.11 Human Resources

Human Resources oversee the personnel components relating to additional staffing, payroll / compensation issues, benefits, employee counseling and labour relations as well as insurance implications.

6.2.12 Emergency Response and Preparedness Coordinator

This individual is responsible for coordinating the emergency response and preparedness programs of Western. He/she ensures that Western is diligent in its handling of emergencies and uses generally accepted approaches. Working with the responsible unit managers, he/she will coordinate and implement appropriate joint procedures, develop and provide related training programs, coordinate major incident debriefing and reporting, and ensure follow up is undertaken.

6.2.13 Student Emergency Response Team (SERT)

These student volunteers are highly trained first response medical personnel with many capabilities including defibrillation. They are pager and radio equipped. SERT is dispatched to all medical emergencies on Campus during the period from September to April, 24 hours a day, seven days per week (except for Christmas break).

6.2.14 Parking Services

Parking Services can assist Incident Command with crowd and traffic control, erect barrier tape, signs, and barricades, and other activities requested by Incident Command. As the incident unfolds, they can be assigned responsibility for the logistical needs of Incident Command. This includes operation of the emergency support trailer and generator, provision/transport of equipment, radios and batteries, tools, supplies, food/fluids, portable washrooms, vehicles, buses, etc. In a major situation, Protective Services staff may be called upon to assist in the establishment of the Emergency Operations Centre (EOC).

6.2.15 University Students’ Council Events Staff

This group provides scheduled security patrols for Libraries and the University Community Centre. They can also provide teams for special events, Orientation Week activities, as well as fire watch when alarm systems are out-of-service. Their supervisor is available during the school year by pager for unscheduled events.



6.2.16 London Fire Department

When called to Campus, the London Fire Department has jurisdiction for fire response, rescue (including confined space, high angle, entrapment, etc.) and hazardous materials (fumes, spills, environmental risk, etc.). At an incident involving one of their primary responsibilities, they are deemed to be Lead Agency and their Incident Commander will have control of the emergency site.

6.2.17 London Police Service

The London Police Service (LPS) expects the Campus Community Police (CCPS) to deal with routine law enforcement on Campus. LPS will become the Lead Agency in serious criminal code investigations. LPS will provide their resources in situations that are deemed necessary. At request, they will also provide additional personnel (as available) to deal with a major, non criminal event such as a fire, evacuation or demonstration. They also may provide their Command Vehicle at any major incident (their Command Vehicle is equipped with a Western programmed radio).

6.2.18 Ambulance - Emergency Medical Services (EMS)

EMS provides the personnel, both ambulance attendants and paramedics, for medical emergencies. Each shift has a supervisor and this person would attend the scene of a major emergency. Ambulance dispatch is provided through the Ontario Ministry of Health Central Ambulance Communications Centre (CACC). They monitor the ambulance fleet in a large section of this part of Ontario. They can dispatch out-of-town vehicles, which may be in London or request them to respond to supplement London vehicles in a major event.

6.2.19 City of London Emergency Management

The City of London and the County of Middlesex has the power under the provincial Emergency Management Act to declare an Emergency and activate their Emergency Plans. This can be done for several reasons. The City of London and County of Middlesex Emergency Community Control Group's establish a recognized point of authority responsible for the direction, control and coordination required during a major emergency or disaster event. It officially informs the Province that they have a situation that they may need assistance. It serves to protect the municipality from litigation and deems all registered volunteers to be employees of the municipality in case they are injured. Requests for provincial or federal resources would flow through Emergency Management Ontario. Their Area Officer for Southwestern Ontario would normally respond to the incident. An emergency operations centre is setup. Western may be requested to send a representative to the City or County's emergency operations centre, especially if the source or majority of the impact involves Western.

6.2.20 London Transit

London Transit not only operates a fleet of municipally owned buses, but can assist in the overall coordination of transportation resources for evacuees in a disaster.

6.2.21 St. John Ambulance

St. John Ambulance has an impressive array of resources available from their London Headquarters. In addition to medical transport units, they have two lighting units, a communications/command post (often used by the London Fire Service) and a canteen vehicle. They provide refreshments and are dispatched through the Central Ambulance Communications Centre (CACC).

6.2.22 Red Cross

The Red Cross has a longstanding tradition of helping people in disasters. Their London-Middlesex Branch has a Regional Emergency Response Team to provide the manpower and expertise for the registration and inquiry component of a large-scale evacuation. They also have an Emergency Response Vehicle.

6.2.23 Amateur Radio Emergency Service (ARES)

Amateur radio operators supply and operate radio links between hospitals, the Red Cross, 9-1-1 Centre at London Police Headquarters, as well as London Fire Communications. They are able to provide emergency communications to not-for-profit organizations using ham radio frequencies on VHF, UHF, and HF bands. They may also be capable of providing television, data, and GPS reporting systems.

6.2.24 Salvation Army

The Salvation Army can provide assistance by looking after shelters, evacuation centres and other personal needs. They also provide a canteen service that can assist at the emergency scene.

6.2.25 Hazardous Material & Confined Space Response Team (HazMat Team)

The HazMat Team can provide assistance when dealing with emergencies that involve chemical hazards, bio hazards, radiation hazards, nuclear hazards, and other environmental hazards (Confined spaces).

6.3 Emergency Related Policies & Procedures

- [1.4 Policy on Emergency Response & Preparedness](http://www.uwo.ca/univsec/mapp/section1/mapp14.pdf)
- [1.11 Transportation of Dangerous Goods](http://www.uwo.ca/univsec/mapp/section1/mapp111.pdf)
- [1.14 Emergency Closing](http://www.uwo.ca/univsec/mapp/section1/mapp114.pdf)
- [1.31 Hazardous Chemical Waste Policy](http://www.uwo.ca/univsec/mapp/section1/mapp131.pdf)
- [1.34 Storage and Dispensing of Flammable and Combustible Liquids in Laboratories](http://www.uwo.ca/univsec/mapp/section1/mapp134.pdf)
- [1.37 Parking and Traffic Regulations](http://www.uwo.ca/univsec/mapp/section1/mapp137.pdf)



- [1.39 Campus Community Police Service](http://www.uwo.ca/univsec/mapp/section1/mapp139.pdf) <http://www.uwo.ca/univsec/mapp/section1/mapp139.pdf>
- [1.40 Release of Information to the Media](http://www.uwo.ca/univsec/mapp/section1/mapp140.pdf) <http://www.uwo.ca/univsec/mapp/section1/mapp140.pdf>
- [3.1 Health and Safety Policy](http://www.uwo.ca/univsec/mapp/section3/mapp31.pdf)
<http://www.uwo.ca/univsec/mapp/section3/mapp31.pdf>
- [3.6 Deaths](http://www.uwo.ca/univsec/mapp/section3/mapp36.pdf)
<http://www.uwo.ca/univsec/mapp/section3/mapp36.pdf>
- [3.8 Employee Assistance Program](http://www.uwo.ca/univsec/mapp/section3/mapp38.pdf)
<http://www.uwo.ca/univsec/mapp/section3/mapp38.pdf>
- [Code of Student Conduct](http://www.uwo.ca/univsec/board/code.pdf)
<http://www.uwo.ca/univsec/board/code.pdf>

Contacts: John Carson
 Director, Campus Community Police Service
 (Emergency Response & Preparedness Coordinator)
 519.661.3300
 jcarso8@uwo.ca

Date of last update: January 2015

6.4

EOCG – ASSEMBLY CHECK LIST

DATE _____

Reference CHECK LIST at time of assembly

Chair _____

- Identify members present
- Identify the scribe
- Identify the Incident Commander
- Identify the Campus Police Liaison person
- Is the Emergency Operations Centre (EOC) fully set-up
- Ensure the teleconference phone is set-up and line open (identify phone number)

- Campus Police liaison **briefing**
- What is the hot zone
- What has already been done
- What is the extent of injuries/ damage
- Are there any on-going safety concerns, hazards or risk
- Are Police/ Fire/ EMS involved

- Has there been any media contact or publication (What are the messages)
- Has there been any evacuation(s) and, if so, details
- How is business, classes, other space in the area affected
- Are there any further resources we need (2-way radio, VDP, computer)
- How can we help**

- Identify Communications and Public Affairs messaging
- What message should be on the switchboard (after event is made public)
- Is a media staging area needed

- Are faculty/ staff affected
- When is the emergency expected to end

- Do we have enough information or need more details
- Do we need more information from the Incident Commander right now
- What is our consensus on strategy
- What is our priority **NOW**
- Who is injured, how serious, and where are they (students, faculty, staff)
- Identify who is assigned to be liaison at hospitals (send to hospitals)
- Arrange for injury details from the scene (if available)
- Arrange for families (Check Incident Commander on staging, traffic & support)
- Notification of Registrar/ HR (fatalities notifications is a city Police responsibility)
- Do we need to arrange Shelter, Clothing, Food
- Identify space alternatives for out of service facilities
- Check Reservations and other options for alternative facilities
- Is budget approval needed for repairs decisions (inform Incident Commander)
- Arrange for regular up-dates by the Incident Commander
- Notify the President

